Notice of Meeting

Communities, Environment and Highways Select Committee

Date & time
Wednesday, 5 July 2023 at 10.00 am

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

Contact
Clare Madden, Scrutiny Officer

clare.madden@surreycc.gov.uk

Chief Executive
Joanna Killian

We're on Twitter:
@SCCdemocracy

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Clare Madden

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Elected Members
Catherine Baart, Cooksey, Jonathan Hulley, Andrew Macleod, Jan Mason, Cameron McIntosh, Lance Spencer, Keith Witham, Steve Bax, Liz Bowes, Richard Tear, Buddhi Weerasinghe, John Beckett

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TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

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

AGENDA

1   APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions.

2   MINUTES OF THE PREVIOUS MEETINGS: 20 MARCH 2023   (Pages 5 - 14)

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   (Pages 15 - 16)

To receive any questions or petitions.

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

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting *(29 June 2023).*

2. The deadline for public questions is seven days before the meeting

(28 June 2023)

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

5   A NEW ROAD SAFETY STRATEGY FOR SURREY

(Pages 17 - 34)

This draft policy is being revised by Officers and scrutiny has now been postponed. (Note added on 30 June 2023)

Purpose of report:

To inform and seek the views of the Select Committee on the development of a new Road Safety Strategy for Surrey based on the principles of a 'Vision Zero' safe system approach that aims to manage vehicle speeds and introduce more 20mph limits, inclusive of a draft new Speed Limit Policy that will shortly be subject to a public and stakeholder consultation.

This report also seeks to respond to Will Forster's (Woking South) Motion to the Council on 23 March 2023 (Item 9 [ii] made under standing order 11) when it was agreed that the matter would be considered by the Communities, Environment and Highways Select Committee.

6   GREEN FINANCE STRATEGY

(Pages 35 - 90)

Purpose of report:

This report seeks Select Committee approval of the approach set out in the updated *Greener Futures Finance Strategy* which includes a framework, investment principles and governance to support the delivery of our net-zero 2030 and 2050 targets. The 2030 net zero finance approach has been well developed and is underpinned by a Finance Model. It is important to note that this model has been produced to provide intelligence on the quantum of the overall costs required, and operational savings achieved, in relation to this target. Decisions will be made on individual business cases and not on the model.

7   SURREY FIRE AND RESCUE SERVICE PERFORMANCE

(Pages 91 - 180)

Purpose:

For Members to consider and comment on the services performance and progress against the Inspection Improvement Plan.

| **8** | **RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** | (Pages 181 - 210) |

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

9   **DATE OF THE NEXT MEETING: 5 OCTOBER 2023**

The next public meeting of the committee will be held on 5 October 2023.

Joanna Killian
Chief Executive
Published: Tuesday, 27 June 2023

Item 5 – note added 30 June 2023

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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

Thank you for your co-operation

MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 12.00 pm on 20 March 2023 at Committee Room, Woodhatch Place.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 5 July 2023.

Elected Members:

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

APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Stephen Cooksey.

Robert Hughes and Richard Tear substituted for Cameron McIntosh, John Furey respectively.

11/23 MINUTES OF THE PREVIOUS MEETINGS: 8 FEBRUARY 2023 [Item 2]

The minutes of the Communities, Environment and Highways Select Committee held on 8 February 2023 were formally agreed as a true and accurate record of the meeting.

12/23 DECLARATIONS OF INTEREST [Item 3]

None received.

13/23 QUESTIONS AND PETITIONS [Item 4]

None received.

14/23 STRATEGIC WASTE INFRASTRUCTURE PLAN [Item 5]

Witnesses:

- Natalie Bramhall, Cabinet Member for Property and Waste

- Katie Stewart, Executive Director for Environment Transport and Infrastructure
- Steven Foster, Interim Director for Waste
- Rob Macpherson, Waste Contract & Project Officer
- Jodi Johnston, Waste Contract Management Project Officer

Key points raised during the discussion:

1. The Chairman noted that several components of the strategy involved other entities and asked if alternative plans had been considered if agreements could not be reached. The Executive Director for Environment Transport and Infrastructure explained that third party market capacity would be considered if agreements could not be reached.

2. A Member asked how the council work with districts and boroughs in a more collaborative way to provide resilience, security and value for money for the future of waste services, as outlined in the councils vision. The Interim Director for Waste noted the good level of horizontal cooperation between the districts and boroughs through the Surrey Environmental Partnership (SEP) and explained that the districts and boroughs, provided frontline resilience, the statutory obligations of the council provided security of service and value for money resulted from more efficiency around recycling by having a Surrey County Council (SCC) owned Materials Recovery Facility (MRF) to reduce costs. The Cabinet Member for Property and Waste noted the differing levels of services provided by the districts and boroughs and said that the SEP would work with them to provide support to implement change going forward.

3. A Member asked what responsibility the council had to engage with residents. The Waste Contract Management Project Officer said that in addition to the districts and boroughs having their own communications plans, quarterly meetings took place between waste and recycling officers to agree communications strategies which were produced by the Surrey Environmental Partnership.

4. A Member queried how the proposed introduction of a new operating model for the Community Recycling Centre (CRC) network would improve network efficiency and effectiveness and provide greater control over the quality of the materials collected. The Interim Director for Waste explained that the long term ambition was to rebuild six sites that were currently substandard rather than introduce a new operating model. The Waste Contract & Project Officer agreed that there were plans to redevelop the six sites to improve safety and efficiency with no new operating model proposed.

5. A Member queried if the recycling credits offered to the districts and boroughs were progressive. The Interim Director for Waste said that from April 2023, with SEP members agreement, action plans would be in place for all 12 authorities to drive forward initiatives to reduce waste arisings and increase recycling. Progress against these plans would be assessed without penalties or deductions in the first and second year, however deductions to credit payments could be implemented in the third year if an authority is assessed as making insufficient progress to deliver on their stated actions.

6. A Member queried if some disposal could be dealt with by the council in partnership with relevant third parties to reduce transportation costs. The Interim Director for Waste noted the industry focus on reducing tonnage to landfill or incineration and said that in terms of recyclables journeys, the Trumps Farm project noted in the report would enable the council to build its own MRF to bulk up waste within the county and reduce transportation. Apart from the Eco Park There were currently no facilities in the county to incinerate residual waste.

7. A Member queried how the proposed Infrastructure Plan would reduce the carbon impact of waste treatment, transportation and disposal, and increase resource recovery from residual waste materials. The Member asked how effectively this would align with the 25 year Environment Plan which sets out the Resources and Waste Strategy. The Interim Director for Waste said that gains could be made by reducing the annual 50,000 tonnes of food waste currently in black bags. By educating residents to place this food waste in the separate container provided, it would significantly reduce costs and enable it to be used to produce electricity in an anaerobic digestion process. In addition, discussions were taking place regarding electric collection vehicles and although these were at an early stage of development and not necessarily viable There were early indications of vegetable based fuels being an option going forward. Measurement of any successes would be reflected in environmental returns to The Department for Environment, Food and Rural Affairs (DEFRA). The Executive Director for Environment Transport and Infrastructure added that existing key performance Indicators to align with the Greener Futures Plan would be reviewed and agreed with the Committee.

8. A Member asked how the proposed multi-facility solution at Trumps Farm would reduce the cost and environmental impact of long-distance haulage for the out of county treatment of dry recycling. The Interim Director for Waste explained that the Trumps Farm site was currently at the feasibility stage, and it was expected that a transportation review would be required prior to the submission of any planning application. It had been

agreed with Cabinet that a planning application would not be submitted until an additional round of challenge had taken place and it was expected to come back to that Committee as part of this process.

9. A Member, in noting paragraph 18 of the report, queried what were the commercial opportunities resulting from initiatives in the strategy. The Interim Director for Waste said that this related to the generation of a small income by transferring back control to the council at the transfer stations currently used by contractors to bulk up commercial waste for the collection of commercial waste.

10. A Member queried where in the process was the council in relation to Trumps Farm as paragraphs 30 and 31 of the report conflicted with the information provided on page 16 of the annex. The Interim Director for Waste explained that the process was at an earlier stage than a year ago due to challenges from Cabinet, the Communities, Environment and Highways Select Committee and the Major Projects Board. The Cabinet Member for Property and Waste added that there had been increased Land and Property department involvement to identify alternative sites within the county for an MRF and a Property Board had been set up exclusively for this project.

11. The Chairman said that the monitoring of the Key Performance Indicators (KPIs) of all components of the plan were an essential part of the process. A Member noted the need for KPIs around cost effectiveness, carbon impact and the circular economy. The Executive Director for Environment Transport and Infrastructure agreed with the suggestion to develop new KPIs and of ongoing monitoring of existing KPIs.

12. A Member asked how much landfill capacity remained in Surrey. The Waste Contract & Project Officer confirmed that the only landfill capacity remaining in Surrey was at Cormongers Lane in Redhill which took 10,000 tonnes (5 per cent) of the counties waste. The site would be capped and restored by 2030 at which point there would be no landfill capacity in Surrey and it would be unlikely for any further landfill sites to be permitted.

13. A Member asked if lobbying of government was possible to make it a requirement for mattresses to be more easily recyclable. The Interim Director for Waste said that solutions were being sought around mattress recycling.

14. A Member queried incinerator temperature sensitivity required to remove Persistent Organic Pollutants (POPs) from mattresses. The Interim Director for Waste said that discussions were taking place with SUEZ to identify solutions around POPs.

Resolved:

The Communities, Environment and Highways Select Committee:

a. While recognising the imperative to work with Districts and Boroughs, supports the proposed Strategic Waste Infrastructure Plan and commends its ambitions to work in partnership with the County's District and Boroughs.

b. Asks that – as the various components move forward – clear measures, including specific Key Performance Indicators (KPIs), are put in place to ensure cost effectiveness; carbon impact; and circular economy with appropriate monitoring to evaluate performance.

c. Urges the Cabinet Member to write to central government requesting them to take further necessary measures to reduce the need for specialist recycling.

15/23 FUTURE BUS NETWORK REVIEW AND LOCAL BUS SERVICE INVESTMENT [Item 6]

Witnesses:

- Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth
- Katie Stewart, Executive Director for Environment Transport and Infrastructure
- Lucy Monie, Director, Highways and Transport
- Paul Millin, Assistant Director, Strategic Transport

Key points raised during the discussion:

1. The Chairman queried the councils capital and revenue spending on buses in the financial years 2022/23 and 2023/24. The Assistant Director, Strategic Transport confirmed that the revenue budget for 2022/23 was £10.5 million and the budget for 2023/24 was £12.2 million adding that Cabinet had agreed budget and pipeline funding at £49 million to support investment initiatives.

2. The Chairman asked if residents expect this financial commitment to bus services in Surrey to continue. The Cabinet Member for Transport, Infrastructure and Growth gave reassurances that bus services and improvements to public transport were a priority for the council.

3. A Member queried the lessons learnt from the Mole Valley Connect Scheme, Digital Demand Responsive Transport

(DDRT) pilot and asked if residents not digitally aware would be deterred from using the service. The Assistant Director, Strategic Transport confirmed that telephone bookings would continue alongside online and app booking. Lessons learnt included the understanding that school journeys could not be provided as vehicles were tied up for significant parts of the day resulting in a reduction in availability for residents and the original electric vehicles could now longer cope with the daily mileage, which has increased throughout the day due to greater ridership, requiring their replacement.

4. A Member asked if the DDRT would be council run or commercially operated services. The Assistant Director, Strategic Transport explained that the DDRT services would be going to tender in April for services to start in September 2023, ideally with the aim of one or two contractors to provide a range of DDRT services with the ability to combine high levels of quality in delivery and control.

5. A Member noted that Stagecoach bus drivers had been advising users of the 17 and 520 bus services that the route would be cut from September 2023 and sought reassurances that the council would provide clear communications about the change of services to residents. The Assistant Director, Strategic Transport committed to raise the issue of drivers giving incorrect information with Stagecoach senior managers and said that information about the proposed changes to services would be provided to local Members, with an early briefing planned post Cabinet.

6. A Member said that residents needed a clear explanation of the DDRT service. The Assistant Director, Strategic Transport agreed and noted that as demand increased going forward, the service may evolve to a corner to corner service, rather than a home to destination service to improve service efficiency.

7. A Member asked how the five areas of priority noted in paragraph 21 of the report had been identified and what were the improvements planned in these areas and their timescales. The Assistant Director, Strategic Transport explained that the five areas had been identified by considering where passenger growth could be maximised as referenced in the National Bus Strategy published in March 2020. The Member queried if the consultation had reaffirmed the five areas of priority. The Assistant Director, Strategic Transport confirmed that 70 per cent of residents agreed with the investment in the priority areas.

8. A Member asked what proportion of the revenue and capital expenditures over the next two years would be spent on DDRT services as opposed to normal bus services. The Assistant

Director, Strategic Transport said that approximately £700,000 would be spent on the cost of DDRT services in a full financial year.

9. A Member asked if there was a charge for DDRT. PM confirmed the charge was currently £2.

10. A Member questioned how services provided by the Council related to district and borough services such as Woking Bustler. The Assistant Director, Strategic Transport said that the Council had an excellent working relationship with Woking Bustler and plans were underway to work more closely and invest with them to grow their business and provide additional opportunities to both parties going forward.

11. A Member asked if the reduction of services noted in Annex E of the report were likely to be reconsidered and if not, what were the mitigations around these measures. The Assistant Director, Strategic Transport said that not all the routes would result in service withdrawals and explained that plans to refine 11 of the 24 poorly performing services shared to the public consultation were required due to the financial implications of low patronage. The Assistant Director, Strategic Transport noted the commitment to work with residents affected by the changes through Members, district and boroughs, parishes and town councils to promote alternatives such as affiliated and non-affiliated voluntary car schemes. The Chairman was concerned that the areas in question were key neighbourhoods in areas of deprivation in Surrey. A Member urged that additional mitigations be put in place to ensure that no one is left behind. The Assistant Director, Strategic Transport undertook to reconsider the 11 services proposed. **(Action:** Assistant Director, Strategic Transport)

12. A Member noted concerns about the Tattenham Corner school bus service cessation. The Assistant Director, Strategic Transport explained that the company operating the Tattenham Corner and Preston school bus services commercially had said that the services were no longer commercially viable. As a result, another operator had been persuaded to pick up one of the services and the second service was going to tender.

13. A Member asked what the financial savings of would be implementing the changes. The Assistant Director, Strategic Transport said that there would be no savings as any additional money input would cover tender increases.

14. A Member asked if the council could run its own service. The Assistant Director, Strategic Transport said that this would be a huge undertaking and it was unlikely that the council could

achieve a more efficient or cost effective service with requirements for a suitable depot and the purchasing of vehicles to be considered.

15. A Member asked if the changes happening to services would be promoted on buses. The Assistant Director, Strategic Transport confirmed that briefings regarding the changes would be provided to all Members going forward.

16. A Member questioned if the negative impact to those with disabilities would be analysed further. The Assistant Director, Strategic Transport acknowledged the obligation to consider residents with disabilities and noted the East Surrey Rural Transport Partnership and the Woking Bustler service as examples of the provision of different services for those unable to access public transport and committed to look again at the 11 service areas in relation to the negative impact on residents with disabilities. The Member asked if residents with disabilities would be consulted. The Assistant Director, Strategic Transport said that organisations such as Sight for Surrey and the Surrey Coalition of Disabled People had been consulted and were aware of the proposals. The Member asked if information could be provided to confirm the date of the consultation with Sight for Surrey. The Assistant Director, Strategic Transport agreed to provide the information directly to the Member. (**Action: Assistant Director, Strategic Transport**)

17. A Member asked how much the council would be involved in promoting the '20 and Under Half Fare Concessionary Scheme'. The Assistant Director, Strategic Transport said that the council would share the news through social media channels and the communication plan for this was being developed. The Cabinet Member for Transport, Infrastructure and Growth added that the Surrey Youth Cabinet had provided positive feedback about the DDRT and the concessionary scheme. The Member asked if feedback could be provided to the committee regarding the success of the DDRT and '20 and Under Half Fare Concessionary Scheme' at an appropriate time. The Cabinet Member for Transport, Infrastructure and Growth agreed to provide the committee with an update.

18. A Member queried if the Department for Transport (DfT) would require the DDRT service to be financially sustainable. The Assistant Director, Strategic Transport said that the council would report back to the DfT, including a refreshed Bus Service Improvement Plan, with the DDRT included as a registered local bus service.

19. A Member asked what the vision for bus services in the future was. The Assistant Director, Strategic Transport noted zero

missions and a successful '20 and Under Half Fare Concessionary Scheme' leading to more residents using public transport.

Resolved:

The Communities, Environment and Highways Select Committee:

a. Welcomes the proposed increased investment to stimulate passenger figures in a number of areas and particularly supports the new '20 and Under Half Fare Concessionary Scheme'.

b. Endorses the roll-out of new Digital Demand Responsive Transport (DDRT) services to new areas, but with an expectation that this be accompanied by effective and timely communications to residents affected who may be less digitally aware.

c. Is concerned at the findings of Bus Service Improvement Programme Route Analysis (Annex E of the report) that seven very underprivileged areas – Key Neighbourhoods – will be severely affected by these changes, which runs counter to Surrey's declared 'No one left behind' ambitions. The Committee urges consideration of effective mitigation measures.

16/23 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

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

1. A discussion took place regarding items not on the programme and the Chairman agreed that one substantive item to include countryside and rural matters, land management and the nature recovery strategy would be added to the Forward Work Programme.

17/23 DATE OF THE NEXT MEETING: 11 MAY 2023 [Item 8]

The Committee noted its next meeting would be held on 5 July 2023.

Meeting ended at: 1:45pm

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Chairman

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COMMUNITIES ENVIRONMENT HIGHWAYS SELECT COMMITTEE QUESTIONS

5 JULY 2023

1. PUBLIC QUESTION FROM JULIE RUSS

"Why are verges cut 4 times a year in urban areas when sight lines are not an issue and twice a year in rural areas when once is all that is necessary? And why are arisings not collected when the Council states in its own Tree Strategy that they are bad for wild flowers as they enrich the soil? Money saved by cutting less could possibly be used to purchase cut and collect machinery for loan to contractors, or for paying contractors who do use such machinery."

Response:

For 23/24 the standard of grass cutting is 4 urban and 2 rural cuts. This spring, growth rates have been exceptionally high. There is no intention to amend the 2-cut approach for rural locations, as this is deemed a good balance between road safety and the environment. Highway safety is paramount, and we operate a separate programme for sight lines on high-speed roads. If residents identify an issue with sightlines, we encourage it to be reported via our website (link here) and an inspection and if needed an additional local cut will be made.

While various trials of cut & collect are happening across the country, we are not aware of any highway authority which collects all of the grass cuttings on their network. The estimated cost of doing so in Surrey is in the region of £2.67m, plus disposal costs which would be substantial in both costs and carbon. It is not practical or at this time a good use of public money. The County Council will keep this under review. However, the exception to this policy is that the Council does intend to collect arisings from those areas which form part of the Blue Campaign, which specifically encourages and seeks to protect wildflowers on verges. Further information about the Blue Campaign is available on our website (link here).

2. PUBLIC QUESTION FROM HELEN MONROE

"My concern is about all areas across Surrey where green spaces have been labelled as verges when they are not, Whitmore Green being a concrete example to illustrate this.

I would therefore like to please ask for all green spaces that have been incorrectly labelled as verges to be redesignated and a grass cutting regime appropriate to recreation areas to be implemented?"

Response:

Designated recreation areas are managed by the Districts & Boroughs as part of their general parks and recreation duties. There are no designated recreation areas on the public highway, although it is accepted that in some housing estates there are larger areas of highway verges. The standard number of cuts for these areas is four per annum. The County Council's Cabinet are considering options for revising general grass cutting standards next year.

Background: From Mrs Monroe - Whitmore Green in Farnham is a green space normally used as a recreation area for the local community to enjoy. Up until this year it was maintained by Waverley Borough Council and cut approximately 10-12 times per year. Since Surrey County Council took over responsibility for the Green earlier this year, it has been cut only once in late April. Apparently this is because the land has been incorrectly classified as a verge and as such is only due to be cut 4 times a year, leaving it looking more like wasteland than a Green. The local community have raised this as a concern to staff at Surrey County Council, as well as our councillor, Catherine Powell, who has submitted photographic evidence in an attempt to have the Green reclassified as a recreational space. Given the lack of action by the Council, a petition has now been mounted as the Green has become completely unusable. Mrs Monroe is seeking a grass cutting maintenance regime in line with other recreational areas to be restored to this Green.

3. PUBLIC QUESTION FROM HELEN MONROE

"There are green spaces in Surrey that are not highway verges (large or otherwise). They have been wrongly labelled highway verges and the grass cutting regime corresponding to verges is inadequate for these spaces. I am asking for these green spaces to be relabelled correctly and a grass cutting regime appropriate to recreation areas to be implemented."

Response:

Any grass area that is adopted highway (such as Whitmore Green) is classified as a "highway verge" – it does not need to have a road adjacent to it. No part of the adopted public highway is classified as "recreational".

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

WEDNESDAY, 5 JULY 2023

A NEW ROAD SAFETY STRATEGY FOR SURREY BASED ON A 'VISION ZERO' SAFE SYSTEM APPROACH, ENCOMPASSING A NEW SPEED LIMIT POLICY

Purpose of report:

To inform and seek the views of the Select Committee on the development of a new Road Safety Strategy for Surrey based on the principles of a 'Vision Zero' safe system approach that aims to manage vehicle speeds and introduce more 20mph limits, inclusive of a draft new Speed Limit Policy that will shortly be subject to a public and stakeholder consultation.

This report also seeks to respond to Will Forster's (Woking South) Motion to the Council on 23 March 2023 (Item 9 [ii] made under standing order 11) when it was agreed that the matter would be considered by the Communities, Environment and Highways Select Committee.

Introduction:

1. At the beginning of this year, the Cabinet Member for Highways and Community Resilience tasked the Highways and Transport Service with creating a new Speed Limit Policy to best meet the needs of the county and our residents. This included a clear ambition that a new policy must facilitate the delivery of lower and more appropriate speed limits in all, town centres, residential areas, village centres and outside schools.

2. Work to develop a new Speed Limit Policy has therefore been ongoing since the beginning of the year, including consideration of best practice and an assessment of potential approaches. With work well underway, after several months a Motion to Council was tabled in respect to the Council's speed limit policy and approach. The work already completed, the approach being proposed and the future tasks to be completed as set out in this report enables a response to the Motion to be provided, noting that the creation of a new Speed Limit Policy to best meet the needs of the county and our residents was already in hand.

Background

3. There are on average nearly 30 deaths on Surrey's roads each year. The Council proposes to set a target of zero, or as close as possible, fatalities and life changing injuries by 2050 with a 50% reduction by 2030. We propose to achieve this by developing and implementing a new Road Safety Strategy for Surrey based on the principles of the 'Vision Zero' and a Safe System approach. Doing so will reduce death and serious injury on our road network, ensuring the Council's strategy and approach reflect best practice and protects road users as far as we are able.

4. Our Vision Zero approach includes a draft new Speed Limit Policy that will shortly be subject to a public and stakeholder consultation. This draft new policy proposes a default speed of 20mph in town centre, residential areas, village centres and outside schools.

5. A summary of our intended approach to developing a New Road Safety Strategy for Surrey is set out in **Annexe 1**, including the areas it will cover.

6. A summary of the principles for a draft new Speed Limit Policy is attached at **Annexe 2**, whilst Will Forster's Motion to the Council is attached at **Annexe 3**.

Approach

7. A Safe System approach to road safety puts people at its centre, coming from the belief that every road death or serious injury is preventable. It is built upon two basic facts about people:

   - People make mistakes and will make mistakes when on the roads.
   - People are vulnerable to being killed or seriously injured if they are involved in a collision.

8. A Safe System approach recognises these facts and seeks to design them out of the equation. Put simply, it means that all elements of the road system - vehicles, infrastructure, speed limits, road users, and post-collision care - work together as one to minimise the chance of a collision, or, if a collision does take place, to prevent death or serious injury from occurring.

9. This approach is based on the belief that no death or serious injury is acceptable on roads. A Safe System approach has five pillars that work together to minimise risk, namely:

   i. Safe roads and streets
   ii. Safe speed
   iii. Safe vehicles

> iv.   Safe road users and behaviours
> v.   Post collision care

10. Our new Road Safety Strategy will adopt this approach. It will be developed in partnership with key stakeholders, including Surrey Police, Surrey Fire and Rescue and the Office of the Police and Crime Commissioner. This will happen over the coming months.

11. As part of this approach we have drafted a new Speed Limit Policy, reflecting the impact speed has in terms of causation of collisions and the severity of injuries, noting that speeding is a key resident and community issue. It is now in a state of readiness for a public and stakeholder consultation, which is important given public and community concern over speeding traffic. A comprehensive consultation will help shape the final policy, whilst also helping to socialise the 'Vision Zero' and a Safe System approach with residents and stakeholders.

12. The draft new Speed Limit Policy, if adopted, will likely impact all communities at a local level. A delivery plan will therefore also be produced, detailing local changes and impacts, timescales and implementation cost estimates. The final new Road Safety Strategy for Surrey is expected to be presented to Cabinet in early 2024. This will include the findings and outcome of the Speed Limit Policy consultation that will be used to create the final Policy and accompanying delivery plan.

13. This work has strong links to our Surrey Transport Plan, particularly around the network hierarchy that priorities pedestrians, cyclists and public transport users over other road users, alongside the ambition to reduce speeds in communities and create liveable neighbourhoods. In reflecting this, our draft Speed Limit Policy proposes a default speed of 20mph in town centres, residential areas, village centres and outside schools. This will protect local communities by reducing the incidence and severity of collisions on our roads.

14. There are also clear links to the 2030 Community Vision, Climate Change Strategy and Climate Change Delivery Plan and our ambition to be net zero carbon by 2050.

Conclusions:

15. The Council proposes to set a target of zero, or as close as possible, fatalities and life changing injuries by 2050 with a 50% reduction by 2030. We propose to achieve this by developing and implementing a new Road Safety Strategy for Surrey based on the principles of the 'Vision Zero' and a Safe System approach. This approach includes a new draft Speed Limit Policy, which will shortly be subject to public and stakeholder consultation.

16. This report, the overall approach and supporting annexes responds to the Motion to Council tabled on 23 March 2023.

Recommendations:

17. That the views of the Select Committee on the proposed Vision Zero approach and the draft new Speed Limit Policy be provided to the Council's Cabinet in advance of Cabinet considering this matter on 25 July 2023.

Next steps:

The views of the Select Committee be provided to the Council's Cabinet in advance of 25 July 2023.

The public consultation on the new draft Speed Limit Policy will take place for three months over the summer and autumn.

The new Road Safety Strategy for Surrey based on the principles of the 'Vision Zero' and a Safe System approach, inclusive of a final new Speed Limit Policy and delivery plan be reported in detail to Cabinet in early 2024.

Report contact

Duncan Knox, Road Safety and Sustainable School Travel Team Manager

Contact details

duncan.knox@surreycc.gov.uk

Sources/background papers

New Road Safety Strategy for Surrey – Summary of Our Intended Approach

Our new Road Safety Strategy for Surrey will be drafted to follow the best practice Safe Systems approach. A Safe System approach puts people at its centre, coming from the belief that every road death or serious injury is preventable. It is built upon two basic facts about people, namely:
- People make mistakes and will make mistakes when on the roads.
- People are vulnerable to being killed or seriously injured if they are involved in a collision.

A Safe System approach recognises these facts and seeks to design them out of the equation. Put simply, it means that all elements of the road system (vehicles, infrastructure, speed limits, road users, and post-collision care) work together as one to minimise the chance of a collision, or, if a collision does take place, to prevent death or serious injury from occurring.

Vision Zero road safety strategies follow the Safe Systems approach, encompassing the underlying principles that:
- Human beings make frequent mistakes that lead to road collisions.
- The human body by nature has a limited ability to sustain collision forces with known tolerance to injury thresholds.
- Roads need to be equipped with a 'forgiving' infrastructure, taking into account the vulnerability of human beings and the mistakes they make.
- It is a shared responsibility (road users, highway managers, vehicle manufacturers) to act to ensure that road collisions do not lead to serious or fatal injuries.

Vision Zero follows the principle that it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling. The aim is to achieve a highway system with no fatalities or serious injuries involving road traffic. The approach began in Sweden in the 1990s and is now being adopted by local authorities across the UK, including London, Kent, Essex, Cambridgeshire and Devon.

A Safe System approach has five pillars that work together to minimise risk, namely:
    i.   Safe roads and streets
    ii.   Safe speed
    iii.   Safe vehicles
    iv.   Safe road users and behaviours
    v.   Post collision care

This will all be used to frame and develop our new Road Safety Strategy for Surrey.
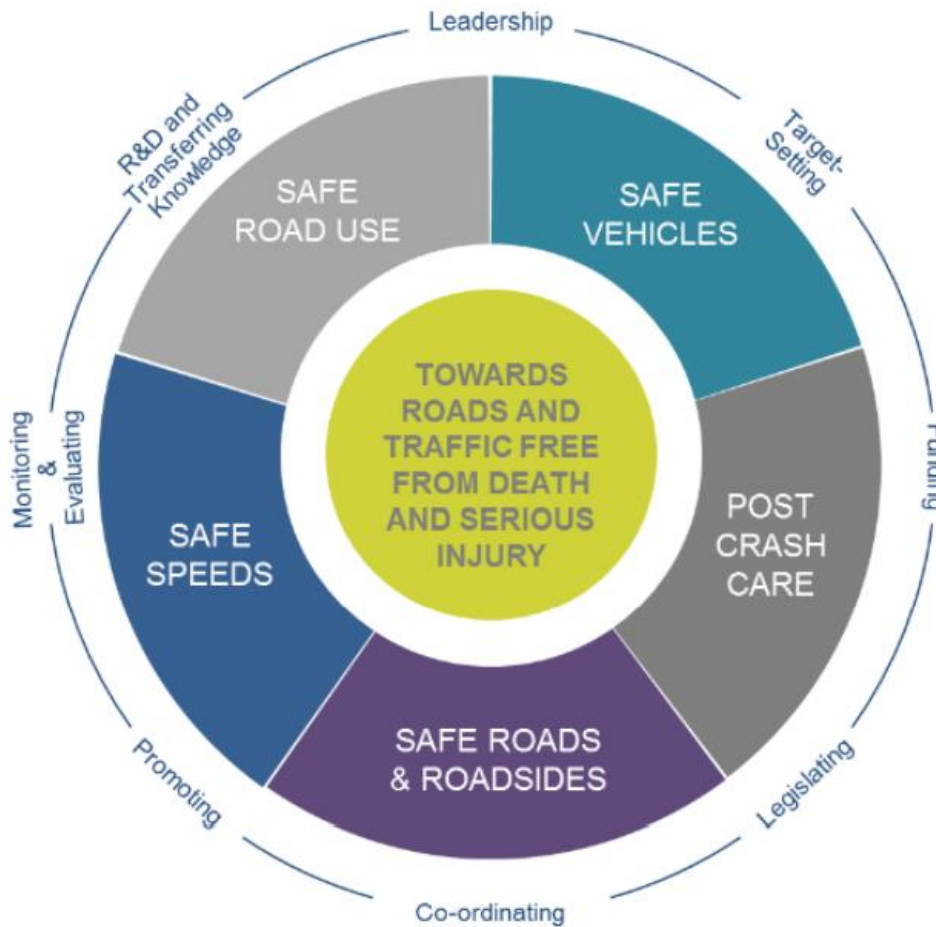
Our new Road Safety Strategy for Surrey will be drafted in collaboration with key stakeholders of the Surrey 'RoadSafe' Partnership, including Surrey Police, Surrey Fire and Rescue Service and the Office of the Police and Crime Commissioner. It will include the following elements:

1. Introduction and endorsement by the Cabinet Member for Highways and Community Resilience.

2. Aims and objectives of the existing Surrey RoadSafe Partnership.

3. Our current approach to Road Safety and our achievements against our targets

4. Explanation of Vision Zero and the Safe Systems Approach.

5. Current data and performance against existing targets.

6. How the new Road Safety Strategy links to other key policy areas and strategies, including Surrey Transport Plan, Health & Wellbeing Strategy and Climate Change Strategy.

7. The five Key Pillars of the Vision Zero Strategy:
   i. Safe roads and streets
   ii. Safe speed
   iii. Safe vehicles
   iv. Safe road users and behaviours

v.   Post collision care

Each section will include a summary of what activities and interventions are already being delivered by the different partner organisations for each pillar, along with an interim target for 2030. The new strategy will also detail our ambition within each of the five pillar areas to create a delivery plan.

8. Setting overall and interim killed and seriously injured targets for the new Road Safety Strategy based on the Vision Zero Approach.

9. Governance, monitoring and evaluation - to achieve the ambition of Vision Zero in Surrey will take many years. It is therefore important we ensure robust monitoring and evaluation is carried out by the Surrey RoadSafe Partnership and that performance be monitored and scrutinised, with corrective action and interventions taken if and when required.

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Why are we introducing 20mph (signed only) limits on residential and shopping streets?

Surrey's fourth Local Transport Plan (LTP4), adopted on 12 July 2022, sets out our plans for transforming our transport network from 2022 up to 2032 and beyond.

The LTP sets out a proposal for '**lower 20 mph road speeds to make our roads safer and our air cleaner'**. This proposal will play a key role in our approach **to rapidly reducing carbon emissions, ensuring that Surrey is on track for net zero emissions by 2050** (LTP4 objective).

The proposal refers to the introduction of 20mph limits indicated by speed limit (and repeater) signs only (signed only limits); rather than 20mph zones which are designed to be 'self-enforcing' through the introduction of physical traffic calming measures (e.g. speed humps, chicanes).

The intention is to work towards default 20 mph limits in residential and shopping streets, in accordance with the Surrey Street Family Framework. There is a presumption that most existing 30mph limits will be reduced to 20mph, however, this is not appropriate for all roads.

Lower speed limits in residential and shopping streets will also play an important role in:

- Our **'Vision Zero' approach to road safety** – This follows the principle that it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling. The aim is to achieve a highway system with no fatalities or serious injuries involving road traffic. As part of this approach, we will proactively design out hazards on the road network. This will include working towards default 20 mph schemes in residential and shopping streets, in accordance with the Surrey Street Family Framework.
- Establishing **'Liveable Neighbourhoods'** - neighbourhoods that recognise their importance as places for people, and not just their importance for the movement of vehicles[1]. We will work with partners to create attractive local environments and welcoming neighbourhoods that people want to live in; reducing the dominance of cars and goods vehicles resulting in improved safety, air quality and noise pollution to encourage more walking, cycling and social interactions. Introducing 20 mph and traffic management as default on roads identified in the Surrey Street Family Framework[2] as having an important 'place' function, is an important part of this approach.

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[1] Liveable Neighbourhoods (LN) are defined areas that upscale the importance of places for people and rebalances the dominance of vehicles against other road user groups. Over 250 possible LN zones have been identified across urban areas in Surrey. The first tranche (Year 1 of a 10 Year programme) comprises of 33 LN zones, primarily located in the northern boroughs of Elmbridge, Runnymede, Spelthorne and Woking. All zones include proposals for introducing 20mph limits.

[2] The Framework will provide a basis for identifying the different functions of roads in different places, recognising that, on many roads, 'place'-based activities (such as walking, cycling, social interactions, leisure and retail) are more important, whilst also recognising that some roads have important 'movement' functions.

- Delivering our **Healthy Streets approach** - In addition, we have produced guidance on Healthy Streets for Surrey, to deliver high quality, attractive, safe, accessible and sustainable development, to achieve a sense of place. The guide is aimed at better embedding health, wellbeing and sustainability into our street design. The guide allows a range of users, from residents to master planners and highway engineers, to access and understand design guidance that helps them to create streets as Healthy Streets. 20mph limits are an important characteristics of our Healthy Streets approach.

Growth in 20mph (signed only) limits elsewhere

In 2013, DfT provided revised guidelines on the setting of local speed limits (DfT Circular 01/2013). The guidance says that authorities can set 20mph speed limits in areas where local needs and conditions suggest the current speed limit is too high.

Following the publication of Circular 01/2013, various local authorities introduced area-wide limits covering substantial urban areas. This included places like Brighton, Winchester (Hampshire), Chichester (West Sussex), and Tonbridge (Kent) in the south-east. More recently, a number of countywide schemes have been delivered:

- Oxfordshire – As part of the County Council's commitment to 'Vision Zero' (the elimination of deaths and serious injuries from road traffic collisions in Oxfordshire), communities are able to request the introduction of 20mph areas.
- Cornwall – Cornwall is one of the first rural areas to reduce speed limits from 30mph to 20mph in built up areas. This will support Cornwall's ambition to be carbon neutral by 2030.

Elsewhere in the UK:

- London now has 20 mph limits on most minor roads and substantial lengths of major roads.
- Edinburgh has introduced 20 mph limits across much of the city.
- Wales has reported success with 20 mph limits in pilot areas and will replace 30 mph
  limits with 20 mph across the country in September 2023, except for those roads exempted.

A number of **international organisations** have called for the wider roll-out of 20mph limits:

- In 2020, the General Assembly of the United Nations[3] endorsed 20mph or 30km/h speed limits where vulnerable road users and vehicles mix, except where strong evidence exists that higher speeds are safe, noting that efforts to reduce speed in general will have a beneficial impact on air quality and climate change as well as being vital to reduce road traffic deaths and injuries.
- The World Health Organisation (WHO, 2017) recommends 20mph limits as best practice in residential areas.

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[3] Stockholm Declaration, Third Global Ministerial Conference on Road Safety: Achieving Global Goals 2030 Stockholm, 19–20 February 2020. Accessed here: Stockholm Declaration - RoadSafetySweden

- The National Institute for Health and Care Excellence has published various guidance highlighting the potential role of 20mph limits in reducing unintentional injuries on the road (2010), promoting walking and cycling (2012), and tackling air pollution (2017).

Potential benefits of 20mph limits

The <u>potential</u> benefits of 20mph limits are substantial and wide-ranging:

- **Creating safer environments for all in streets where people and traffic mix, especially the most vulnerable, like pedestrians, cyclists, children and older people and people with disabilities, and reducing the severity of collisions when they do occur (reducing road deaths and serious injuries).**

  There is an established positive relationship between vehicle speed and injury collisions – the higher the speed, the more collisions and where collisions do occur, the higher the risk of a fatal injury at higher speeds. 20mph speed limits provide drivers more reaction time and reduce the stopping distance required. For collisions between pedestrians and vehicles, at 20mph 95% survive, but at 30mph this drops to around half, and to 5% at 40mph.

  > **At 20 mph a pedestrian is likely to survive an impact with a motor vehicle whereas at 30 mph the pedestrian is significantly more likely to be killed[4].**
  >
  > **If a child suddenly steps in front of a car, they are much less likely to be seriously injured or killed if a vehicle is travelling at 20mph limit.**

- **Improving health by creating safer and more appealing environments for walking, cycling and scooting.**

  Lower speeds mean people feel more comfortable to walk and cycle and it is safer for children to walk to school. Traffic speeds are often highlighted as a reason why children do not walk to school.

- **Tackling climate change, by promoting safe walking and cycling to reduce car dependency, and reducing carbon dioxide (CO_2) tailpipe emissions (as a result of slower and less acceleration and deceleration).**

  A key factor determining the impact of 20mph limit schemes on carbon emissions is the extent to which the lower speeds increase the likelihood that residents will choose to walk or cycle (because they feel that it is now safer to do so), and therefore reduce the overall vehicle kilometres undertaken.

  The relationship between CO_2 emissions and vehicle speed is complex. Tailpipe CO_2 emission factors are higher for petrol vehicles at 20mph compared to 30mph (+2.1%); but slightly lower for diesel vehicles (-0.9%). Smoother driving at 20mph (with less acceleration and deceleration) is likely to result in lower CO_2 emissions. Electric vehicles do not emit CO_2 emissions directly, but the generation of electricity used to charge electric

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[4] LUSTRE – Lower Urban Speed Limits in Europe: What does the evidence show? (PACTS, et.al., 2023) https://www.pacts.org.uk/lustre-lower-urban-speed-limits-in-europe/ (Accessed: 25/05/2023)

vehicles often results in CO_2 emissions and the power (electricity) demands of electric vehicles are less at 20mph than 30mph.

- **Improving air quality, by reducing NOx tailpipe emissions (as a result of slower and smoother driving), reducing particulate matter from brake and tyre dust (again as a result of slower and smoother driving), and promoting safe walking and cycling to reduce car dependency.**

  Vehicle tailpipe emissions - particularly nitrogen oxides (NOx) and particulate matter (PM10, PM2.5) are the primary cause of poor air quality in most urban areas. Similar to CO_2 emissions, the impact of driving speeds on tailpipe NOx and PM10 emissions is not straightforward; fuel type, engine size, driving styles, acceleration and braking can all impact on emissions.

  Recent research has shown that up to 75% of road transport particulate emissions (PM10, PM2.5) come from tyre and brake wear. This means driving style is an increasingly important determinant of overall air quality. Slower speeds encourage a smoother driving style, with fewer accelerations and decelerations, which results in fewer particulate emissions.

  On balance 20mph limits do not have a negative impact on exhaust emissions and there are clear benefits to driving style, with fewer accelerations and decelerations, than in 30mph limits. This smoother driving style reduces particulate emissions from tyre- and brake-wear and associated particulate emissions.

- **Helping to create 'liveable neighbourhoods' that recognise their importance as places for people rather than vehicles, by reducing the dominance of cars and goods vehicles and helping to improve safety, air quality and noise pollution to encourage more walking, cycling and social interactions.**

  Roads cause less severance when traffic moves slower. This increases social connectivity and encourages walking, cycling and scooting.

  20mph limits are often supported by local residents and seen as a positive response to concerns about speeds, safety and the quality of the environment in their local areas. A National 20mph Research Study for the Department for Transport, undertaken by Atkins et. al. (2018) found high levels of post implementation support of 20mph limits amongst residents (75% support), with little call for the limit to be changed back to 30mph (12% support).

In the longer term, health, environmental and community benefits could be greater than the more obvious road safety benefits.

Evidence from other 20mph schemes

PACTS (Parliamentary Advisory Council for Transport Safety) has recently (May 2023) published a review of the evidence available on the impact of 20mph limits[5] based on:

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[5] https://www.pacts.org.uk/lustre-lower-urban-speed-limits-in-europe/ (Accessed: 25/05/2023)

- analysis of 24 UK studies / reports (undertaken by Loughborough University); and

- the results of studies from six countries, with input from the European Transport Safety Council.

The report shows that the quality of studies assessing the outcomes of 20 mph limit is variable. Few take account of background trends; and methods and data sources used are often difficult to compare. Despite these limitations, the conclusions and direction of change are reasonably consistent. These show a **downward movement in speeds and casualties where lower limits are introduced**. However, it is the scale of the movement that is harder to assess.

Based on the UK case studies, the report concludes that:

- 20 mph limits without physical measures result in modest speed reductions – typically 1-2 mph where before speeds are approximately 25 mph, and reductions of 3-5 mph where before speeds are approximately 30 mph.

- 20 mph limits without physical measures result in approximately 11% fewer casualties than before.

- Very few studies have attempted to assess the outcomes in relation to other goals set, such as increasing walking and cycling, air quality, noise etc.

- It may be that 20 mph limit reductions introduced at scale have a greater impact. In addition, it seems that schemes incorporating main roads have greater casualty reductions. This may be due to better public awareness, supporting measures, or both.

A National 20mph Research Study (Atkins et. al., 2018), covering twelve area-wide 20mph limits), found that:

- **Most drivers (70%) agreed that the 20mph limit makes it more acceptable to drive at a lower speed – enabling them to adapt their driving speed to the road environment.**

- **20mph limits are perceived to be beneficial for cyclists and pedestrians - 69% of residents agreed that the 20mph limits are beneficial for cyclists and pedestrians.**

- **a significant proportion of residents said that keeping traffic below 20mph makes it more likely they will walk (16%) or cycle (9%) to local places rather than use the car.**

<u>Compliance</u>

It is acknowledged that the signed only 20 mph scheme is unlikely to result in all drivers complying with the new 20mph limits. However, as highlighted above, the evidence suggests that such schemes result in an overall reduction in mean average speeds, with reductions of 3 to 5 mph where before mean average speeds are approximately 30 mph. Reducing speeds will have a positive benefit on road safety, climate change and air quality; and will create better environments for walking and cycling, with associated health, well-being, and accessibility benefits. Non-compliance is likely to be higher at night when there are fewer pedestrians and cyclists making trips.

Over time, the level of compliance is expected to increase, as drivers adapt to the lower speed limits. Surrey County Council will continue to work with Surrey Police to identify the locations with the worst speeding and road safety risk to then agree and prioritise interventions at the sites that need the most attention.

Criteria for 20mph limits

There is a presumption that most existing 30mph limits in urban and village settings will be reduced to 20mph. This includes residential streets and streets that act as important places for shopping, leisure, socialising, business or health. These are areas where vulnerable road users and vehicles are expected to mix in a frequent and planned manner. Reducing speeds in general will have a beneficial impact on air quality and climate change as well as being vital to reduce road traffic deaths and injuries in these locations.

Where needed, there will be 30mph buffers on the approach to urban and village settings, to ensure a safe transition into and out of the 20mph limits. This may mean that the speed limit on some surrounding roads will change from 40mph to 30mph or the existing 30mph limit will be retained

Each new 20mph limit should be placed at a point that appears obvious to drivers as a transition into an urban or village setting and be applied consistently.

Where appropriate, the minimum length of a 30mph or 20mph speed limit will be 600 (in accordance with Dft 1/2013 guidance) to avoid frequent changes of speed. In exceptional circumstances this can be reduced to 400m in urban areas or 300m for a purely local access function.

Exceptions

A 20mph limit will not be an appropriate for all roads in urban and rural settings. **Higher limits will generally be retained** where:

- **the number of pedestrians / cyclists using the road is low (and would still be low if speeds were lower), or**
- **pedestrians and cyclists do not need to mix with motor traffic (e.g. because there is a segregated cycle path for cyclists, formal crossing facilities or no requirement for people to cross the road, etc.).**

Most exceptions are expected to be made on A and B classified roads. These generally form the main routes carrying traffic through urban and village areas. A higher speed limit may be retained on these roads, if the environment suggests that a higher limit is safe. For example, because:

- pedestrians and cyclists are unlikely to use the route, because, for example, there are alternative more attractive route options available for pedestrians and cyclists;
- there are good facilities for pedestrians and cyclists which limit the need to mix with motor traffic. This may include wide pavements for pedestrians, cycle provision along the route which is 'suitable for most people' (or routes which separate cyclists from general traffic), formal crossing points for pedestrians and

cyclists at regular intervals or appropriate locations, bridges or underpasses which are accessible to use;

- there is a lack of properties, businesses or community facilities along the route or visible residential properties, businesses and community facilities may not be accessed on foot or cycle directly from the road, but via a separate service road or separate route (although the needs of cyclists travelling through the area may still need to be considered).

Where applying the above guidance would result in short sections of 30mph speed limits, no exception should be made.

Higher limits should not be retained where the road is part of an active travel route, or is a known collision location.

Where there are existing 40mph within an urban areas (e.g. strategically important dual carriageways designed to carry high volumes of traffic and not intended for use by pedestrians and cyclists), then consideration will be given to reducing the speed limit to 30 mph or to introduce 30mph buffers to ensure a safe transition into and out of the 20mph limits with a minimum length of at least 300m where possible to ensure a coherent application of speed limits across a road network.

Decision-making

Decisions about how to apply the above criteria will be based on professional and engineering judgement.

When deciding the speed limit, officers will need to consider whether reducing the speed limit from 30mph to 20mph is likely create a less safe environment for all, for example, because the road environment means that a 20mph limit would encourage overtaking, tailgating or aggressive driving.

Local Councillors will be consulted on the proposed speed limit changes in their Division, and will be given an opportunity to make representations to the Cabinet Member should they wish to do so.

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MEETING OF THE COUNTY COUNCIL

21 MARCH 2023

NOTICE OF MOTION

Item 9 (ii)

Will Forster (Woking South) to move under standing order 11 as follows:

This Council notes that:

- Road collision statistics in Surrey have hardly changed over the last ten years.
- In 2021 24 people were killed and 647 were seriously injured.
- The effects of a road traffic collision can have a physical, emotional, social and economic impact on everyone involved.
- In financial terms the cost of road collisions in Surrey was approximately £250 million in 2021.

This Council further notes that:

- Vision Zero is a set of principles and policies aimed at eliminating serious injuries and fatalities involving road traffic. It shifts responsibility for crashes from road users to the designers of the road system - if one occurs, it is up to authorities to ensure that it does not happen again.
- Vision Zero ambition has already been adopted by comparable authorities such as Essex, Kent and Oxfordshire County Councils.

This Council calls on the Cabinet to:

I. Adopt a Vision Zero "Safe System" approach to road danger reduction.
II. Work closely with partners and stakeholders to take a whole system approach, working together on infrastructure, behaviour, technology and legislation to achieve this change.
III. Set a target date for there to be zero fatalities and severe injuries on Surrey's roads.
IV. Embed Vision Zero in all relevant Surrey County Council policies, including, but not limited to, implementing the fourth Local Transport Plan (LTP4).
V. Instruct officers to bring a paper to Cabinet within six months to address how these points will be achieved.

Seconder: Jonathan Essex

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COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

WEDNESDAY, 5 JULY 2023

Green Finance Strategy

Purpose of report: This report seeks Select Committee approval of the approach
set out in the updated *Greener Futures Finance Strategy* which includes a
framework, investment principles and governance to support the delivery of our net-
zero 2030 and 2050 targets. The 2030 net zero finance approach has been well
developed and is underpinned by a Finance Model. It is important to note that this
model has been produced to provide intelligence on the quantum of the overall costs
required, and operational savings achieved, in relation to this target. Decisions will
be made on individual business cases and not on the model.

Introduction:

1. In 2019 Surrey County Council declared a climate change emergency and
   committed to becoming a net zero carbon county by 2050 or sooner. Surrey
   County Council committed to reducing its organisational emissions to net zero
   by 2030. Surrey's Climate Change Strategy was published in May 2020 and
   the Climate Change Delivery Plan (2020 – 2025) was published in November
   2021.

2. An Initial Finance Strategy was produced in 2021 and was set out alongside
   the Surrey's Greener Futures Climate Change Delivery Plan 2021-25. It was
   informed by a finance model, produced by consultants Atkins in collaboration
   with officers in Environment, Land & Property and Finance and aimed to provide
   an evidence-based estimated cost, based on current knowledge, data and
   modelling for the Council's 2030 and 2050 net zero pathways.

3. The Initial Strategy was informed by a number of principles, which focused on
   the balancing of carbon emission reduction and financing, with the key aim of
   ensuring that the Council's net zero targets were cost neutral and offered best
   value for money.

4. During the first eighteen months of implementation of the Initial Finance
   Strategy there has been some good progress with £60m leveraged in grant
   funding from the public sector and investment from the private sector. The
   Council has also accelerated the delivery of several decarbonisation
   programmes on our own estate, which has given officers a better

understanding of the actual costs and financial barriers in achieving the net zero targets.

5. Due to the scale and complexity of such a wide range of decarbonisation projects, the cross-departmental nature of delivery, alongside rapidly changing costs and delivery constraints resulting from factors outside of the Council's control, it has become necessary to update the Initial Strategy, and the finance model which supports it. This has been done with a particular focus on the 2030 target, as these are the emissions for which the Council is directly responsible.

6. The updated Greener Futures Finance Strategy will be taken to Cabinet in July 2023 and will align with the Climate Change Delivery Plan to 2025. The Strategy is included in Annexe A below.

7. An annual financial review of costs across the 2030 programme forms a key part of the approach; enabling effective management of financial risk despite rapidly changing market and delivery conditions. The first review is set out in Annexe B below. A Financial Review will be brought to Cabinet each year alongside the review of the Climate Change Delivery Plan. In addition, quarterly update reports will be produced for Capital Programme Panel, Asset Strategy Board and the Greener Futures Member Reference Group.

8. A 2030 Investment Plan is currently being developed by officers, which sets out the buildings which are expected to have decarbonisation measures installed over the next two years. The Investment Plan will be appended to the Cabinet report and will be shared with the Greener Futures Member Reference Group for review.

9. Cabinet is asked to delegate decisions on the Greener Futures 2030 Investment Plan (2023 – 2025) to the Cabinet Members for Environment and Property and Waste, in collaboration with the Cabinet Member for Finance, Executive Directors for Environment, Transport and Infrastructure (ETI) and Resources, Greener Futures Member Reference Group and the Capital Programme Panel *(alongside Asset Strategy Board, Major Projects Board and the SIP Programme Board as appropriate).*

The Greener Futures Finance Strategy

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10. The overall approach is based on an annual review 2 step process to ensure that funding for the Climate Change Delivery Plan is maximised through ambitious delivery, but financial risk to the Council is effectively identified and managed. The first step checks progress of projects against the pace and scale needed to meet our net-zero targets. The second reviews the costs for the

whole programme, updating our financial model using the latest project and market data. These two are brought together to steer project delivery for the next financial year.

Net Zero 2030 programme

11. The financial <u>approach to the 2030 Net Zero Programme</u> focuses on the management of capital funds to deliver a mixed portfolio of retrofit, refurbishment and renewables projects, to achieve cost and carbon neutrality in the Council's corporate estate and fleet.

12. Eight <u>2030 finance principles</u>, guide the Council to ensure that decisions are consistent with meeting our net zero targets in the most cost effective way whilst also maximising additional benefits where possible.

13. In an effort to create a more robust and sustainable financial framework officers in Finance, Environment and Land & Property have tested, developed and updated the 2030 finance model with actual market costs and have run sensitivity analysis to update the financial assumptions (such as energy costs and borrowing costs) and technical assumptions (such as the percentage of buildings that are suitable for the decarbonisation measures) upon which the model is based.

14. A summary of the changes are included below. More detailed information on this work is included in the <u>financial review of the 2030 programme</u>, set out in Annexe B.

Key changes since original costing:
- Increase in energy prices.
- Addition of staff costs design fees and electricity grid network connection costs.
- Updated range of offsetting costs.
- Exclusion of fleet transition costs as these will be funded by services
- Revised delivery constraints for ground mounted solar.
- An updated view of buildings that are suitable candidates for decarbonisation measures and are not at risk of disposal. (core, non-core flex)

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15. The model indicates that to achieve the 2030 target the rate of delivery over the next seven years is approximately 13 to 20 buildings per year. Since 2021, 39

buildings have been, or are in the process of being decarbonised, with a further 32 subject to a funding bid. As mentioned above, a 2030 Investment Plan is currently being developed which will demonstrate the speed of implementation. The Investment plan will be updated every two years to 2030.

16. The model considered two scenarios based on the emerging Asset Strategy produced by Land and Property. The first includes the decarbonisation of only the 'core' buildings which are likely to be retained. The second scenario includes the core buildings and 'flex' buildings, those with an uncertain future.

17. Table 1 below includes a high level summary of the 2030 programme business case. A more detailed explanation of this table is included in Annexe 2.

Table 1: Summary of costs of the 2030 programme

	Original Model	Latest Model (core – buildings to be retained)	Reason for Change	Latest Model (core+flex – flex is buildings with uncertain future)
Capex	£68.3	£87.7m	£30m increase in heat pumps offset by £5.5m fall in retrofit costs and £0.2m fall in rooftop solar and £2.6m fall in ground mounted solar.	£109.4m
Operational Spend	£71.8m	£29.2	Reduction due to removing green fleet vehicles from the model, and the associated cost of charging EVs, which will be funded by services rather than a central GF budget	£36.5m
Borrowing Costs	£12.6m	£24.3m	Increase due to higher borrowing rate and increase in capex.	£31.3m

Revenue	£97.5m	£67.5m	Lower solar farm revenue due to lower electricity price.	£67.9m
Operational Savings	£73.5	£76.6m	Higher savings on LEDs due to higher electricity prices offset by reduced savings on rooftop solar due to smaller solar panel sizes.	£102.6m
NPV after count erfactuals (what would have been spent any way) excluding green fleet	£21.4 (This was -£3.1m in original model)	£12.1m	NPV has improved from -£3.1m to +£12.1m due to removing borrowing costs from the calculation as these had been included previously in error.	£6.4m
Payback		26 years		28 years

18. Although under the new scenarios (core, core&flex buildings) there is an increase in the capital expenditure required across the two scenarios compared to the original model, the Net Present Value of the programme (to 2050) is positive and the project pays back in 26 – 28 years from the operational savings and revenue generated.

19. It is important to note that the costs in the model are pessimistic and there are several factors which could improve the financial position of the model and make the business case more favourable, these include;

- Increase in gas prices which will increase operational savings (Government has committed to removing carbon taxes which are currently linked to electricity rates to gas over the next ten years as the country moves away from fossil fuels)

- Reduction in cost of decarbonisation measures such as heat pumps as these become more standardised

- Potential reductions in costs to connect to the electricity grid due to Government reforms

- Grant funding from Government which has not been included in the model, to date £6M has been awarded with a bid for a further £5M in development.

- Improvements in national grid capacity will enable the Council to invest in additional solar farms beyond those which are built into the model. All of the land parcels owned by the Council have been assessed to determine suitability for solar farms (avoiding restrictions related to biodiversity, habitat, agriculture, heritage and development) and the shortlisted sites are currently being assessed to determine suitability and cost. Currently no sites have planning consent. In addition officers are exploring developing solar capacity potential using private wire, avoiding connection to the grid.

20. Officers are also exploring a number of finance mechanisms which could be used to strengthen a return on investment which could be used to offset any future increases in costs. These finance mechanisms are included in more detail in the Finance Strategy.

21. This includes a solar Power Purchase Agreement (PPA) that is currently being piloted with five schools. Modelling on the income generation potential of delivering solar PPA to Surrey schools, with a good potential for large solar arrays, has been estimated. Two scenarios show that it is possible to generate sufficient income to offset the increased costs in the 2030 model and generate income which could be used for other Greener Futures/Council priorities over 30 years. Other Greener Futures finance mechanisms are also being explored however are less mature at this stage.

22. As it will be impossible to completely reduce the Council's emissions from all sources by 2030 it is acknowledged that offsetting will be necessary. Estimated carbon offset costs are built into the Finance Model from 2030 as a revenue pressure to the Council. One key consideration is the unpredictability and fluctuation of offset prices. The volatile nature of offset markets introduces uncertainty into long-term planning and budgeting. Currently, the lowest traded carbon price stands at £60, and it is expected to steadily increase. In specific cases, such as carbon offsets within the London boroughs, the price is as high as £252t/CO2. Reducing emissions as much as possible reduces the need to offset and reduces the ongoing financial risk.

23. As a result of the updated work to the finance model four options are available to the Council;

   1. The Council abandons the 2030 net zero target.

   2. The Council only installs decarbonisation measures which have a strong return on investment (such as solar) to reduce capex, accepting that this

will increase the cost to the Council for carbon offsets from 2030 onwards.

3. The Council builds the projected increased costs of achieving the 2030 target into the Medium Term Financial Plan.

4. The Council continues with the current approach to achieving the 2030 target, which includes being open and transparent with costings and balancing the delivery of high cost and quick pay back measures. This approach includes the development of finance mechanisms with the purpose of generating a return on investment to offset any future potential cost increases to the Council, or to be used for other Greener Futures priorities.

24. The four options have been evaluated by officers and the recommendation is for the Council to adopt option 4. This option enables the Council to achieve the 2030 target, whilst talking on the lowest financial risk. As assessment of the approaches taken by other Local Authorities for their 2030 net zero carbon targets, through the ADEPT network, has shown that many Authorities have not estimated the cost of the target. For those that have only a few are looking at ways to balance costs and operational/revenue savings while others are building the costs into their budgets.

Net Zero 2050 programme

25. The financial approach to meeting our 2050 targets have has not fundamentally changed since it was agreed by Cabinet in October 2021. This is set out in the Finance Strategy in Annexe A.

26. The approach to the financial management of the 2050 target starts with the principle that the most cost-effective delivery relies on all Council activity being consistent with reducing carbon emissions and supporting a low carbon transition. Where there are additional opportunities to reduce financial barriers for residents and businesses, they will be prioritised based on their impact, deliverability and ability to become self-financing.

27. Several funding sources to date have been utilised to finance the 2050 delivery plan targets, the current funding sources are not sufficient to meet the targets for the Climate Change Delivery Plan. The national level funding opportunities for the 2050 targets are continuously evolving as National government policy to reach net-zero evolves. Several funding mechanisms are being explored to support delivery of the 2050 delivery plan targets. These are set out in more detail in the Finance Strategy.

28. Table 2 below includes a summary of priority funding mechanisms under development to support delivery of the 2050 delivery plan.

Table 2

Delivery Plan section	Priority funding mechanisms to be developed
GF communities	• Insetting opportunities within Surrey (Authority Based Insetting, ABI) • Exploring the development of a local carbon offset/inset market to secure aviation sector finance for local decarbonisation projects in partnership with Heathrow (fuel poor homes, EV vehicles, schools)
GF Communities Decarbonising of privately owned homes	• Solar Together phase 2 • One-stop-shop to support able to pay households to decarbonise their homes
GF Communities, schools and community groups	• A rent-a roof scheme is being developed support school's decarbonisation, Surrey commercial buildings and decarbonisation of the Council's commercial estate
GF Communities Decarbonising small business	• Small Business loan scheme to replace the LoCASE grant scheme, due to end in April 2023. Discussions with boroughs and districts may enable the seed funding to come from the shared prosperity fund
GF Communities Decarbonising transport	• Innovate UK funding to do feasibility on financial models to remove barriers to private investment for decarbonisation projects. Surrey focus is on transport and housing decarbonisation. Next stage £8m to do a pilot scheme
Build Back Greener	• Outcomes based budgeting will enable best use of capital infrastructure programme • The implementation of a low carbon planning policy may allow for carbon offset funding to be generated through planning, which would fund carbon reduction projects.
Build Back Greener	• Outcomes based budgeting will enable best use of capital infrastructure programme • The implementation of a low carbon planning policy may allow for carbon offset funding to be generated by Local Authorities through planning, which would fund carbon reduction projects.

Grow back greener	- Income generation potential of the Council-owned farms forests. - Opportunities for carbon offset and income generation through biodiversity net gain. - Further funding opportunities through the Rural Prosperity Fund.

Risk management and implications

1. Delivery of the Council's net-zero 2030 programme has shared responsibility across a number of Departments. The risks, and how they will be addressed, are set out in the Finance Strategy and are summarised below.
   (1) The uncertainties inherent in predicting likely changes to prices, borrowing rates, supply constraints will be managed through the annual review of costs that forms a key part of our governance process.
   (2) Where the cost of delivering net-zero has the potential to impact services, net-zero options are designed in early, which will reduce additional costs later and allow for informed decision-making with high quality cost and carbon information.
   (3) Risks that projects will not deliver carbon savings anticipated is being managed through active monitoring of projects delivered and a developing approach to offsetting.
   (4) Innovative finance mechanisms that hold significant commercial risk for the Council will be piloted before full-scale roll out.

Consultation:

29. The Finance Strategy and Finance review were developed jointly by officers in Greener Futures, Land and Property and Finance. The following Boards have been consulted;
- Greener Futures Member Reference Group
- CEH Select Committee
- Asset Strategy Board
- Greener Futures Partnership Steering Board
- Capital Programme Panel
- Greener Futures Steering Board
- Climate Change 2030 and 2050 Boards

Conclusions:

30. With strong investment principles, a clear governance framework underpinned by a regular review of costs and progress at a programme level complemented

by a renewables income generation programme designed to offset cost, the Council can continue to deliver an ambitious climate change programme and be able to manage the significant levels of investment in a robust and sustainable way.

Recommendations:

1. It is recommended that the CEH Select Committee endorse the following proposed Cabinet Recommendations:

   i.   Agree the updated approach and investment principles, that support the delivery of the Council's 2030 and 2050 net zero carbon targets, as set out in the Green Finance Strategy.

   ii. Agree with the recommended option for the delivery of the Council's 2030 net zero target, including exploring additional renewables investment initiatives to offset potential future costs.

   iii. Subject to performing quarterly reporting to relevant Boards and an annual financial review for Cabinet, delegate authority to make decisions on the capital expenditure contained in the Greener Futures 2030 Investment Plan and the 2050 pilot finance mechanisms (in the Finance Strategy) to the Cabinet Members for Environment and Property and Waste, in collaboration with the Cabinet Member for Finance, Executive Directors for ETI and Resources, and relevant member and officer boards/groups

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Next steps:

31. The report will be considered by Cabinet on 25 July 2023. If approved the following next steps will be taken:

    i.   Commission consultants to undertake an audit review of the assumptions and data in the Finance model
    ii. Continue to develop the Finance model, feeding in commercial data (including costs) to improve accuracy
    iii. Continue to develop the 2030 Investment Plan alongside colleagues in Land and Property
    iv. Produce quarterly reports for CPP, Asset Strategy Board and the Greener Futures Member Reference Group
    v.   Following the trial the solar decarbonisation offer, scale up the scheme to support the implementation of the 2030 programme
    vi. Continue to develop the finance mechanism pilots

    vii.   Undertake a financial review in the next financial year to report to Cabinet.

Report contact

Sadam Farley-Kiwanuka, Greener Futures Manager

Contact details

Sadam.farley-kiwanuka@surreycc.gov.uk

Annexe A

Annexe A   Surrey Green Finance Strategy

Annexe B   Explanation of the finance model and CCDP annual review

Annexe C   2030 Investment Plan (2023 – 2025) - *to follow*

Sources/background papers

[1] Surrey's Climate Change Strategy, May 2020; https://www.surreyclimate.org.uk/sites/default/files/Surrey%27s%20Climate%20Change%20Strategy%20%28240420%29%20%281%29_0.pdf

[2] Greener Futures Climate Change Delivery Plan, January 2022; https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/surreysgreenerfuture/Final%20Climate%20Change%20Delivery%20Plan%20Full%20Document%202022.pdf

[3] Cabinet report containing the initial Greener Futures Finance Strategy; October 2021, Item 9 Annexe 4; https://mycouncil.surreycc.gov.uk/documents/g7768/Public%20reports%20pack%20Tuesday%2026-Oct-2021%2014.00%20Cabinet.pdf?T=10

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SURREY GREEN FINANCE STRATEGY

July 2023

CONTENTS

To be completed once the strategy is finalised.

INTRODUCTION

This document sets out Surrey County Council's approach to taking the key investment decisions needed to make impactful strides towards our net-zero targets; as an organisation, and as a county. The changes that need to be made are well understood and are set out in Surrey's Climate Change Strategy[i] and the Greener Futures Climate Change Delivery Plan 2021-2025[ii]. As an organisation, this means decarbonising our own buildings, streetlights, vehicles, and workplaces to achieve our 2030 net zero carbon target. For the county, as well as reducing emissions through existing services that the Council provide, for example schools, new initiatives need to be set up to accelerate carbon emission reduction from residents, businesses and other organisations, in order to collaboratively achieve the county's net zero target by 2050.

Significant investment has been made in the first year of implementing the Greener Futures Climate Change Delivery Plan 2021-2025[iii]. But changes in market conditions, impacts of covid 19 and delivery challenges experienced over the past year have presented the need to review the investment approach to ensure we are able to deliver the net-zero targets in a cost effective and sustainable way. This update of the initial Greener Futures Finance Strategy[iv], published in October 2021, maintains the same core aims and objectives, but the approach and principles have been refined to take into account our learnings so far.

The following sections set out the main approaches on how Greener Futures investment decisions are made across the Council, identifying how financial decisions will be taken which maximise impact, ensure long-term financial stability and reduce financial risk.

Each year an annual financial review will be produced for Cabinet which will set out the financial picture and recommendations in relation to achieving the two net zero carbon targets. During this review the key approaches as well as the 2030 and 2050 investment principles will be reviewed and updated where significant changes are identified. A review of the whole Finance Strategy will also be carried out alongside the next phase of the Climate Change Delivery Plan in 2025. Every year a 2030 Investment Plan will also be produced which will set out the planned decarbonisation works for the Council's estate, fleet and street lighting.

GREEN FINANCE STRATEGY OBJECTIVES

In line with the initial Strategy, the objectives of the Greener Future Finance Strategy are to provide:

a) An evidence-based estimated cost, based on current knowledge, data and modelling for the net-zero pathways set out in in Surrey's 2050 Climate Change Delivery Plan 2021-25 and SCC's 2030 target.

b) A framework on how investment decisions are made utilising the Council's budgets and external funding sources to achieve the climate change programme objectives and minimise financial risk to the Council.

c) A process for refining the 'net-zero pathway model' to confirm, as far as possible, best value measures, costs, funding/financing sources and return on investment for achieving the 2021-25 Delivery Plan and subsequently to be used to define future five-year delivery plans to 2050 and 2030 and their associated investment needs. The model is flexible to allow for different measures if circumstances change.

d) An overview of funding sources and potential finance mechanisms available to fund the delivery of the chosen pathway and more importantly any funding gaps that there may be.

e) The basis of an evidence-based 'ask' of Government with regards to future funding and finance where there are gaps

OVERALL APPROACH

The diagram below, sets out the annual process by which the Council will ensure that investment decisions across the 2030 and 2050 portfolio of projects are in line with the Plan, incorporate up to date capital and revenue costs, maximise returns and deliver significant benefits.

Figure 1: Climate Change Delivery Plan review process

1 – Review and Analyse
ANNUAL PROGRESS REVIEW OF CLIMATE CHANGE DELIVERY PLAN AND NET-ZERO TARGETS
-MONITOR IMPACT OF PROJECTS
-PROGRESS REVIEW OF ALL CLIMATE CHANGE PROJECTS
-PROGRESS REVIEW OF NET ZERO TARGETS

2 - Review and Analyse
ANNUAL REVIEW OF COSTS

-REVIEW OF COSTS
-UPDATE GREENER FUTURES FINANCE MODELS

3 – Plan and Implement
CLIMATE CHANGE PROJECTS PLANNING AND IMPLEMENTATION

-PROJECTS PLANNING
-PROJECTS BUDGETS SETTING AND MONITORING
-PROJECT IMPLEMENTATION

4 - Plan and Implement
ONGOING PROJECT PRIORITISATION

-ONGOING EVALUATING OF PROJECTS/DELIVERY
-ADJUST IMPLEMENTATION PLANS AS NEEDED

<u>Review and Analyse - Annual progress review of Climate Change Delivery Plan and net-zero targets</u> (step 1): The progress of all key projects is monitored and evaluated to ensure that current projects are delivering carbon reductions and other benefits anticipated from the outset. It uses national and project level data to consider whether active and pipeline projects are likely to make the expected contribution to delivering against our overall net-zero carbon targets or annual carbon budget.

<u>Review and Analyse - Annual review of costs</u> (step 2): Cost information from current and developing projects and changes to market conditions are reviewed to ensure that financial risks within active projects are being managed, and learnings are being applied to future projects. These assumptions are incorporated into the Greener Futures Finance Model, which evaluates the likely capital costs, operational spend, operational savings and revenue across the whole portfolio of projects. This allows us to test options and make informed judgements on achieving our net-zero targets within a manageable financial framework.

<u>Plan and Implementation - Climate Change Projects Planning and Implementation</u> (step 3): Projects to deliver required carbon reductions are scoped into annual implementation plans and feasibility assessments carried out to set out the costs required for projects to support budget setting and the development of business cases. Following approval of projects through governance, implementation for projects commencing, costs and project implementation is monitored and evaluated throughout project implementation.

<u>Plan and Implementation </u>(Step 4): The outcomes of the progress reviews[v] and cost reviews in the previous steps are reported quarterly to relevant Boards and annually to Cabinet, along with any recommended adjustments to implementation going forward. Once agreed by Cabinet, project level plans and delivery are adjusted for the following financial year and are fed into budget setting processes.

FINANCIAL APPROACH FOR THE COUNCIL'S NET-ZERO PLANS

ABOUT THE 2050 NET ZERO PLAN

The Greener Futures Climate Change Delivery Plan seeks to reduce carbon emissions by up to 2.3M tonnes per year by 2025; a key stepping stone to support Surrey to meet its net-zero 2050 target. Emissions are largely generated by residential and commercial buildings, industrial emissions, road transport, waste, agriculture and land use. The figure below displays the carbon emissions in Surrey's 2018 baseline by source as well as the emission reduction pathway to 2025 and 2050.

Figure 2: Surrey County Baseline emissions and pathway to net zero
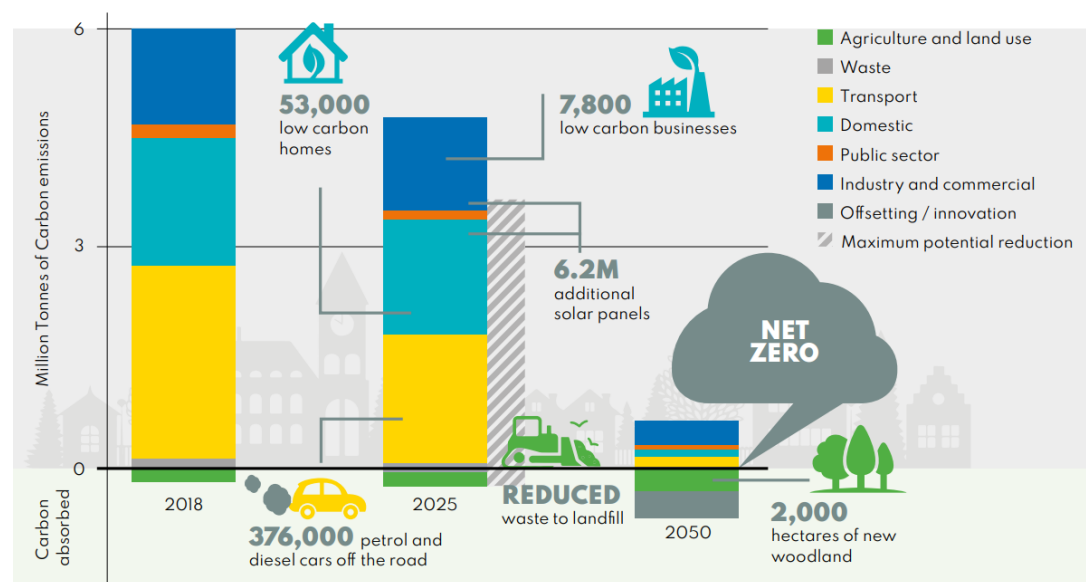
ABOUT THE 2030 NET ZERO PLAN

Delivering substantial carbon reduction within Surrey County Council involves many complex projects which take place over several decades. They include:

(1) Projects which reduce carbon emissions that are within the scope of the Council's 2030 target. These form the main focus of the finance strategy and include installing renewable energy and the decarbonisation of Council buildings, fleet and streetlighting.

(2) Projects that tackle "indirect" emissions that are driven by Council activities but do not currently fall within the scope of the 2030 Council's 2030 target. These include emissions from Council buildings and land that are leased to others, business travel and commuting, procured goods and services, commercial operations and the impact of service delivery on residents and businesses in Surrey.

Figure 3: Infographic setting out Direct Emissions (included in 2030 Net Zero Plan) and Indirect Emissions

Direct emissions

Fleet (vans/cars) 1,313 tCO2e

Buildings 10,302 tCO2e

Street lighting 7,043 tCO2e

Indirect emissions

Business travel (staff using their cars for work) 1,800 tCO2e

Schools 10,509 tCO2e

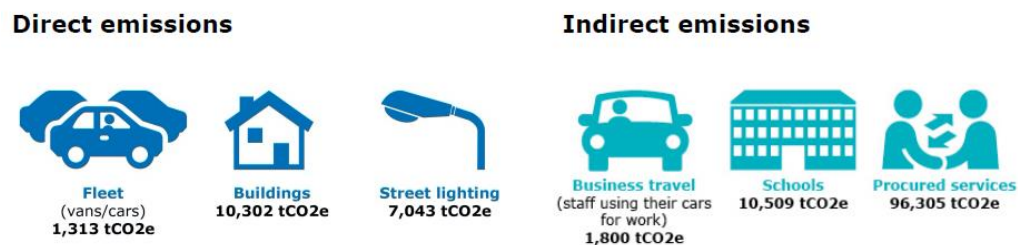Procured services 96,305 tCO2e

Table 1: Emission sources to be decarbonised by the 2030 Net-Zero Plan

Category	Details
Existing corporate buildings	136 corporate buildings
Streetlights	89000 lights
Vehicles	563

The financial approach to the 2030 Net Zero Programme focuses on the use of capital funds to deliver a mixed portfolio of retrofit, refurbishment and renewables projects, to achieve cost and carbon neutrality in the Council's corporate estate and fleet. This is intended to achieve an emissions reduction of 82% compared to our 2019 baseline, with any remaining carbon emissions being offset through an approved carbon offset scheme. As set out in the principles above, the aim is to financially offset as many of the costs with income as possible to minimise the financial impact of the target on the Council.

FINANCIAL MANAGEMENT OF PROJECTS THAT ARE NOT WITHIN THE SCOPE OF THE 2030 PROGRAMME

The Council's indirect emissions, that are not in the scope of the 2030 net-zero target, include:

- business travel where Council vehicles are not used
- schools, land/buildings leased to others
- procurements and
- infrastructure

These emission sources make up 85% of the Council's total emissions. Officers are currently baselining emissions from these sources to enable emission reduction targets to be set. Emission reduction will form an integral part of service reform and therefore it is expected to be incorporated into future departmental budgets where feasible. A further update will be included in the Climate Change Delivery Plan Whole Programme Assessment later in 2023.

PRODUCING A ROBUST EVIDENCE BASE

The initial Finance Strategy was informed by two finance models, produced by consultants Atkins in 2021, in collaboration with officers. The models aimed to provide an evidence-based, estimated cost and modelling of the 2050 target for the county (costs estimated to 2025 to align with the Climate Change Delivery Plan) and the Council's 2030 carbon reduction pathway. The purpose of this work was to understand the scale of investment required for both targets, and to determine whether the investment required to achieve the 2030 target could be self-financing.

2050 finance model

A series of data sets were fed into the 2050 model and a number of parameters, assumptions and principles were used to inform the model. The costs inputted were based on best evidence available at the time as well as the use of industry standards.

The model found that the scale of cost required to achieve the county's carbon reduction target by 2025 was in the region of **£3.4 - £4.2 billion**.

Surrey County Council and the Borough and Districts are in direct control of less than 2% of the county's emissions, however, Surrey's Local Authorities do have a key influencing and enabling role across approximately one third of the county's emissions. There are a wide range of potential financial solutions that could be deployed for residents, schools, businesses and other public sector bodies that could help to overcome financial barriers to reducing emissions. Therefore, for actions which sit outside of the Council's own estate and services, Cabinet endorsed the recommendation in 2021 that the Council would play a facilitating finance and funding role in most instances, rather than paying for measures outright.

The projects in the Climate Change Delivery Plan are prioritised by those that are likely to deliver the greatest impact at the lowest cost to the Council, focusing on their ability to reduce carbon emission, support residents and businesses to reduce bills and create wider environmental and social benefits including improved health, wellbeing and nature recovery.

Effort is targeted towards residents who might be disproportionately affected by climate change impacts, such households who are vulnerable to fuel poverty.

More work will be done to improve the robustness of the 2050 finance model, to help inform investment decisions and fundraising efforts, later in this financial year.

2050 target investment principles

The key investment principles, below, will be used to make decisions on how the Council's Greener Futures capital budget will be used to leverage in additional funding and investment to help achieve the county's carbon reduction target.

2050 target investment principles. Prioritise and take forward projects that:

a) Embed Greener Futures Objectives into all parts of the Council

b) Maximise external funding on behalf of residents and businesses

c) Leverage private funding to mobilise funding that is needed at scale.

d) Can become self-financing or generate income

e) Enable collaborative projects with partner contributions

f) Deliver co-benefits such as the development of green jobs and supply chains, improved health and wellbeing, increased biodiversity and nature recovery

2030 finance model

In contrast to the 2050 finance approach, it was agreed by Cabinet in 2021 that the Council would play an active investment role in the Council's 2030 target, committing its own funds to achieve net zero carbon by 2030. It is therefore critical to have a clear understanding of the costs and the overall business case.

In an effort to create a more robust and sustainable financial framework officers in Finance, Environment and Land and Property have reviewed, tested, developed and updated the 2030 finance model with actual market costs and have run sensitivity analysis to update the financial assumptions (such as energy costs and borrowing costs) and technical assumptions (such as the percentage of buildings that are suitable for the decarbonisation measures) upon which the model is based.

A summary of the changes is included below. More detailed information on the development of the Finance model is included in the <u>financial review of the 2030 programme</u>, set out in Appendix 1.

Key changes since original costing:
- Increase in energy prices
- Addition of staff costs, design fees and electricity grid network connection costs
- Updated range of offsetting costs
- Exclusion of fleet transition costs as these will be funded by services
- Revised delivery constraints for ground mounted solar.
- An updated view of buildings that are suitable candidates for decarbonisation measures and are not at risk of disposal. (core, non-core flex)

The model indicates that to achieve the 2030 target, the rate of delivery over the next seven years is approximately 13 – 20 buildings per year. An Investment Plan for the 2030 target has been produced and is included in Appendix 2 to ensure that the scale of delivery is being achieved and that measures with a high capital cost are offset by those measures which generate a good return on investment. The 2030 Investment Plan will be updated annually alongside the financial review of the 2030 programme.

In addition, the Council is currently undergoing an in-depth asset strategy review. Due to uncertainty around which buildings will be retained and which will be disposed of, the model considers two scenarios based on the emerging Asset Strategy. The first includes the decarbonisation of only the 'core' buildings which are likely to be retained. The second scenario includes the core buildings and 'flex' buildings, those with an uncertain future.

Table 1 below includes a high-level summary of the 2030 programme business case from the model. A more detailed explanation of this table is included in the underlined financial review of the 2030 programme, set out in Annex 1.

Table 2: Summary of Costs of the 2030 Programme

	Original Model	Latest Model (core – buildings to be retained)	Reason for Change	Latest Model (core+flex – flex is buildings with uncertain future)
Capex	£68.3	£87.7m	£30m increase in heat pumps offset by £5.5m fall in retrofit costs and £0.2m fall in rooftop solar and £2.6m fall in ground mounted solar.	£109.4m
Operational Spend	£71.8m	£29.2	Reduction due to removing green fleet vehicles from the model, and the associated cost of charging EVs, which will be funded by services rather than a central GF budget	£36.5m
Borrowing Costs	£12.6m	£24.3m	Increase due to higher borrowing rate and increase in capex.	£31.3m
Revenue	£97.5m	£67.5m	Lower solar farm revenue due to lower electricity price.	£67.9m
Operational Savings	£73.5	£76.6m	Higher savings on LEDs due to higher electricity prices offset by reduced savings on rooftop solar due to smaller solar panel sizes.	£102.6m
NPV after counterfactuals (what would have been spent anyway) excluding green fleet	£21.4 (This was - £3.1m in original model)	£12.1m	NPV has improved from -£3.1m to +£12.1m due to removing borrowing costs from the calculation as these had been included previously in error.	£6.4m
Payback		26 years		28 years

Although under the new scenarios (core, core&flex buildings) there is an increase in the capital expenditure required compared to the original model, the Net Present Value of the programme (to 2050) is positive and the project pays back in 26 – 28 years from the operational savings and revenue generated.

It is important to note that the costs in the model are pessimistic and there are several factors which could improve the financial position of the model and make the business case more favourable, these include;

- Increase in gas prices which will increase operational savings (Government has committed to removing carbon taxes which are currently linked to electricity rates to gas over the next ten years as the country moves away from fossil fuels)

- Reduction in cost of decarbonisation measures such as heat pumps as these become more standardised

- Potential reductions in costs to connect to the electricity grid due to Government reforms

- Grant funding which reduces the capital pressure on the Council, however as this is not guaranteed it is only included in the model once the funding has been awarded and the business case approved for specific decarbonisation projects. To date £6M estate decarbonisation funding has been awarded with a bid for a further £5M in development. An overview of the grant funding picture will be included in the financial review of the 2030 programme.

- Improvements in national grid capacity will enable the Council to invest in additional solar farms beyond those which are built into the model. All of the land parcels owned by the Council have been assessed to determine suitability for solar farms (avoiding restrictions related to biodiversity, habitat, agriculture, heritage and development) and the shortlisted sites are currently being assessed to determine suitability and cost. Currently no sites have planning consent. In addition, officers are exploring developing solar capacity potential using private wire, avoiding connection to the grid.

- Officers are also examining various income generation mechanisms with the objective to enhance the return on investment and offset potential future cost increases. Detailed information regarding these mechanisms can be found in the 2050 section below.

Carbon offsetting

As it will be impossible to completely reduce the Council's emissions from all sources by 2030, carbon offsetting will be necessary. Estimated carbon offset costs are built into the Finance Model from 2030 as a revenue pressure to the Council. One key consideration is the unpredictability and fluctuation of offset prices. The volatile nature of offset markets introduces uncertainty into long-term planning and budgeting. Currently, the lowest traded carbon price stands at £60t/CO2, and it is expected to steadily increase. In specific cases, such as carbon offsets within the London boroughs, the price is as high as £252t/CO2. Reducing emissions as much as possible reduces the need to offset and reduces the ongoing financial risk. The offset impact will be estimated each year in the financial review of the 2030 programme.

CARBON OFFSETTING

Carbon offset

Carbon offset represents a reduction in greenhouse gas emissions or an increase in carbon storage (e.g through land restoration or the planting of trees) that would have not happened otherwise. A carbon offset is a "tradable/transferrable unit" of a tonne of carbon dioxide equivalent (CO2e) certified by government or independent certification bodies that can be created when emissions are reduced, or removals increased to compensate for a tonne of emissions elsewhere in the economy.

Offsetting

Offsetting occurs if this tradable unit is sold on the market to allow a country, company or an individual to compensate for a tonne of their own emissions.

Utilising Woodland code for offsetting case study

Organization A is committed to achieving a net-zero carbon footprint and has implemented various actions to reduce its emissions. Despite these efforts, the organization still has some residual emissions of 500 tonnes CO2e that need to be addressed. To fulfil its net-zero goals and offset the remaining emissions, Organization A decides to purchase 500 carbon credits from a woodland code projects. The credits represent the verified carbon sequestration achieved by the woodland project, each credit corresponds to one metric tonne of carbon dioxide removed from the atmosphere and stored within the growing trees. Upon completion of the transaction, Organization A receives 500 credits to offset its residue emissions. The 500 carbon credits are retired in the Woodland code to avoid double counting and re using the 500 carbon credits.

2030 target investment principles

The key investment principles, below, will be used to make decisions on how the Greener Futures capital budget, capital budgets from relevant services, and grant funding is allocated to projects across the Council and how investment decisions will be made. The principles take into consideration the overall approach set out above.

2030 target investment principles:

a) Take decisions, and make the necessary investments in estate, fleet and land to **achieve net-zero carbon by 2030** utilising service budgets where appropriate

b) Strive to achieve **cost neutrality** by creating a balanced budget across the programme, where income and bill savings offset the initial investment

c) **Future proof** for net-zero by avoiding investing in assets/ infrastructure that lead to increasing carbon emissions

d) Take a **service or whole site/building-based approach** to avoid unnecessary future cost and disruption

e) Prioritise measures that are **cost effective** at reducing emissions

f) Prioritise **emission reduction over offsetting**.

g) **Maximise external funding** such as grants or private sector funding

h) Where it is not possible to create a balanced budget across the programme, make additional investments outside the scope of the net-zero programme in line with achieving our net-zero 2050 carbon target

FUNDING AND FINANCING OPPORTUNITIES TO DELIVER THE 2050 AND 2030 INVESTMENT PLAN TARGETS

Several funding sources to date have been utilised to finance the 2050 delivery plan targets, however the current funding sources available are not sufficient to meet the targets for the Climate Change Delivery Plan. The national level funding opportunities for the 2050 targets are continuously evolving as National government policy to reach net-zero evolves.

Officers are currently exploring and developing several funding mechanisms to support the delivery of the 2050 net zero carbon target as well as, where required, providing income to deliver the 2030 target. Appendix 3 includes a list of the funding opportunities which are being developed against the sections included in the Climate Change Delivery Plan. Further detail on the more mature finance mechanisms, for which pilots are currently being developed or delivered, are included below, along with the proposed governance approaches.

1.SOLAR POWER PURCHASE AGREEMENT (PPA)

A PPA contract enables the Council to install (SCC owned and operated) solar PV onto buildings and sell the electricity produced to the building user for a period of up to 25 years at a lower rate than they would be able to obtain from their energy provider. This creates a return on investment (ROI) to the Council, lower energy costs for the offtaker and carbon savings. PPA schemes have been tried and tested by many other Local Authorities and companies. Further details regarding this opportunity are included below.

Status	Financial implications	Potential risk and impact	Risk mitigation	Next steps
We have commissioned the legal firm Burges Salmon to draft a PPA contract which we have approval from CPP to pilot with 5 primary schools (selected as we are installing decarb measures with funding awarded by Government). We are exploring opportunities to scale up the scheme with large schools, NHS buildings (NHS have restrictions on capital investment), B&Ds and possibly commercial premises. We are commissioning a commercial consultant to help develop the business case for the PPA roll out.	• The PPA pilot with 5 primary schools has the potential to save 635 tCO2. • Capital cost for the pilot schools was £390k and the ROI to the Council (after costs) is £93k over 25 years • Unit rates for the schools range from £0.18 - £0.24 kwh, which is significantly lower than schools' current rates, saving them £200k over the period. • These are small schools and so ROI is less rable. • Analysis of 50% of Surrey's largest schools (with potential for min of 90kw rooftop solar) shows that a £10.1M capital investment could unlock £18.6M ROI (after costs) over 25 years	• Schools do not want to sign up to the 25-year solar PV PPA deal. • SCC is unable to procure a turnkey solar installer within the project timescales • Surveys show that the school roof isn't suitable for solar • Maintained schools become academies • Schools decide to end the contract before the capital investment is recouped • Forecast income is not realised due to low solar generation • Increase in supply costs not forecasted • Supplier becomes insolvent	• This is optional for schools; we encourage them by modelling their expected energy expenditure over the 25-year period against predicted energy costs • We have procured a contractor to install the solar on the 5 pilot schools. For future schools we will utilise the approved frameworks and soft market engagement • Structural and asbestos surveys will be carried out as soon as feasibly possible • Option in the PPA to either end contract with termination clauses, buyout the solar installation, or continue with agreement. Written into transfer agreement. • Termination charges will apply depending upon the time left on the contract	• Finalise PPS agreements with the 5 pilot primary schools • Develop next tranche of PPA pilots with further 5 schools • Commission consultants with commercial and legal expertise to help develop the business case for the PPA roll out • Work with consultants to organise workshops to assess PPA loan term and price options in order to minimize risk of contract termination for Council and offtaker • Take PPA business case to Cabinet (expected Autumn 23)

		• Roof needs replacing and is delayed with loss of PPA income.	• In-depth energy assessment at the start to understand the financial parameters on worst case scenario. • Try to sign in contract as soon as possible to lock in current prices. • We undertake appropriate due diligence on the procurement of the supplier • Roof works in low generation time (winter)	

2.SME GREEN BUSINESS LOAN SCHEME

When the EU funded LoCASE scheme ends in June 23 there will no longer be any financial support to help SME businesses in Surrey to install decarbonisation measures and/or develop green technologies to save energy costs, carbon and grow Surrey's green supply chains. As a result, officers are working with B&Ds to develop a low interest loan scheme for SME businesses. Further details regarding this opportunity are included below.

Status	Financial implications	Potential risk and impact	Risk mitigation	Next steps
Lake Market Research were commissioned to conduct research with SME focus groups on their attitudes and appetite for decarbonisation loans at different interest rates and loan terms. The results showed there was a strong interest from this sector. Let's Do Business Group were commissioned to design an SME decarbonisation and green growth loan programme. Their recommendations will be built into the business case. Around half of Surrey's Districts and Boroughs have included the SME Loan programme in their Shared Prosperity Fund proposals.	Let's Do Business recommend the following loan pilot: • Initial fund value c£500k-£600k • Loans between £5k to £25k • Max 5 year loan term • Interest rate ≤5%, fee 2-5% • 18 month pilot • Six B&Ds have allocated £30k-£50k each from their Shared Prosperity Funds for 2024-25. This will contribute to the revenue costs, including the staffing of the programme.	• Lack of business take up of loans • Financial risks eg losing loan capital due to non-repayment or taking longer to repay.	• Effective marketing and engagement with SME businesses building on the success of LoCASE • Thorough assessment of businesses applying. Processes designed to identify any issues early.	• Officers continue to design loan programme with B&D partners • Develop a business case for the 18 month pilot for approval by Cab Member for Environment and Finance in collaboration with CPP (by July/Aug 23) • Commission loan provider with required financial regulations • Launch pilot (by Sept 23)

3. HOUSEHOLD DECARB LOAN SCHEME AND ONE STOP SHOP FOR DOMESTIC RETROFIT

There is currently limited advice/financial support and low-interest financing options for households that are able/willing to pay for decarb measures. The Council is trusted in this sector following successful delivery of schemes targeted at low-income households with Gov funds. Working with managing agent Action Surrey, and their local installer network, the Council is developing a pilot One Stop Shop (OSS) home energy advice and installation service which includes a home decarb loan product. Further details regarding this opportunity are included below.

Status	Financial implications	Potential risk and impact	Risk mitigation	Next steps
In partnership with Action Surrey, Zero Guildford and the Surrey Climate Commission the Council (as lead) has been awarded £745k grant funding from the LEAD scheme managed by the South east Net Zero Hub (funded by DESNZ) to develop a pilot One Stop Shop for domestic retrofit which includes engagement and training of community energy champions, subsidised home energy advice and whole house retrofit plans, retrofit coordination support, and a home decarb loan product. The purpose of this pilot, which will run for 18 months, is to test	For the pilot loan scheme, SCC would contribute £750k in capital, which would be recouped throughout the established repayment period (likely around 10 years). Part of the LEAD grant will be utilised to cover the borrowing costs for SCC and the loan admin costs. This would allow SCC to offer a very low-interest loan to residents (particularly those considered from hard-to-reach communities or living in hard-to-treat properties).	• Partner failure due to e.g. insolvency • Bad debt loss • Sub-par installations and/or complaints • GDPR issues • Grant funding withdrawn • Supply chain issues/delays (materials/labour) • Loss of credibility or trust from residents on these Council-backed schemes • Insufficient engagement/interest from residents/installers	• Ensure sufficient range of use cases are considered, including failure modes for partners; ensure model is adaptable to changing commercial partners/terms • Experienced loan provider procured e.g. Parity Trust who has strong track record of either zero or negligible bad debt loss • Vetted, qualified installers, plus quality assurance and clear complaints process • Appropriate information management, policy and data governance, and privacy processes in place • In unlikely case of grant funding withdrawal, an alternative, e.g. cross subsidy and/or group purchase, model to be explored to facilitate able-to-pay market • Supply chain maturity scoping exercise and action plan in progress • Detailed comms and engagement plan inc/ market segmentation; re decarb loan, interest rates kept as low as possible and early repayments allowed • Prior to full-scale rollout, a pilot phase will be used to validate the feasibility	• During the first 3 months of the LEAD pilot the Council is required to design the OSS pilot programme in collaboration with its partners and engaging the wider community • Commission a loan provider with the required financial regulations (building on learnings from Let's Do Business analysis of SME loans) • Work with consultants and partners to develop a business case for the home loan scheme for approval by Cab Member for Environment and Finance in collaboration with CPP (by Aug 23) • Launch the OSS and loan product (Oct/Nov 23)

| different approaches /mechanisms to encourage households to take up home decarb measures, and to establish a self-sustained service to continue beyond the pilot without grant support. The pilot will be Surrey-wide and particularly targeted to those considered from hard-to-reach communities or living in hard-to-treat properties. | It is estimated that the initial capital could finance the decarb of 30 households, and the LEAD grant will provide around £95k to cover interest/borrowing costs. If this pilot is successful and the programme is rolled out further, we could finance decarb of 200 households with £5m currently allocated in the SCC capital pipeline. | | study's findings and assess the project's performance under real-world conditions. The pilot phase will allow for adjustments and improvements based on practical experience, ensuring a more effective and successful implementation. | |

4.CARBON OFFSET/INSET OPPORTUNITY

The Heathrow Strategic Planning Group (HSPG) are working with Local Authorities surrounding the airport to implement a carbon offset/inset scheme. The airport and the airlines the utilise it, along with the surrounding highway network, are responsible for significant sources of carbon emissions. The offset/inset investment must be additional to carbon reduction schemes that are currently being delivered by Local Authorities. Further details regarding this opportunity are included below.

Status	Financial implications	Potential risk and impact	Risk mitigation	Next steps
The (HSPG) and partners (including Runnymede BC and Surrey CC) have commissioned a feasibility study to explore new models of governance and collaboration for offset/inset schemes, as well as evaluating the potential of the local carbon offset/inset market within the HSPG areas. It seeks to provide a roadmap for establishing local offsets/insets, which can secure aviation sector funding, such as fuel poor households within Surrey. The Innovate UK Net Zero Places Fund has provided funding for this study. The initiatives under consideration for development by the scheme include the implementation of tree planting, electric vehicle (EV) charging infrastructure, fleet electrification, and domestic retrofitting of fuel-poor homes	Update 22/06	The identified risks relate to the potential challenges of demonstrating additionality and substantiating carbon savings for the aforementioned projects.	• The first phase of the project is a comprehensive feasibility study to assess and identify potential applications, risks, and challenges associated with the project. • Prior to full-scale rollout, a pilot phase will be used to validate the feasibility study's findings and assess the project's performance under real-world conditions. The pilot phase will allow for adjustments and improvements based on practical experience, ensuring a more effective and successful implementation.	Under Phase 2 of the Innovate UK funding program, an amount ranging from £150,000 to £1 million, is allocated for large-scale project pilots. This funding would enable the establishment of potential offset projects within Surrey County. These offset projects would be made available for purchase by Heathrow Airport, thereby facilitating the decarbonisation efforts of the county.

GOVERNANCE AND RISK MANAGEMENT

To embed Greener Futures outcomes into all areas of the Council, departmental business plans will reflect greener futures outcomes and the Greener Futures Steering Board and CLT will track and manage their implementation, supported by the Greener Futures Team. The 2030 and 2050 Climate Change Boards will be used to review prospective projects at an early stage, followed by standard governance routes used to support capital projects. Scrutiny and oversight will be provided by the Greener Futures Member Reference Group, Capital Programme Panel, Infrastructure Board and Select Committee. An annual Climate Change Delivery Plan Whole Programme Assessment will be taken to Cabinet.

Where funding comes from a mix of external and internal partners, responsibility for their development will be jointly held and will be taken forward through the Borough and District-led Greener Futures Partnership Steering Board, and the Greener Futures Board, which is made up of key Surrey-wide external stakeholders.

The governance structure is set out below.

Figure 4: Greener Futures governance structure

GREENER FUTURES GOVERNANCE

Internal

Scrutiny

- Select Committee
- Greener Futures Member Reference Group

Financial Governance

- CPP
- CSG (Infrastructure Board, Property Panel, IT)

Key Decisions

- Cabinet

Progress, risks & issues

- Asset Strategy Board
- SIP Programme Board, Major Projects Board

Strategic Direction

SCC Greener Futures Steering Grp
Chair Katie Stewart
Dep Chair Carolyn McKenzie

**Programme Delivery Boards
(linked working groups as needed)**

- Climate Change Programme Boards (2030, 2050)
- Surrey Transport Plan Delivery Board
- Natural Capital/Countryside
- Rethinking Waste

External

- Greener Future Partnership Board
- GF Partnership Steering Group
- Greener Futures Network

Partnerships

- SEP
- Flood Partnership
- Surrey Nature Partnership
- AONB Partnership
- Climate Change Commission

Strategic Direction

Partnership

- Surrey Forum and four Outcome Boards
- Greener Futures
- Growth
- Health and Wellbeing
- Thriving Communities

LA

- Leaders and CEX
- Delivery Board
- LA Professional Groups

Progress, planning, collaboration, risks & issues

Project Boards

Cross Cutting Design, progress, planning, collaboration, risks & issues

As required, dependent on project size / complexity e.g. large solar farm project

Working Groups

Risk management and mitigation

The financial reviews of both the 2050 and the 2030 net zero carbon programmes have identified several key risks (summarised below) that have the potential to affect the pay back of programmes. The risks will require ongoing monitoring and management and as a result governance mechanisms at programme and cross-departmental levels have been set up. The governance approach enables risks to be identified, mitigated and, where necessary escalated.

Table 3: Key financial risks and mitigation measures for the 2050 target

Risk	Mitigation
The changing picture national budgets may vary the amount external grants and other funding available to the Council to pass on to residents and businesses.	Identify where there are key gaps and look for innovative ways to fill the gaps.
Many prospective innovative or blended finance project have not yet been done before within Surrey County Council, and therefore have increased commercial risks.	Pilot new funding mechanisms and ensure that commercial expertise is fully considered before major finance projects are launched.
The scale of funding is so big and covers so many areas, that will be unlikely to be possible for the Council to catalyse the scale of funding needed to meet net-zero targets	Focus on projects which have a high impact but are likely to be able to pay back and use any additional income to increase support to residents and businesses in a sustainable way.
The lack of access to transformation funding in 2024/5 may create a short-term gap in resource which reduce the ability for Greener Futures to put in place major finance delivery mechanisms, undermining climate change goals.	As set out in our response to the recent climate change audit[vi], look to embed action into departmental budgets where feasible.

Table 4: Key financial risks and mitigation measures for the 2030 target

Risk	Mitigation
The change in energy prices, technology costs and contractual services change significantly and increase the capital cost of the programme	Continue to monitor changes and adjust the approach when costs change, or through the annual financial review
The amount of external funding, borrowing costs, income generation potential and fuel saving potential are lower than expected, reducing the speed at which the programme can pay back or generate income for new projects	Monitor and manage the finance model and provide an update through the annual financial review process setting out options Continue to develop finance mechanisms which can be used to offset possible future cost increases if required
Low carbon measures installed do not deliver expected carbon savings meaning slower than expected progress in meeting our net-zero targets and increase the need for more offsetting	Continue to monitor projects to ensure projects deliver expected emission savings. Start exploring offsetting opportunities now
Grid constraints and planning restrictions may prove challenging for the Council to develop solar farms on its land prior to 2030.	Continue to assess solar opportunities on SCC land, looking for sites where there is a private wire offtaker/nearby development and where planning is less likely to be an issue. Explore the possibility of purchasing land where the grid connection is viable, and planning has been granted.
Decisions made for other reasons (e.g service delivery/reform/cost constraints/short term income generation opportunities) may run contrary or affect the Council's ability to achieve the net-zero agenda.	Ensure that net-zero options are designed in early, which will reduce additional costs later and allow for informed decision-making with high quality cost and carbon information.

NEXT STEPS

The following next steps will be undertaken by officers;

- We will continue to develop the 2030 and 2050 finance models, feeding in commercial data (including costs) to improve accuracy
- We will commission consultants to undertake an audit review of the assumptions and data in the 2030 Finance model and will continue to develop the 2030 Investment Plan alongside colleagues in Land and Property
- We will produce quarterly progress reports for CPP, Asset Strategy Board and the Greener Futures Member Reference Group
- We will continue to develop and test through pilots the finance mechanism included in table 3.
- We will undertake a financial review in the next financial year to report to Cabinet.

APPENDICES

APPENDIX 1 - Annual Climate Change Delivery Plan Cost Review

APPENDIX 2 - Annual 2030 Investment Plan *(to follow)*

APPENDIX 3 – Greener Futures funding mechanisms and opportunities

Delivery Plan section	Priority funding mechanisms to be developed
GF communities	• Insetting opportunities within Surrey (Authority Based Insetting, ABI) • Exploring the development of a local carbon offset/inset market to secure aviation sector finance for local decarbonisation projects in partnership with Heathrow (fuel poor homes, EV vehicles, schools)
GF Communities Decarbonising of privately owned homes	• Solar Together phase 2 • One-stop-shop to support able to pay households to decarbonise their homes
GF Communities, schools and community groups	• A rent-a roof scheme is being developed support school's decarbonisation, Surrey commercial buildings and decarbonisation of SCC's commercial estate
GF Communities Decarbonising small business	• Small Business loan scheme to replace the LoCASE grant scheme, due to end in April 2023. Discussions with boroughs and districts may enable the seed funding to come from the shared prosperity fund
GF Communities Decarbonising transport	• Innovate UK funding to do feasibility on financial models to remove barriers to private investment for decarbonisation projects. Surrey focus is on transport and housing decarbonisation. Next stage £8m to do a pilot scheme

Build Back Greener	• Outcomes based budgeting will enable best use of capital infrastructure programme • The implementation of a low carbon planning policy may allow for carbon offset funding to be generated through planning, which would fund carbon reduction projects.
Build Back Greener	• Outcomes based budgeting will enable best use of capital infrastructure programme • The implementation of a low carbon planning policy may allow for carbon offset funding to be generated by Local Authorities through planning, which would fund carbon reduction projects.
Grow back greener	• Income generation potential of SCC-owned farms forests. • Opportunities for carbon offset and income generation through biodiversity net gain. • Further funding opportunities through the Rural Prosperity Fund.

[i] Surrey's Climate Change Strategy, May 2020; https://www.surreyclimate.org.uk/sites/default/files/Surrey%27s%20Climate%20Change%20Strategy%20%28240420%29%20%281%29_0.pdf

[ii] Greener Futures Climate Change Delivery Plan, January 2022; https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/surreysgreenerfuture/Final%20Climate%20Change%20Delivery%20Plan%20Full%20Document%202022.pdf

[iii]

[iv] Cabinet report containing the initial Greener Futures Finance Strategy; October 2021, Item 9 Annex 4; https://mycouncil.surreycc.gov.uk/documents/g7768/Public%20reports%20pack%20Tuesday%2026-Oct-2021%2014.00%20Cabinet.pdf?T=10

[v] Cabinet report containing the first Annual Climate Change Progress Report; November 2022, item 15; https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MId=8467&Ver=4

[vi] Not yet published; available on request

APPENDIX: ANNUAL CLIMATE CHANGE DELIVERY PLAN COST REVIEW

Contents

1.   Introduction

In 2019 Surrey County Council (SCC) declared a climate change emergency and committed to becoming a net zero carbon county by 2050 or sooner. Surrey County Council committed to reducing its organisational emissions to net zero by 2030. Surrey's Climate Change Strategy was published in May 2020.

An Initial Finance Strategy was produced in 2021 and was set out alongside the Surrey's Greener Futures Climate Change Delivery Plan 2021-25. It aimed to provide an evidence-based estimated cost, based on current knowledge, data and modelling for the net zero pathways set out in in Surrey's 2050 Climate Change Delivery Plan 2021-25 and SCC's 2030 target.

The initial financial approach has been further developed into the Greener Futures Finance Strategy, which sets out a process for defining how the Delivery Plan for 2021-25 and subsequent plans will be financed. The process includes an annual financial review of the programme to ensure that the financial implications of the programme are well understood as changes in market conditions impact on costs and delivery constraints. This is the first full financial review which sets out:

- A detailed explanation of the financial model
- What has changed, why and how the model has been reviewed
- The outcome of the financial model review
- Next steps

SCC commissioned Atkins in July 2021 to produce a finance model that could be used by the Council to estimate the cost of the carbon reduction initiatives included in the Climate Change Delivery Plan in order to understand the capital costs of achieve the county's carbon reduction target by 2025 as well as the 2030 carbon reduction pathway for the Council's own organisational emissions. The model is not static, it has been developed in a way which allows for future changes which could affect costs and potential return on investment, such as policy changes, market data and other external costs such as energy price increases, inflation, and connection costs to be easily incorporated. Consequently, the more experience we gather from the 2030 Programme implementation, the more refined the model will be and more accurate the assumptions behind it.

2.   2030 Financial Model

2.1 Original Scope

The original model was published in 2021 as part of the "Initial Finance Strategy 2021-25".
The analysis was intended to help SCC to answer the following questions:

- How much will it cost to achieve our net zero target by 2030? This includes capital costs and the cost implications to develop and administer schemes.
- What percentage of the necessary investment will result in a positive financial business case and achieve carbon neutrality?
- What percentage of the necessary investment does not result in a positive financial business case?
- What is the proposed sequencing approach to maximise carbon savings whilst achieving the greatest 'bang for buck' (ie recuperating in cost savings, maximising decarbonisation opportunities which are already baked into budgets or choosing to offset)?
- In which year is the breakeven point projected to be achieved?

The Financial model provides a detailed analysis of initial capital expenditure alongside the whole life costs and return on investments of the Council's 2030 programme. The modelling work has also included the production of a carbon scenarios tool which enables carbon from several measures to be quantified with different levels of uptake. The benefit of this model is that is creates a mechanism where carbon and cost can be considered together, and for the financial impact of different carbon reduction scenarios to be tested. This allows the Council to make decisions regarding which decarbonisation pathways offer the highest carbon reduction for the best financial value.

2.2 Original Assumptions

The focus for the model created by Atkins was to create a consistent format that allows for comparison between the whole portfolio of carbon reduction projects. In-depth financial evaluation using this model is not possible. The model focuses on the 2030 SCC Decarbonisation programme (Table 1). Each project has been populated with actual data supplied by Surrey County Council, or assumptions where these were missing (Annex 1).

Table 1- Finance model original scope

Category	Included	Details
Existing corporate buildings	Yes	136 corporate buildings
Existing schools	No	128 schools outside the scope
Buildings being rationalised	No	85 buildings outside the scope
Newbuilds	No	Outside the scope
Fire & Rescue fleet	No	Outside the scope
Corporate Fleet	Yes	563 vehicles
Streetlighting	Yes	Programme already ongoing/funded when the model was created

The 2030 Net zero programme was based on specific levels of implementation that show how many buildings, heat pumps, capacity of solar PV and fleet transition that we need to do each year to achieve net zero by 2030 and how these implementation levels affect the costs and payback in the model. Those can be found in Annex 2.

The capital costs of the Council's 2030 net zero carbon programme were originally estimated to be between £68–71m (Table 4). The programme was based on a cost and carbon neutral model where capital costs are offset over the lifetime of the measures through operational energy savings and energy generated by renewable energy installations.

Table 2- Original capital costs of decarbonisation measures (from GF model 2021)

2030 Net Zero Programme Projects	Capital Costs (£)	Revenue (£)	Operational Savings (£)
Estate Rationalisation	-	-	-
LED (buildings)	£4.75-£5.25m	-	£15m
Estate Retrofit Measures	£27.5-£30.5m	-	£14m
Heat Pumps	£7.6-£8.4m	-	£8m
Rooftop PV	£5.7-6.3m	-	£24m
Ground-mounted Solar	£14.3-4.7m	£97m	-
Carbon Offsetting	£4.8m	-	-
Green Fleet	£4.3-4.7m	-	£10m
Streetlighting	-	-	-
Total	£68-71m	£97m	£73m

3. **Review of the 2030 Financial Model**

The model is adaptive and created to respond to changing conditions allowing us to adjust our approach accordingly, the assumptions in the model have been revised (see Annex 3 for details) so the 2030 Net Zero Programme is as close to cost and carbon neutrality as possible as well as incorporating actual market costs.
Progress to date has revealed that market forces and delivery conditions have changed significantly since the initial cost estimates in 2021 to deliver the Council's Net Zero Carbon target were made. Following the delivery of the first phase of Government funded decarbonisation retrofit projects on the SCC estate which at the time was used as a pilot to inform our approach, costs and key delivery constraints have been reviewed.

Some of the key changes to the model are:

- Increase in energy prices.
- Addition of greener futures staff costs, design fees and electricity grid network connection costs.
- Updated range of offsetting costs.
- Exclusion of fleet transition costs. These costs relate to service needs met by fleet and will be considered as part of service delivery costs and long-term will be met by the Council through service delivery team budgets.
- Revised delivery constraints for ground mounted solar.
- An updated view of buildings that are suitable candidates for decarbonisation measures and are not at risk of disposal. Land and Property are currently working with Services across the Council to understand which buildings in the corporate estate need to be retained and which are surplus to requirement from a service perspective. This work is ongoing and will take some time to complete however for now they have categorized buildings as core (to be retained), flex (future is questionable) and non-core (building is unlikely to be retained). Currently, the scope includes 136 core buildings and 52 flex buildings. For the finance strategy review we will be focusing on core and core and flex buildings, as shown in the table above.

A detailed analysis of the updated assumptions can be found in Annex 3.

The key changes to the model reflected in Annex 3 were agreed between the Greener Futures Finance Business Partners and the Greener Futures team. To update the assumptions, technical input and accurate costings were provided by the 2030 Strategic Energy Team based on the works that have been carried out in the estate as part of the UK government Public Sector Decarbonisation Scheme funding. Sensitivity analysis on energy prices, borrowing

rate and inflation was also carried out by Finance Business Partners and the SCC Energy Team and the results can be found in Annex 4.

4.   Outcomes of the model review

The review of the model shows that the programme has an updated capital spend of £83-92m and revenue generation of at least £67.9m. This assumes solar electricity generated from solar farms at £15.9p/khw (lowest necessary price to achieve cost neutrality) and has a payback of 21-22 years.

Table 3 - Change in costs due to model review.

	Original Model	Latest Model (core)	Latest Model (core+flex)	Reason

Capex	£68.3-71m	£83.3-92m	£103.9-114.8m	Detailed explanation of CAPEX increase can be found below.
Operational Spend	£71.8-78.9mm	£27.7m-30.6m	£34.6-38.3m	Reduction due to removing green fleet vehicles from the model, and the associated cost of charging EVs, which will be funded by services rather than a central GF budget. There is also a £2m increase in heat pump running costs due to higher electricity prices.
Borrowing Costs	£12.6m	£25.4m	£32.5m	Increase in borrowing rates and underlying capex.
Revenue	£97.5m	£67.4m	£67.9m	Income decreases due to national grid constraints on large scale solar, and a reduction in the achievable selling price for the electricity
Operational Savings	£73.5-80.5m	£72.6-72.6m	£97.4-107.7m	Higher savings on LEDs due to higher electricity prices offset by slightly reduced savings on rooftop solar due to smaller solar panel sizes.
NPV	- £10.9m	-£21.9m	-£35.8m	
NPV1 after counterfactuals (what would have been	£21.4m	-£14.9m	-£27.3m	NPV has worsened. A negative NPV means the project does not pay back. This is due to the cost review but excludes the revenue

spent anyway) excluding green fleet				from the Solar PPA that will cover the shortfall in capital, balancing the programme and resulting in a positive NPV.
Solar income (after costs)	-	£18.6m-£37		Additional income into the 2030 programme to offset NVP decrease.
Payback	20 years	21 years	22 years	

The total capex of the programme has increased by £19.4m (core buildings only). The main changes that have affected the programme capex are;

• A £30m increase in the cost of heat pumps. The cost for heat pumps increased from £1,655 to £3,650 per KW because Atkins included only the actual heat pump cost and omitted the installation costs. Capacity requirements in certain buildings such as fire stations, which require a back-up heating system in case of system failure, effectively doubling the capacity required in those buildings were not considered in the original iteration of the model.
• A minimum of £2m increase in offset costs. This was a result of the technical review of the decarbonisation measures expected performance, increasing the amount of carbon left to offset after 2030.
• An £8m decrease in retrofit costs due to the review of technical assumptions that led to a decrease in unit cost prices.
• A £3.5m decrease in rooftop solar costs due to a technical review of the size of solar panels that could be installed per building. The size of the array that could be installed on each building was overestimated and the review led to a reduction in capex. The potential fall in revenue from having smaller arrays has been completely offset by the higher electricity price.

- Grid Connection costs that were added to the model increased CAPEX by about £700K per year.

Borrowing costs increased by £10m within the last 2 years. Rates increase or decrease is still uncertain and will affect the programme's ability to payback.

Currently, the Net Present Value (NPV) of the programme is negative, which means the project does not make a return. To mitigate this a solar Power Purchase Agreement (PPA) for schools has been drafted that will roll out initially to five schools as a pilot. Modelling on the income generation potential of delivering solar PPA to schools with a good potential for large solar arrays is included in section 4.4 below. Two scenarios have been explored which show that it is possible to generate sufficient income to invest in the model to make the NPV positive over 30 years.

4.1 Impacts of the model update

The updated financial model was used to test the cost and carbon impacts of a range of potential delivery options and price sensitivities that may have a significant impact on the programme. That has infirmed our suggested pathway to reaching the 2030 net zero targets as well as the necessary delivery rate of decarbonisation measures for 2030.

1. Impact of implementation rates for key low carbon measures

The change in assumptions as explained in section 3 and detailed in Annexe 3, has affected both expected carbon reductions and cost implications to achieve the Council's decarbonisation programme. Several scenarios have been run to identify the best cost-effective path to deliver our decarbonisation targets. The best scenario selected is the scenario that balances value for money and potential to generate revenue with carbon reduction potential. Certain measures, such as heat pumps, have a higher cost per tonne of carbon saved than other measures however there is currently no other, more cost-effective way, of reducing carbon emissions from heating our buildings. It is therefore necessary to balance the heat pumps (and the associated costs from DNO connections etc) against measures such as solar, which reduce electricity-based carbon emissions and generate an income.

Following different scenario analysis, the best option to reach NetZero cost effectively includes the measures highlighted below. The feasibility of this pathway has been assessed and reflects what is physically possible by 2030. It will be possible beyond 2030, once the grid constraints which cover a large proportion of the county have been dealt with, to generate more electricity from ground mounted solar. This will have the benefit of reducing the amount that the Council is required to pay in offsetting per annum.

Table 4- Suggested decarbonisation pathway

Project name	Measures
Building lighting	LED implementation in 100% of buildings in scope
Building retrofit	75% of buildings in scope receive retrofit measures
Heat pump installation	75% of buildings in scope receive heat pumps
Rooftop PV	75% of buildings in scope receive rooftop solar PV
Ground mounted solar	18.9MW of ground mounted solar PV to supply the Council's electricity needs

The cost of heat pumps has increased significantly after the review of the model. Nonetheless, it is important to consider the impact of heat pumps on the 2030 net zero targets. Heat pump installation is the most expensive decarbonisation measure, but it is also the most carbon efficient.

A potential decrease on implementation levels of heat pumps by 25% to a 50% level would save £13m but would also decrease carbon savings dramatically leading the Council to have to offset more than 20% of the organisational emissions, increasing the total costs of offsetting up to a potential £18m (depending on the price of carbon per tC02 at the time of offsetting) by 2050.

Based on the pathway explored in table 4 the delivery plan for the 2030 programme to achieve net zero targets by 2030 is outlined below;

PPA Process

School

Lease Agreement

PPA

Surrey County Council

Offset electricity bill

Invoice Annually (income to SCC).

Manage O&M Contract

Install solar PV and provide O&M.

Solar Installer

SCC procure solar installer and pay for solar installation

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL
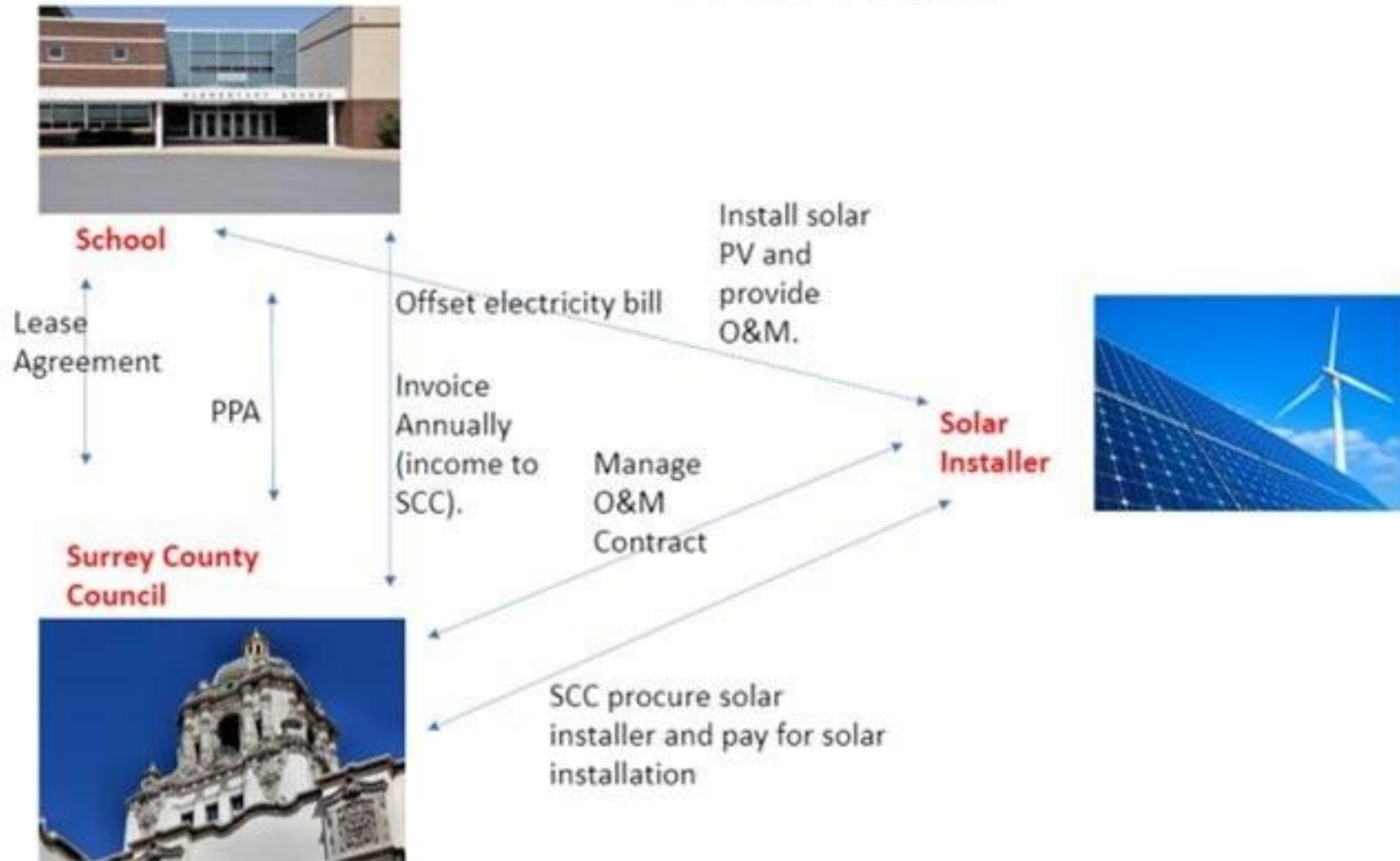
WEDNESDAY, 5 JULY 2023

Surrey Fire and Rescue Service Performance

Purpose of report: For Members to consider and comment on the services
performance and progress against the Inspection Improvement Plan.

Introduction:

1. In February 2023, it was agreed that Surrey Fire and Rescue Service (SFRS)
   would report to the committee on end of year performance (previous year)
   and progress against the Inspection Improvement Plan, produced in response
   to previous inspection reports by His Majesty's Inspectorate of Constabulary
   and Fire & Rescue Services (HMICFRS). This paper has been developed to
   support scrutiny by the Communities, Environment and Highways (CEH)
   Select Committee.

2. The reporting timetable aligns with HMICFRS's expectation of regular scrutiny
   by the Fire and Rescue Authority and is anticipated to meet the requirements
   of the Reforming our Fire and Rescue Service White Paper. The service has
   been advised that the outcomes of the White Paper are expected ahead of
   the summer recess.

3. HMICFRS have just completed their third full inspection of SFRS. The
   Inspection took place over a period of seven weeks and the Inspectorate
   Team spoke to over 140 people including our Portfolio Holder, partners and
   our staff through desktop activities, focus groups, reality testing, interviews
   and surveys. The report will be provided to the service in August.

4. The Inspectorate Team fed back that all members of staff who participated in
   interviews, desktop reviews, workshops, surveys and visits to workplaces,
   were open, honest and welcoming.

5. The first set of inspections of fire and rescue services in England by
   HMICFRS took place during 2018 and 2019 reporting on Effectiveness,
   Efficiency and People. Since 2018, every fire and rescue service has been
   inspected at least twice.

6. 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.

7. 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.

8. The Chair of the Select Committee has requested that an executive summary of this report is developed to provide a high-level overview of the content of both the Performance Report and the Inspection Improvement Plan. The Executive Summary is provided at Appendix 1.

Performance report April 2022 – March 2023

9. Please see the Performance Report at Appendix 2. As agreed with the Select Committee this will be provided on a six-monthly basis. Please see below further explanation on the key performance indicators (KPIs) that are currently red within the performance plan.

10. **Summary of Performance – 2022/23**

- The Performance Report at Appendix 2 highlights 12 of the 23 KPIs with targets set in 2022/23 are green, 4 are amber and 7 are red. The 12 green indicators highlight a continued focus on:

- Vulnerable communities – high percentage of Safe and Well Visits (SAWV) to vulnerable people.

- Firefighter safety – completion of operation premises surveys increasing understanding of local risk.

- Responding to emergencies – high performance from 999 call taking through to responding to incidents.

11. Additional narrative for red RAG KPIs

11.1 Engagement with schools

The education team, comprising of six Education Officers, provides an age-appropriate safety education programme covering fire, water and road safety to schools from Early Years (Reception) to Key Stage 3 (Year 7). The team also offer a range of activities, such as the Youth Engagement Scheme, which is aimed at young people aged between 13 and 16 years old at risk of exclusion from education.

11.2.1 The service ambition is to reach 100% of schools, a commitment supported by Childrens, Families and Lifelong Learning. In 2022/23 the service successfully engaged with 59% of schools, not including the local interaction from crews at fire stations. With a joint commitment set out during this year for schools to engage with the service, engagement with schools will increase throughout 2023/24.

11.3 Number of SAWV completed or submitted for audit

There was an increase in the number of SAWV completed in 2022/23 with a 26% uplift in the last quarter of the year. The percentage of SAWV to those most vulnerable in our communities also rose by 5% to 86% in 2022/23. The focus remains on targeting those most vulnerable in our communities, these visits are more complex and require more time. The target going forward will use 2022/23 outturn to establish a baseline for future performance, focusing on quality of delivery, targeting those most in need.

11.4 Business Safe and Well Visits (BSAWV)

11.5 A review of the priorities, following an extremely busy summer, resulted in a focused effort on Operational Premises Surveys and SAWV. Risk familiarisation through premises surveys supports firefighter safety and knowledge on local risks, with SAWV directed to those most vulnerable. The service achieved its target for risk premises surveys and as already highlighted, achieved the percentage increase of SAWV to those most vulnerable.

11.6 Though BSAWV remained less of a priority the service continued to undertake visits. Going forward the prioritisation of prevention and protection activity has informed local SMART targets, with the development of local Borough and Station Plans, which help to support local risk targeting and allow fire stations flexibility in delivery.

11.7 Safe and Well Visits and Risk Information Gathering

11.8 The service recognises that there is more it can do to increase productivity and enhance risk information gathering. To support this and the achievement of targets in 2023/24, work is underway with Internal Audit to review processes and data gathering. Alongside this work laptops are being rolled out to fire stations, enabling remote data capture. A review of the 2023/24 KPIs will take place following the outcome from HMICFRS Inspection later in the year.

11.9 Freedom Of Information (FOI) Requests

11.10 There has been an increase in the volume of FOIs associated with an increase in press or social media coverage on the fire and rescue sector. Such coverage creates public interest and, as a result, the public and media may become more inclined to seek transparency and accountability through FOI requests, aimed at obtaining official documents and information. There has also been an increase in requests relating to incidents. Cases are of increasing complexity needing more detailed work sourcing information from across multiple teams within the service. The Business Support Team experienced a period with staff vacancies but is now at establishment with three newly trained Information Access Officers.

11.11 Training and support is being offered to help increase knowledge of the FOI regulations and process which aims to improve the understanding of the requirements and timeliness of responses. The service will continue to publish data to ensure information is accessible to the public.

11.12 Complaints

11.13 The volume and themes of complaints is in line with other FRSs in England, who report receiving 20-30 complaints per year. Metropolitan areas such as London and Manchester receive a far higher amount which is expected considering higher incident numbers/interactions with the public.

A recent increase in the number of complaints in relation to the outcomes of fire safety audits impacted performance towards the end of the reporting period. Responding to such complaints requires input from several teams and careful consideration, which can include technical aspects or regulations.

The services complaints lead has joined a recently formed Complaints Officer Network with representatives from fire and rescue services across the country. The aim of the network is to share best practice and intelligence to support officers to improve complaint handling.

11.14 Days/shifts lost to sickness absence

11.15 There is a focus on sickness following a deep dive earlier this year. Long-Term Sickness (LTS) has been steadily increasing for Wholetime, On-Call and Joint Fire Control (JFC) staff over recent years. LTS is the greater proportion of absence for most staffing groups, with stress accounting for the largest proportion of sickness for Wholetime and JFC staffing groups.

11.16 The Occupational Health, Safety and Wellbeing Working group have reviewed absence data to inform occupational health and wellbeing activity in 2023/24. The Health and Wellbeing Panels have been reviewed and are now Case Support Meetings, to provide the opportunity to talk not only about sickness/absence, capability and welfare concerns but also wider people processes. There is also a new case support meeting booking system in place. The services focus on people processes saw the first reduction of LTS cases in April 2023, when compared to the previous 12 months.

11.17 3-year medical assessments

11.18 The number of 3-yearly medical assessments was impacted by staff who are on LTS leave and/or on Non-Operational Duties (NOD). Approximately 50 members of staff are LTS or NOD, across all staff groups. These staff are still counted in the overall figures but are not available to complete their medicals while they are sick or away from operational duties. Staff retention issues within the occupational health collaboration also impacted performance as fewer appointments were offered. A recent recruitment process has bought the occupational health collaboration team up to establishment.

11.19 A review of this KPI will take place to ensure that future performance is based on the percentage of 3-yearly medical assessments completed for eligible staff.

Inspection Improvement Plan update

12. The Inspection Improvement Plan can be found in Appendix 3. This plan includes all of the recommendations for improvement raised by the inspectors in the 2021 full inspection. This will be updated to reflect the outcomes of the 2023 inspection once these are received in August 2023. Inspection Improvement Plans are provided to the inspector on a regular basis.

13. **Overview of progress**

13.1 *Area for improvement 1 - The service should ensure its firefighters have good access to relevant and up to date risk information.*

Our premises risk information has been updated and is also now accessible to neighboring Fire and Rescue Services (FRS) via a shared database. We

have awarded a contract for a new fit-for-purpose risk database that will coordinate all our data, visits, and prevention and protection activity.

13.2 **Area for improvement 2 - The service should evaluate its Prevention work, so it understands what works.**

A Service Evaluation Framework is in draft, and we are working with internal stakeholders to work through the evaluation logic models within the draft.

We continue to work with the National Fire Chiefs Council (NFCC) and FRS colleagues to develop an overarching evaluation framework for prevention interventions.

13.3 **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.**

Operational staff have been upskilled to carry out both Domestic SAWV and BSAWV. Once the Service Evaluation Framework is in place, quality assurance will be carried out by the local fire station management team.

The Protection Team have an assurance process that was written in 2022 and has been phased in starting in March with HMICFRS inspection assurance. This will also cover areas including staff qualifications, Continuous Professional Development, office performance, customer feedback and consultation advice.

This will be recorded and monitored by the Group Commander (GC) for Protection who uses it to improve the services we provide and feedback to the Fire Safety Managers.

13.4 **Area for improvement 4 - The service should make sure it has an effective system for learning from operational incidents.**

A review of operational assurance has been carried out and the policy updated to reflect the outcomes. A process has been put in place for monitoring and sharing of information. Learning has been added to the e-learning system and shared with Learning and Development to inform future training.

13.5 **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.**

In collaboration with the 3Fs (Surrey, East Sussex and West Sussex FRSs), the existing plan and timeframes for delivery of National Operational Guidance (NOG) have been reviewed and governance agreed. Service-wide

communication and learning is in place, and e-learning continues to be monitored.

13.6   *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.*

An Operational Exercise programme, to include training and exercising activity and communication, is now in place.

An exercise tracker has been established to record all operational exercises carried out across the service, including cross-border and multi-agency exercises. This is monitored by the Operational Assurance team, with learning shared across the service. This will also incorporate exercises carried out with partners from the Surrey Local Resilience Forum.

13.7   *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.*

The Operational Exercise programme has been reviewed to include multi-agency exercises. A recording system is in place to capture learning from these exercises. There is an online platform where the service shares its information, learns from the experiences of others and ensures it learns from national best practice.

13.8   *Area for improvement 8 - 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.*

We are ensuring all staff refresh their Marauding Terrorist Attack (MTA) training. Following the publication of the Manchester Arena Inquiry, we are working with Local Resilience Forum (LRF) partners to ensure recommendations are considered and improvements identified.

13.9   *Area for improvement 9 - The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.*

The JFC collaboration continues to evaluate benefits and outcomes. A suite of performance measures are in place and monitored through the governance arrangements. Staffing evaluation is an ongoing activity, and a review of the efficiency and effectiveness of JFC ways of working has taken place.

Recommendations have been identified for implementation and benchmarking performance is in place.

13.10 Area for improvement 10 - 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).

Our performance targets are now set against a criterion that considers all tasks needing to be undertaken, so that productivity levels are clear, and targets are SMART.

Team Plans are published internally and reported on a quarterly basis. The priorities within the local Borough and Station Plans are set against the priorities in the Making Surrey Safer Plan (The service's Community Risk Management Plan (CRMP)).

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

13.11 Area for improvement 11 - 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.

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

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

13.12 Area for improvement 12 - The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

The Service Leadership Team (SLT) engagement visits are well established and are positively received by staff across the service. The 2022 review of our culture also resulted in an improved score of SLT demonstrating our values and behaviours/Core Code of Ethics.

13.13 Area for improvement 13 - The service should make sure operational officers use its competence recording system and e-learning platform effectively.

An operational competence recording system is in place and in use for officers to effectively use e-learning and record their competence.

13.14 Area for improvement 14 - The service should make sure it takes timely action in response to feedback or concerns from its staff.

Responses to feedback captured via SLT engagement visits are published monthly in the Staff Newsletter.

The monthly Leaders Forum, Virtual Mess Table events and supervisory engagement sessions provide additional opportunities for feedback or concerns to be addressed. The service has also put in place an 'empty chair' at SLT and Leaders Forum meetings which are an opportunity for any member of staff to attend and participate.

13.15 Area for improvement 15 - The service should make sure that all staff understand the benefits of equality, diversity and inclusion (EDI) and their role in promoting it.

An EDI Lead is in post and focusing on improving EDI across the Service, which includes the implementation of the outputs of the Asian Fire Service Association (AFSA) audit and the relevant findings from the London Fire Brigade Independent Culture Review.

A standalone EDI strategy is in draft and an EDI action plan, to incorporate actions from the AFSA audit, is in progress.

We are also focussed on building a programme of holistic EDI learning and development training for all staff.

13.16 Area for improvement 16 - The service should put in place an open and fair process to identify, develop, and support high-potential staff and aspiring leaders.

We have established a promotions framework and career pathways are being developed across the service.

13.17 Area for improvement 17 - 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.

A Talent Management Framework has been developed which we are currently embedding through engagement. We are working to improve staff knowledge of talent management, via face-to-face visits to all teams, using a Roadshow approach, and Staff Newsletter articles.

13.18 **Area for improvement 18 - The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.**

Identification of critical roles and succession planning is underway. This will include supporting guidance for managers and is being developed through staff engagement. A specific strategic succession plan is in progress.

13.19 **Area for improvement 19 - The service should improve all staff understanding and application of the performance development review process.**

We are embedding the current process and working to increase the qualitative/quantitative return of performance conversations. Completion of performance conversations was at a record high for the 2022/23 Performance Year with 76% return.

Conclusions:

14. Surrey Fire and Rescue Service (SFRS) has had a busy year. During this time there was an extremely busy summer period and the service had to review its performance priorities. Despite this, the service has continued to deliver against key targets to respond to 999 calls and keep our firefighters and communities safe.

15. HMICFRS inspected the service from the end of March through to the end of April 2023. The Hot Debrief took place on 19 May. SFRS will develop an improvement plan based on the outcomes from the inspection. The HMICFRS feedback will also inform the development of the next Community Risk Management Plan, another key area of focus over the coming summer months and beyond.

16. The service continues its cultural improvement journey, including the reviewing of outcomes from recent national cultural reviews; with a focus this month on responding to the HMICFRS Values and Culture Spotlight Report.

Recommendations:

17. It is recommended that the committee note the report.

Next steps:

18. SFRS will be reporting on mid-year performance (current year) and updating on progress against the HMICFRS Inspection improvement plan in December 2023.

Report contact

Dan Quin, Chief Fire Officer.

Contact details

07989 160117

Sources/background papers

Performance dashboard – SFRS May 2023

GOV.UK – Reforming our Fire and Rescue Service

HMICFRS: Efficiency, Effectiveness, People 2021/22 – Surrey Fire and Rescue

19. This executive summary is provided to provide a high-level overview of the content of both the Performance Report and the Inspection Improvement Plan.

20. Overview of Performance Report

20.1.1 SFRS monitor performance through a quarterly service governance process (Performance Management Framework), with reports discussed by the SLT. A bi-yearly reporting cycle to the corporate leadership team (CLT) takes place every six months. The 2022/23 performance report found in Annex 1 was supplied to CLT for scrutiny in May 2023 and is now provided to the Select Committee for scrutiny.

20.1.2 Within the Performance Report 12 of the 23 KPIs with targets set in 2022/23 are green, 4 are amber and 7 are red. For all of the targets a narrative has been provided to help the understanding of the current situation. The Performance Report, in detail, can be found in Annex 2 however a summary can be found in the main body of the report at section 9.

20.3.1 Performance reporting is broken down into four categories: Customer Outcomes, Operational Efficiency, Demand and Supply/Finance and Enablers. An overview of the 23 KPIs are:

20.4 Customer Outcomes

4 red KPI's, 3 green, 1 target to be set.

20.5 Operational Efficiency

3 green, 1 red, 1 target to be set.

20.6 Demand and Supply/finance

4 green, 3 no target (count only).

3.7 Enablers

3 red, 4 amber, 2 green, 1 target to be set.

20.7 Overview of the Inspection Improvement Report

21.1 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. HMICFRS continue to scrutinise progress against the Inspection Improvement Plan through our Service Liaison Officer and the ongoing inspection regime. The plan will be developed and updated as future inspection outcomes are published.

20.2   There are three key pillars focused on by HMICFRS during inspections: Effectiveness, Efficiency and People. The Inspection Improvement Plan in detail can be found in Annex 3 and a summary can be found in the main body of the report at section 12.

20.3   **Effectiveness –** All actions are either complete or in progress.

20.4   **Efficiency –** 10e fleet asset management system is off target. All other actions are either complete or in progress.

20.5   **People –** Reward and recognition - yet to start due to reprioritisation of projects. All other actions are complete or in progress.

20.6   The 2023 full inspection has been carried out and the results are expected in August. The Inspection Improvement Plan will be updated to reflect the outcomes.

20.7   **Conclusion**

20.8   The two areas of performance monitoring provide in depth scrutiny of SFRS via the Fire and Rescue Authority (Surrey County Council).

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Appendix 2 Surrey
Fire and Rescue Service Performance Report 2022 – 2023 Summary dashboard

Executive Director Summary

Surrey Fire and Rescue Service (SFRS) has had a busy period, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected the service from the end of March through to the end of April.

The final report is expected to be published in August. The HMICFRS feedback will inform the development of the Community Risk Management Plan (CRMP), another key area of focus over the summer months and beyond.

The service continues its cultural improvement journey and initial feedback from HMICFRS highlights a positive environment and robust processes. SFRS continues to scrutinise the outcomes from recent cultural reviews, with a focus this month on responding to the HMICFRS Values and Culture Spotlight Report.

What's working well

Cultural Improvements:

- Implementation of the Core Code of Ethics.

- High response rate to Team Tasks to support the Core Code of Ethics from all staffing groups.

- Core Code of Ethics E-Learning module under development.

- Supervisory engagement sessions and workplace engagement.

- Equality, Diversity and Inclusion (EDI) and CRMP engagement lead in post.

Fit for purpose Assets:

- Delivery of collaboration commitments which include command support units and breathing apparatus.

- Fire station redevelopments and investment in training facilities including a new Firehouse.

- IT improvements, roll out of laptops and upgrading station PCs.

Delivery of Services:

- CRMP development and engagement.

- Achieving response standard and focus on improving productivity.

- Improving water, wildfire and road capabilities – Prevention and Response.

Challenges

- **Resourcing** remains a challenge, however the focus has shifted following a successful recruitment and retention programme delivered last year. The focus now is on skills development and succession planning into key roles/ranks across the service to limit impact on availability and productivity. There is also a focus on sickness, following a Service Leadership Team (SLT) deep dive earlier this year. Capacity also remains a challenge when prioritising against NFCC outcomes, Fire Standards Board work, HMICFRS and sector cultural improvement.

- **Operational Tempo** during the summer months could impact on achievement of performance measures. Climate change challenges will be factored into the revised Community Risk Profile (CRP) supporting the development of the CRMP. The operational demands during the reporting performance year (2022/23) impacted on achievement of a number of targets, though performance on Safe and Well Visits to those most vulnerable was an improvement from the previous year.

- **Legislative Changes** may impact on current priorities, Government response to the White Paper on Fire and Rescue Reform is expected before the summer recess and the introduction of Minimum Service Levels (MSL) is progressing with the service engaged with policy work to assist with modelling work and responding to major incidents. Legislative changes create a risk to key stakeholder relations, including trade union representatives.

Progress since last quarter

- HMICFRS inspection – Self-assessment, data and document submission, through to full inspection and Hot Debrief.

- Largest increase (26%) within the performance year of the number of Safe and Well Visits to those most vulnerable in Surrey.

- 46% increase in productivity for premises surveys and firefighter risk consideration records.

- Response and frontline availability performance remains strong, reflecting efficient use of resources.

- Continue to reduce attendance to Automatic Fire Alarm (AFA) (Industrial/Commercial Premises) following the changes in policy, increasing productivity hours to deliver community and business safety activity.

- Production of Borough and Station Plans to support delivery of the Making Surrey Safer Plan.

- Community Survey led to an increase in the number of website visits and a great response from our communities with 986 responses submitted.

Plans for next quarter

- Publication of the HMICFRS Report expected in August.

- HMICFRS Hot Debrief early headlines and improvement plan to inform priority activity.

- CRP updated to support CRMP, with staff engagement/networks continuing as proposals are developed.

- Culture improvements continue with the introduction of 'Speak Up Service' and other actions identified in London Fire Brigade (LFB) Independent Culture Review and HMICFRS Spotlight Report.

- Government response to White Paper.

- Minimum Service Level support to Home Office.

- Work within the sector on productivity and efficiency plans.

- Implementing wildfire plan with enhanced Personal Protective Equipment (PPE), training and welfare facilities.

- AFA policy changes, Phase One review and Phase Two (Industrial/Commercial with Sleeping Accommodation) Business Case development.

KPI overview

Customer Outcomes

4 red KPI's, 3 green, 1 target to be set.

Operational Efficiency

3 green, 1 red, 1 target to be set.

Demand and Supply/finance

4 green, 3 no target (count only)

Enablers

3 red, 4 amber, 2 green, 1 target to be set.

Effectiveness

- Improved understanding of risk.

- Focus on delivery and evaluation of Safe and Well activity (Community and Business).

- Review On-Call availability to ensure it meets response needs.

- Implementation of National Operational Guidance and live exercises to be enhanced in 2o23/24.

Efficiency

- Improved IT will lead to an increase in productivity, continue to deliver key systems and upgrade devices.

- Consider further commercial opportunities and evaluate collaboration outcomes.

- More needs to be done to improve estates.

People

- Values and culture is a clear service priority.

- IT to support learning, development and recording needs improving. Training opportunities for tall buildings required.

- Positive increase the learning and development offer.

- Embedding EDI through recruitment, retention and talent management, with clear career pathways for all roles.

Customer outcomes

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
C01: Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	High	**Red** **4,014** **(Apr 22 to Mar 23)**	**=>7,461**	**No change**
C02: % of SAWVs to vulnerable people	High	**Green** **86%** **(Apr 22 to Mar 23)**	**=> 70%**	**No change**
C03: Safe Drive Stay Alive digital offer delivered – no. of pupils reached.	High	**Green** **11,107** **(Nov 22)**	**=> 7,000**	**N/A**

C04: Number of Business Safe and Well Visits completed or submitted for audit	High	**Red** **1,622** **(Apr 22 to Mar 23)**	**=> 3,282**	**Improved** ⬆
CO5: Operational Premises Surveys and Tactical Consideration Records completed	High	**Green** **830** **(Apr 22 to Mar 23)**		**Improved** ⬆
CO6: Increase in website visits for information and advice for residents and businesses (visits to all SFRS	High	**64,067** **(Apr 22 to Mar 23)**	**New KPI – no target set**	
CO7: Response to FOI requests - % within timescale	High	**Red** **65%** **(Apr 22 to Feb 23)**	**=> 90%**	**No change** ➡

CO8: Response to complaints - % within timescale	High	**Red** **78%** **(Apr 22 to Feb 23)**	**=> 90%**	**No change**

Key messages and insight

Are we keeping vulnerable adults safe?

- Increase in percentage of Safe and Well Visits to those most vulnerable in our communities.

- CRP informing risk-based approach to targeting prevention and protection activity.

- Local Borough and Station Plans support local risk targeting.

Are we enabling people to live independent and fulfilling lives?

- One Stop Surrey to support independent living.

- Revised Safe and Well Visits to prioritise those most vulnerable and a more efficient referral process.

What's the experience of people using our services, including complaints?

- Community Survey undertaken in preparation for the development of CRMP 986 responses.

- Complaint volume remains low but are more complex. 27 compliments received in the last 12 months. Volume and themes of complaints are in line with other services.

Are we improving outcomes for people?

- New reporting processes to identify high risk/those most vulnerable and signpost to other agencies.

- CRP was shared with and reviewed by Leaders Forum, ensuring transparency and provided the opportunity to shape its contents.

What's the quality of our care and services?

- Creation of Business Education Officers going into the community and engaging with businesses, to educate and support.

What's the progress or impact of key projects & programmes to improve outcomes?

- Risk Management Database replacement to effectively identify and record risk information.

- FireWatch – Staff rostering and learning and development system upgraded to support cultural improvement, efficiency and productivity outcomes.

Key projects and programmes

- Improving the effectiveness of our service delivery and measuring community outcomes. Response projects looking at increasing capability and skills in mitigating wildfire, water and road risks are underway, as are projects related to improved IT provision to support community working and increasing productivity.

- Implementing an effective risk management database, workforce system enhancements and asset management will achieve better customer outcomes.

Forward look and next steps

- New ways of working, supported by technology – New devices going to Fire Stations, SIM cards providing agile working.

- Productivity and efficiency focus on Fire Station based activity – Change of management direction.

- Response management restructure to provide increased level of accountability and scrutiny.

- Review projects, processes and supporting KPIs following the outcomes from HMICFRS Inspection.

- Embed online Safelincs promoting partners to use it as part of decision-making.

- CRMP Development.

Operational efficiency

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
OE1: % of schools with which the Service has successfully engaged	**High**	**59%** **(Sep 22 to Mar 23)**	**New KPI – no target set**	
OE2: Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	**High**	**Red** **4,014** **(Apr 22 to Mar 23)**	**=>7,461**	**No Change**
OE3: % of SAWVs to vulnerable people	**High**	**Green** **86%** **(Apr 22 to Mar 23)**	**=>70%**	**No Change**

OE4: Average time between receipt of emergency call by JFC and station end activation (assigned to station)	**Low to mid**	**Green** **1m 31s** **(March 23)**	**< 2m**	**No Change**
OE5: Front line appliance availability (based on average OC appliance availability)	**High**	**Green** **21 Day** **18 Night** **(Apr 22 to Mar 23)**	**=>** **20 Day** **16 Night**	**Worsened**
OE6: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	**High**	**64,067** (Apr 22 to Mar 23)	**New KPI – no target set**	

Key messages and insights

How timely and efficient are we?

- CRMP including efficiency outcomes and measures.

How effective are our pathways for new contacts/referrals?

- Working with partners to make every contact count. One Stop Surrey form.

How responsive are we?

- Availability, call taking and mobilising is supported by a dynamic approach to risk modelling, ensuring right resources, in the right place, at the right time.

Is our workload at a level that enables good quality delivery?

- Productivity planning in place, SMART targets set on quality of delivery over quantity, targeted to those in need.
- Recruitment and Retention project set out workforce planning objectives and reporting to ensure we can maximise capacity. Skills mix being improved.

How well are we exploring opportunities for digital transformation?

- Asset Strategy in place, focus on data insight, bringing teams together.
- Prevent and Protect, Telematics and Asset Management Systems. Chatbot in Joint Fire Control

Key projects and programmes

- Updated Borough and Station Plans focus on efficiency and productivity of community outcomes.

- Delivery of On-Call project - Improvements resulting in improved availability and morale. Improved leadership and engagement – introduction of dedicated On-Call management team.

- Enhancing efficiency through the provision of fit for purpose assets – Projects include IT upgrades, fire appliance replacements and property renovations and rebuilds.

Forward look and next steps

- Improvements to partner agency referral processes, targeting those that need our services.

- Data transparency, bring staff information and data teams together.

- CRP work and accessibility.

- System and devices – Upgrades and new systems implemented.

- Delivery of On-Call workstreams, i.e. flexible mobilising and county crewing (breaking down barriers to availability based on location).

Demand and supply/Finance

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
DS01: Average time of first appliance to critical incidents	**Low**	**Green** **7m 29s** **(Apr 22 to Mar 23)**	**=<10m**	**No Change** ➡️
DS02: Average time of second appliance to critical incidents where applicable	**Low**	**Green** **12m 14s** **(Apr 22 to Mar 23**	**=<15m**	**No Change** ➡️
DS03: Average time of response to other emergencies	**Low**	**Green** **8m 7s** **(Apr 22 to Mar 23)**	**=<16m**	**No Change** ➡️

DS04: Front line appliance availability (based on average OC appliance availability)	**High**	**21 Day** **18 Night** **(Apr 22 to Mar 23)**	**=>** **20 Day** **16 Night**	**No Change**
DS05: No of Fire incidents	**Low**	**2,395** **(Apr 22 to Mar 23)**	**Count only**	
DS06: No of Special Service incidents	**Low**	**3,827** **(Apr 22 to Mar 23)**	**Count only**	
DS07: No of fire false alarms	**Low**	**4,615** **(Apr 22 to Mar 23)**	**Count only**	

Key messages and insights

How well are we reducing avoidable demand?

- Reduction in AFAs through policy change.

- Working with business owners to educate and support, so audits and formal action are ideally not necessary.

How well are we managing our supply costs?

- Delivery of Internal Audit Action Plan on Contract Management.

- Improved governance arrangements in place to monitor costs and future plans.

What are the key drivers of unplanned costs?

- Operational tempo during the summer period.

- Contingency arrangements to respond to risk of industrial action.

- HMICFRS outcomes may lead to unplanned costs.

- Pay negotiation outcomes and pension changes.

How effective is our prevention/protection work at reducing response activity?

- Low numbers of fire incidents, special services and false alarms through increased prevention and protection activity.

What's the progress or impact of key projects & programmes to improve efficiency?

- Enhancing efficiency through the provision of fit for purpose assets – Projects include IT upgrades, fire appliance replacements and property renovations and rebuilds.

Key projects and programmes

- Introduction of Business Safe and Well Visits.

- Reducing the impact of AFAs through policy changes.

- Changes to standby policy to reduce unnecessary movement across the county.

- Recruitment and Retention Project.

- Wildfire Project – Training, PPE and welfare.

Forward look and next steps

- Further reduce the impact of AFAs – Evaluate Phase One and develop Phase Two reviewing Industrial/Commercial with Sleeping Accommodation.

- Data intelligence, delivery of Data Management Fire Standard and framework to have open and transparent data.

- Logistics compliance review to influence future operating model and system requirements.

- Finalise extended and combined capital programme and procurement plan monitoring through internal governance.

Enablers

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E01: Frontline appliance availability (based on average OC appliance availability)	**High**	**Green** **21 Day** **18 Night** **(Apr 22 to Mar 23)**	**=>** **20 Day** **16 Night**	**No Change** ➡

E02: Actual staff establishment versus budget	**Matched**	**Amber** **95%** **(Mar 23)**	**100%**	**No Change**
E03: % of voluntary staff turnover	**Low**	**N/A**		
E04: % of staff hired from underrepresented groups: • 17-35 age: • BAME • Disabled • Female • G/L/Bi	**Near County profile**	**Amber** **3 out of 5 of the protected characteristics are under-represented in recruits** **(Apr 22 to Mar 23)**	**0 out of 5 under-represented**	**No Change**

E05: Days/shifts lost to sickness absence – Year to date	**Low**	**Red** **14.1** **(Apr 22 to Mar 23)**	**=<6.5**	**No Change**
E06: Days lost to sickness absence – 12 month rolling year	**Low**	**14.1** **(Apr 22 to Mar 23)**	**=<6.5**	**Worsened**
E07: Near-misses as a % of all workplace incidents	**High**	**76%** **(Apr 22 to Mar 23)**	**New KPI – no target set**	
E08: Days lost to injury	**Low**	**Amber** **197** **(Apr 22 to Mar 23)**	**=<184**	**Improved**

E09: Fitness assessments in date	High	Amber 96% (Mar 23)	100%	No Change
E10: 3 yearly medical assessments in date	High	Amber 89% (Jan 22 to Dec 22)	100%	Worsened
E11: 8 core competencies in date	High	Green 8 out of 8 achieved target (Mar 23)	=>95%	Improved

Key messages and insights

What are our key workforce challenges? Are our plans having a positive effect?

- Recruitment and Retention Project with a focus now on skills mix (Crew Commanders and Drivers).

- We are embedding the current process and working to increase the qualitative/quantitative return of performance conversations.

- Robust absence management supported by appropriate training and management restructure to improve accountability and scrutiny. Reduction overall in Long-Term Sick and Non-Operational cases.

What are our key recruitment challenges? Are our plans having a positive effect?

- Diverse workforce representing the communities we serve. Recruitment processes being reviewed and continuous engagement with underrepresented groups.

What practices need to improve?

- A Talent Management Framework has been developed, now embedding through engagement.

- A EDI Team are in post and will focus on improving engagement, including the implementation of the outputs of the Asian Fire Service Association (AFSA) audit and recommendations from associated culture reports.

Key projects and programmes

- Case management review – Introduced a new case support process/meeting.

- Collaboration – Reviewing outcomes from Occupational Health provision.

- EDI and CRMP engagement lead – Working with EDI Lead. New EDI Strategy.

- Robust governance for workforce planning, supported by a new dashboard.

- Workforce of the Future Project.

- Further development of talent management, succession planning and critical roles.

- Trade Union negotiation – Scope of work.

- Cultural Review Action Plan.

Forward look and next steps

- Evaluation of exit interviews to inform future thinking.

- Gap analysis of HMICFRS Spotlight Report and others – Informing workforce plans.

- Disclosure and Barring Service (DBS) Project.

- Launch of Speak Up Service.

- Fire Standards – Leading the Service and Leading People development.

- Microlink Rollout – Workplace solution focusing on reasonable adjustments.

Data Appendix – Customer Outcomes and Operational Efficiency

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
CO1	Number of Safe and Well Visits completed or submitted for audit	**3,981 (Apr 21 to Mar 22)**	**954 (Apr 22 to Jun 22)**	**1,827 (Apr 22 to Sep 22)**	**2,956 (Apr 22 to Dec 22)**	**4,014 (Apr 22 to Mar 23)**
CO2	% of SAWVs to vulnerable people	**81%** (Apr 21 to Mar 22)	**84%** (Apr 22 to Jun 22)	**84%** (Apr 22 to Sep 22	**86%** (Apr 22 to Dec 22)	**86%** (Apr 22 to Mar 23)
CO3	Safe Drive Stay Alive digital offer delivered – no of pupils reached	**14,000 (Nov 21)**	N/A	N/A	**11,107 (Nov 22)**	**11,107 (Nov 22)**
CO4	Number of Business Safe and Well Visits completed or submitted for audit	**2,665** (Apr 21 to Mar 22)	**415** (Apr 22 to Jun 22)	**924** (Apr 22 to Sep 22)	**1,302** (Apr 22 to Dec 22)	**1,622** (Apr 22 to Mar 23)
CO5	Operational Premises Surveys and Tactical Consideration Records completed	**648** (Apr 21 to Mar 22)	**109** (Apr 22 to Jun 22)	**236** (Apr 22 to Sep 22)	**443** (Apr 22 to Dec 22)	**830**(Apr 22 to Mar 23
CO6	Response to FOI requests - % within timescale	**67%** (Apr 21 to Mar 22)	**100%** (Apr 22 to May 22)	**76%** (Apr 22 to Aug 22)	**67%** (Apr 22 to Dec 22)	**65%** (Apr 22 to Feb 23)
CO7	Response to complaints - % within timescale	**95%** (Apr 21 to Mar 22)	**100%** (Apr 22 to May 22)	**100%** (Apr 22 to Aug 22)	**80%** (Apr 22 Dec 22)	**78%**(Apr 22 to Feb 23)
CO8	Increase in website visits for information and advice for residents and businesses	Not measured	N/A	**45,132** (Apr 22 to Sep 22)	**52,239** (Apr 22 to Dec 22)	**64,067** (Apr 22 to Mar 23)

OE1	% of schools with which the Service has successfully engaged	**56%** (Sep 21 to Mar 22)	N/A	N/A	**43%** (Sep 22 to Dec 22)	**59%**(Sep 22 to Mar 23)
OE4	Average time between receipt of emergency call by JFC and station end activation	**1m 44s (Dec 22)**	**1m 37s (Jun 22)**	**1m 45s (Sep 22)**	**1m 32s (Dec 22)**	**1m 31s (Mar 23**
OE5	Frontline appliance availability	**20 Day 21 Night** (Apr 22 to Dec 22)	**21 Day 21 Night** (Apr 22 to Jun 22)	**21 Day 19 Night** (Apr 22 to Sep 22)	**20 Day 18 Night** (Apr 22 to Dec 22)	**21 Day 18 Night** (Apr 22 to Mar 23)

* CO3 by digital delivery only so not comparable

Data Appendix – Demand and Supply

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
DS1	Average time of first appliance to critical incidents	**7m 13s** (Apr 21 to Mar 22)	**7m 5s** (Apr 22 to Jun 22)	**7m 35s** (Apr 22 to Sep 22)	**7m 32s**(Apr 22 to Dec 22)	**7m 29s**(Apr 22 to Mar 23)
DS2	Average time of second appliance to critical incidents where applicable	**12m 9s** (Apr 21 to Mar 21)	**11m 48s** (Apr 22 to Jun 22)	**12m 33s** (Apr 22 to Sep 22)	**12m 19s** (Apr 22 to Dec 22)	**12m 14s** (Apr 22 to Mar 23
DS3	Average time of response to other emergencies	**7m 42s** (Apr 22 to Jun 22)	**7m 46s** (Apr 22 to Jun 22)	**8m 24s** (Apr 22 to Sep 22)	**8m 16s** (Apr 22 to Dec 22)	**8m 7s** (Apr 22 to Mar 23)
DS5	Number of fire incidents	**2,074** (Apr 21 to Mar 22)	**674** (Apr 22 to Jun 22)	**1,630** (Apr 22 to Sep 22)	**2,026** (Apr 22 to Dec 22)	**2,395** (Apr 22 to Mar 23)

DS6	Number of Special Service incidents	**3,744** (Apr 21 to Mar 22)	**878** (Apr 22 to Jun 22)	**1,799** (Apr 22 to Sep 22)	**2,963** (Apr 22 to Dec 22)	**3,827** (Apr 22 to Mar 23)
DS7	Number of Automatic False Alarms	**4,811** (Apr 21 to Mar 22)	**1,166** (Apr 22 to Jun 22)	**2,686** (Apr 22 to Sep 22)	**3,719** (Apr 22 to Dec 22)	**4,615** (Apr 22 to Mar 23)

Data Appendix – Enablers

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
E2	Actual staff establishment versus budget	**93%** (Mar 22)	**92%** (Jun 22)	**93%** (Sep 22)	**94%** (Dec 22)	**95%** (Mar 23)
E3	% of staff hired from underrepresented groups • 17-35 age • BAME • Disabled • Female • G/L/Bi	**3 out of 5 of the protected characteristics are under-represented in recruits** (Apr 21 to Mar 22)	**3 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Jun 22)	**3 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Sep 22)	**3 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Dec 22)	**3 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Mar 23)
E4	Days/shifts lost to sickness absence - Year to date	**10.2** (Apr 22 to Mar 22)	**3.2** (Apr 22 to Jun 22)	**7.1** (Apr 22 to Sep 22)	**10.4** (Apr 22 to Dec 22)	**14.1** (Apr 22 to Mar 23)
E5	Days lost to sickness absence – 12 month rolling year	**10.2** (Apr 21 to Mar 22)	**10.5** (Jul 21 to Jun 22)	**11.8** (Oct 21 to Sep 22)	**12.2** (Jan 22 to Dec 22)	**14.1** (Apr 22 to Mar 23)
E6	Near-misses as a % of all workplace incidents	**49%** (Apr 21 to Mar 22)	**64%** (Apr 22 to Jun 22)	**69%** (Apr 22 to Sep 22)	**74%** (Apr 22 to Dec 22)	**76%** (Apr 22 to Mar 23)
E7	Days lost to injury	**36** (Apr 22 to Mar 23)	**52** (Apr 22 to Jun 22)	**184** (Apr 22 to Sep 22)	**197** (Apr 22 to Dec 22)	**197** (Apr 22 to Mar 23)
E8	Fitness assessments in date	**97%** (Mar 22)	**96%** (Jun 22)	**96%** (Sep 22)	**97%** (Dec 22)	**96%** (Mar 23)

E9	3 yearly medical assessments in date	93%(Jan 21 to Dec 21)				89%(Jan 22 to Dec 22)
E10	8 core competencies in date	6 out of 8 achieved target (Mar 22)	3 out of 8 achieved target (Jun 22)	4 out of 8 achieved target (Sep 22)	7 out of 8 achieved target (Dec 22)	8 out of 8 achieved target (Mar 23)

Appendix 3

SFRS
Inspection Improvement Plan

Layout of the plan

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

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

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.

The plan was reviewed in April 2023.

Inspection Area: 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	Target Completion Date	Deliverables	Quality Assurance	Status
1a	Community Risk Management (CRM) replacement	Award contract in Oct 2022 Scoping Implementation approach Jan - May 2023 Phased implementation Jun 2023 Completion date to be confirmed. May 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 business as usual (BAU). This will be part of Data and Intelligence Team's remit.	**IN PROGRESS** Contract award delayed. Awarded in Dec. On target for Jan 2023 implementation. Update: Implementation project commenced with supplier on 2 Feb 23. Currently scoping implementation with the supplier to agree achievable delivery dates. 2 key decisions being considered that will influence the timeline are: • What and how much data to migrate • How do we want to phase the implementation Data migration: Data stewards have been assigned. SCC Data governance best practice process will be used for migration, and which sets need to be migrated. Phasing and training: Initial phasing discussions identified that the project team needed a greater understanding to the Prevention and Protection system before deciding the best approach for implementation. Familiarisation sessions have taken place

				to build understanding, and planning workshops are scheduled from 19th April. Target date for presenting an implementation timeline to project board is 9 May 2023.
1b	Review and report on high-risk premises data (Community Intelligence)	Complete	Premises risk data, OPS, reviewed and up to date	Monitored through Rapid Improvement Exercise and sits in OPAWG as BaU	**COMPLETE**
1c	Implement recommendations from High-Risk Premises Report	Complete	Updated risk premises database	Borough Commanders/Matt's team	**COMPLETE**
1d	Review cross-border data/info access	Complete	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	**COMPLETE** Update: Alternative technology to receive LFB and Hampshire data is on the Data Intelligence Joint Fire Control Roadmap for delivery by 2025.
1e	Risk Information Improvement Action Plan	Plan in place. Ongoing activity	-	-	**COMPLETE**

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	Target Completion Date	Deliverables	Quality Assurance	Status
2a	National Fire Chiefs Council (NFCC) project - *on-boarding of Home Fire Risk Checks/Safelincs*	Complete	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.	**COMPLETE** Preventing fires at home - Surrey County Council (surreycc.gov.uk)
2b	Develop internal evaluation framework	May 2023 (following Brunel Report)	The Service Evaluation Framework to allow teams to work effectively and efficiently	To be considered during development	**IN PROGRESS** Brunel report reviewed. Utilising parts of Kent FRS model for Service evaluation framework. Scoping exercise carried out incorporating existing methods of evaluation. Update: SFRS Evaluation Framework is in draft. Meetings are being held with internal stakeholders in Prevention to work through logic models in the draft Service evaluation Framework. Draft job specification in place for Evaluation Lead and Researcher. Role is to develop and embed the Service Evaluation Framework – post to be progressed.
2c	Review Community Safety Team structure	May 2023 (following Brunel Report)	Revised structure	The Service evaluation framework	**IN PROGRESS** Dependant on 2b Update: New structure in place within CST – impacts to be evaluated once Evaluation Framework is in place.

| 2d | Safe Drive Stay Alive (SDSA) evaluation | Complete | Delivering road safety information and advice to young people in line with national standards | Via National Research Project | **COMPLETE**

Update: Evaluation carried out and report completed January 2023. Existing SDSA is being redesigned to take account of evaluation and national research. With CFO Quin as lead for NFCC Road Safety and Road Rescue, SFRS is looking to work with partners to create the next evolution in road safety awareness that is curriculum compliant as well as being trauma informed. |

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	Target Completion Date	Deliverables	Quality Assurance	Status
3a	Continued adoption of Competency Framework	Complete and 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 3rd party accreditation	**COMPLETE**
3b	Ensure alignment to Protection Fire Standard	Complete	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)	**COMPLETE** Update: Gap analysis complete. Focussing on those areas that are non-compliant as part of BaU.
3c	Peer Review (internal)	July 2023	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	**IN PROGRESS** Update: Although linked to the completed SFRS evaluation framework, office managers are reviewing their teams work and standardising Quality Assurance (QA) approach across all Protection offices. Newly appointed Protection Support Officer will continue to lead on this to ensure a thorough QA process is in place that reports through governance and assurance pathways. Evaluation to follow under BaU
3d	Utilise maturity models	Dec 2023	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	**IN PROGRESS** Update: Awaiting evaluation process (see 2b)

| | | | | A SFRS Evaluation Framework is in draft, working with other FRS colleagues and NFCC Prevention Evaluation group.

The maturity model is the 'steady state' delivery of services, post evaluation and implementation of learning outcomes

Deadline extended awaiting evaluation framework. |
|---|---|---|---|---|

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	Target Completion Date		Deliverables	Quality Assurance	Status
4a	Continuous review delivery of Operational Assurance	Complete and ongoing		Reviewed Ops Assurance policy	Operational Policy Assurance Working Group (OPAWG)	**COMPLETE**
4b	Improve data to National Organisational Learning/Joint Operational Learning	Complete and ongoing		Process embedded for monitoring and sharing information SPOC in place to share information	OPAWG	**COMPLETE**
4c	Review post event review process – ensure inclusion of all stakeholders	Complete and ongoing		Reviewed Ops Assurance policy Use of external facilitators to maintain impartiality	OPAWG	**COMPLETE**
4d	Increase visibility of learning	Oct 2023		Learning added to e-learning – auditable system. Learning shared with L&D to inform future training. Introduction of Operational Professionalism team to support learning processes.	OPAWG	**IN PROGRESS** Update: Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs. New team members in place and currently reviewing visibility of learning.

4e	Review governance process	Oct 2023		Review Ops Assurance Policy Introduction of Operational Professionalism team to support learning processes.	OPAWG	**IN PROGRESS** Update: Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs. New team members in place and currently reviewing the governance process.
4f	Benchmark process against another Service who does well in this area	Jul 2023		Exercise and operational incident recording tool. Improved usage of incident debriefs. Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs.	Monthly and quarterly regional groups to benchmark OPAWG	**IN PROGRESS** Update: Initial contact made with Merseyside but looking to revisit once Exercise Programme evaluated following implementation. Peer review to take place (see 4g). Benchmarking to follow.
4g	Peer review of processes via 3Fs (Surrey, East and West Sussex FRSs) network	Jul 2023		Improvement action plan Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs.	OPAWG	**IN PROGRESS** Update: Peer review to follow implementation of Exercise Programme (see Area for Improvement 6)
4h	Ensure Critical Incident Stress Debrief (CISD) included in the Post Event Review	Complete and ongoing		Control trigger CISD process. Two separate processes – CISD separate from PER for reasons of confidentiality	N/A	**COMPLETE**

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	Target Completion Date	Deliverables	Quality Assurance	Status
5a	Review existing plan for National Operational Guidance delivery	Dec 2024	Ongoing work with 3Fs	Oversight from 3Fs collaboration board	**IN PROGRESS** 3F Project re-set December 2022 Update: 3F NOG delivery plan established. NOG to be implemented in tranches and all concluded by December 2024.
5b	Wider service communication to improve visibility across our staff	Complete. Ongoing as part of NOG Delivery Plan	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** Update: Service activity complete. Ongoing: Communication Plan included as part of NOG Delivery Plan.
5c	Review governance	Complete	Governance agreed across 3Fs	Oversight provided by collaboration board.	**COMPLETE** Update: Governance included as part of new NOG delivery plan – to be concluded December 2024.

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	Target Completion Date	Deliverables	Quality Assurance	Status
6a	Develop/scope exercise programme	Complete	Operational Exercise Framework Exercise Programme implementation plan	OPAWG	**COMPLETE** Update: Exercise Framework reviewed. Defines the exercising Tier system (Tier 1 – 3) Tier 1: Local station-based exercises, Tier 2: Borough Exercise and Tier 3: Over the border and multi-agency.
6b	Exercise programme implementation	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	**IN PROGRESS** Target date for full implementation August 2023. Update: Exercise tracker awaiting sign off, along with accompanying documents SFRS Post event reviews, SFRS391 Operational Assurance Framework and SFRS 392 Station based Quality Assurance Framework. These identify the process for incident and exercising from the development of the exercise, and through the delivery, capture the learning, communication of the learning and the assurance that the learning has been embedded. This will enable delivery of an agreed exercising programme linked to local, regional and national risks and trends and link to the CRMP and borough planning.

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	Target Completion Date	Deliverables	Quality Assurance	Status
7a	Stronger links with Local Resilience Forum (LRF)/Emergency Management Team (ensure sufficient representation at LRF delivery group)	Complete	Quarterly attendance by Area Commander or above FRS Chair LRF Executive Board & Risk Group. SFRS representatives on all LRF Boards and sub-groups.	LRF Minutes/Record of Attendance	**COMPLETE**
7b	Implementation of a SFRS exercise programme	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	**IN PROGRESS** (See Area for Improvement 6) Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
7c	Review National Interagency Liaison Officer (NILO) capability	Jun 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 Course for all operational staff to understand their role in MTA-type incidents	Alignment to national MoC requirements Confirmation from LRF of integration of NILO roles Section 16 agreement established between 3F partners to share NILOs	**IN PROGRESS** MoC document issued nationally relating to NILO roles and responsibilities – for review by 3Fs to align training where possible. Update: Review of NILO MoC document now complete. E-Learning package in place as part of MoC for all operational staff. MTA type incidents - Majority of staff trained already – all training to be completed by mid-April 2023. Interoperability in place with a JFC single call-handling document for all 3Fs for MTA.
7d	Review of Post Event Review to include cross-border issues	Complete	Working with 3Fs – agreed BA search procedures	Collaboration Board	**COMPLETE**

Area for improvement 8: 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.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
8a	MTA inclusion in SFRS exercise programme	Aug 2023	(See Area for Improvement 6)	OPAWG	**IN PROGRESS** (Linked to Area for Improvement 6)

		Large scale and joint exercises learning monitored through SLRF exercise group	SLRF Board	Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.
8b	Review plans and processes for responding to MTAs	Complete	Revised plans and processes as needed in line with national joint operating procedures (JOPS2)	OPAWG	**COMPLETE**
8c	Ensure staff receive relevant training for role	May 2023 Ongoing training to sit within BaU	Course for all operational staff to understand their role in MTA-type incidents	OPAWG	**IN PROGRESS** Update: MTA type incident training for all operational staff in progress. To be completed by mid-April 2023.
8d	Integration of outcomes from Manchester Arena Inquiry (incl updates from impacts of Martyn's Law)	Dec 2024	Reviewed and amended policies	OPAWG SLRF Board	**IN PROGRESS** Update: NFCC working on how to align recommendations.

Inspection Area: 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 make sure it effectively monitors. reviews, and evaluates the benefits and outcomes of any collaboration activity

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
8a	MTA inclusion in SFRS exercise programme	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	**IN PROGRESS** (Linked to Area for Improvement 6) Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.
8b	Review plans and processes for responding to MTAs	Complete	Revised plans and processes as needed in line with national joint operating procedures (JOPS2)	OPAWG	**COMPLETE**

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
8c	Ensure staff receive relevant training for role	May 2023 Ongoing training to sit within BaU	Course for all operational staff to understand their role in MTA-type incidents	OPAWG	**IN PROGRESS** Update: MTA type incident training for all operational staff in progress. To be completed by mid-April 2023.
8d	Integration of outcomes from Manchester Arena Inquiry (incl updates from impacts of Martyn's Law)	Dec 2024	Reviewed and amended policies	OPAWG SLRF Board	**IN PROGRESS** Update: NFCC working on how to align recommendations.

Area for improvement 10: The service should have effective measures in place to assure itself that the workforce is productive and that their time is used efficiently and effectively as possible to meet the priorities in the integrated risk management plan (the Making Surrey Safer Plan)

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
9a	Create/develop/enhance Evaluation Skills – *not limited to collaboration*	Jun 2023	Brunel University London Report for Jun/Jul 2022 Service Evaluation mechanisms established	Use of benchmarked evaluation tools Alignment to NFCC evaluation mechanisms	**IN PROGRESS**

			Use of evaluation outcomes to inform targets and activity types		Interim structure approved, to include Service Evaluation Team. Brunel Report received. AC Prevention and Protection part of NFCC evaluation workstream. Evaluation methodology and framework in development. Awaiting Service evaluation framework and methodology (see 2b) Update: A SFRS Evaluation Framework is in draft, working with other FRS colleagues and NFCC Prevention Evaluation group.
9b	Clear processes to capture methodology and benefits at the beginning and track against success criteria	Complete	Clear guidance structure for collaboration Clear exit strategy if unsuccessful	Programme Boards	**COMPLETE**
9c	Programme Management Framework	Complete	Framework agreed and published	Review annually at Change SLT	**COMPLETE**

Inspection key line of enquiry: Making the fire and rescue service affordable, now and in the future

Area for improvement 11: 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	Target Completion Date	Deliverables	Quality Assurance	Status
10a	Performance Management Framework – including SMART targets, clear methodology, accountability, and time based.	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**
10b	Assurance Framework	Complete	Framework agreed and published	Review annually at Assurance SLT Working Group Chairs met December 2022 to discuss outcomes	**COMPLETE**
10c	Create capacity by reducing waste – Automatic False Alarms (AFA)	Complete	Joint working strategy across the 3Fs (Surrey, East and West Sussex)	Call volume, calls attended and call outcomes.	**COMPLETE** Update: Work will continue under BaU to further create capacity.

| | | | Revised and implemented AFA SOP to include assurance

More robust process for AFA call handling in Vision system | Prevention and Protection Programme Board | |
|---|---|---|---|---|---|
| 10d | More efficient application of people processes e.g. Promotion/transfer, discipline, capability, secondary employment. | Complete | Reviewed transfer process and new process in place

New Employee Relations Advisor post

Completed review of all named policies

Central record of all secondary employment

Reviewed promotions process and changes implemented | Workforce WG

People and Culture Programme Board | **COMPLETE** |
| 10e | Ensuring right digital systems in place to measure and enhance productivity | Timeline tbc – see 1a | CRM Replacement Timeline tbc – see 1a | Performance Management Framework

Assurance SLT quarterly through performance reporting

Business Intelligence Framework | **IN PROGRESS** Update: CRM replacement – see 1a. |
| 10e | Ensuring right digital systems in place to measure and enhance productivity | Complete | FireWatch upgrade Complete | Performance Management Framework

Assurance SLT quarterly through performance reporting

Business Intelligence Framework | **COMPLETE**

Update: FireWatch - Last On-Call Fire Stations were switched over to Firewatch on 31st January 2023. Project closed March. |

10e	Ensuring right digital systems in place to measure and enhance productivity	June 2023	New devices at stations Replacement of IGels Jun 2023	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**IN PROGRESS** Suitable replacement for IGels identified. Rolled out across all stations following satisfactory evaluation. Update: IGEL replacements – A trial on two Fire Stations was conducted in February /March 2023, which was successful, and a phased implementation will commence in May 2023.
10e	Ensuring right digital systems in place to measure and enhance productivity	June 2023	Station laptops Jun 2023	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**IN PROGRESS** Station laptops trialled at 2 stations. Update: The trial is complete and the rollout of 2 laptops per Fire Station will commence in May 2023. Re-purposed and new laptops to be used. Procurement of initial 26 laptops in progress.
10e	Ensuring right digital systems in place to measure and enhance productivity	Mar 2023	Replacement fleet asset management system	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**OFF TARGET** Implementation of a new Fleet Asset Management system is in progress to improve administrative processes for our fleet, and our asset tracking and management. Update: Implementation of the Fleet Asset Management system continues, and it is expected that the first modules (vehicle data upload) will be completed in July.

					Once phase 1 goes live, clarity around further phases will be evident and a detailed implementation plan will be developed.
10e	Ensuring right digital systems in place to measure and enhance productivity	Complete	Vision Boss Mobile	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**COMPLETE** Update: Launched to all SFRS Officers February 2023
10f	Benchmarking KPIs established – linked to NFCC workstream	Complete	Benchmarking reported through Assurance SLT and included within the Service Plan	Assurance SLT	**COMPLETE**

Inspection key line of enquiry: Making the fire and rescue service affordable, now and in the future

Area for improvement 11: 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	Target Completion Date	Deliverables	Quality Assurance	Status
11a	Support the development of a Corporate Horizon Scanning capability	Jun 2023	Establishment involvement in a Corporate Horizon scanning offer Use of outcomes of Horizon scanning to inform Service planning Horizon Scanning integrated into Business planning cycle	Any PESTLE analysis will be scrutinised by the Corporate Head of Strategy	**IN PROGRESS** Meetings held with Sarah Richardson (Corp Head of Strategy) to inform development of Horizon scanning capability. Futures workshop carried out for PESTLE analysis with middle managers. SLT members now a part of the national Heads of Horizon Scanning Network, delivered by Go Science Horizon scanning integrated into Business Planning cycle. PESTLE Futures Thinking exercise took place at Leaders Forum 14 Sep 22, 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.

					20 Oct 22 – review of next steps post PESTLE analysis. Update: Meeting undertaken on the 23 March 2023 to consider impacts of the threats identified at September 2022 Leaders Forum and how much they can be influenced. Report being produced by CST to inform next steps. Action to be closed after the above and transition to BaU.
11b	Review Economy Improvement Plan (EIP) – review annually as part of Value for Money (VfM) review and include scenario planning	Complete	New Economy Improvement Plan Updated VfM review Economy Imp Plan includes scenario planning	EIP approved by Corp Finance Outcomes of VfM review inform Service priorities and programmes	**COMPLETE** Update: Medium-Term Financial Strategy (EIP) updated. Processes now integrated into the business planning cycle.
11c	Participate in corporate KLOEs/scenarios/twin track processes	As per each process Ongoing activity under BAU	N/A	Resources working group (RWG) SCC Finance team meeting Property and Procurement team meetings	**COMPLETE**
11d	Support from corporate procurement to develop benchmarking capability	Jul 2023	Developed user knowledge on Benchmarking and Reporting systems (Atamis) Developed SFRS budget holder procurement knowledge	Strategic Procurement Manager/Procurement partner	**IN PROGRESS** Atamis roll-out slightly delayed awaiting dedicated procurement manager now in place. Training for Procurement Manager to be completed by end of year.

		Comprehensive contracts register/spend profile in place (for both capital and revenue)			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. Update: Procurement Manager now trained in Atamis. Procurement training package delayed. SFRS hold a lower priority for training as have fewer procurement issues than others. Training delivery by end of Q2 2023-24. Followed by any contract managers and then others.
11e	Support from corporate finance to develop benchmarking capability	Dec 2023	Benchmark for highlighting comparisons between FRAs	Fire Finance Network (FFN) Senior Leadership Team	**IN PROGRESS** FFN Working Group have developed a draft template to capture costs – for review at the next FFN meeting 7 Dec. Update: Template reviewed, amended and agreed by FFN 16 March 2023. Now progressing. Progress is dependent on FFN.
11f	Greater commitment to participate in the NFCC Fire Finance Network - Active not passive	Complete Ongoing attendance	FFN messaging board in place – membership FFN News Feed providing presentations and meeting information	SLT	**COMPLETE**

Inspection area: How well does the service look after its people

Key line of enquiry: Promoting the right values and culture

Area for improvement 12: The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
12a	Create shadowing opportunities at Service Leadership Team (SLT) meetings	Complete	Non SLT attendance at SLT meeting on a monthly basis from September onwards	Feedback to be sought on the value of attending	**COMPLETE**
12b	Adoption and embedding of Core Code of Ethics (CCoE) throughout the Service	On-going – robust embedding required – linked into Fire Standard

Mar 2026 | Joint video with unions – all in agreement to embed CCoE

CCoE included in all people policies and processes

Revised recruitment processes

Revised Performance Conversations

Embedding activity inclusion in Cultural Delivery Plan | People and Culture Programme Board | **IN PROGRESS**

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.

Using the CCoE Fire Standard implementation tool, gaps are being identified and actions developed. Relevant activity will |

| | | | | | being incorporated into the SFRS Culture Roadmap Delivery Plan to embed Service wide. |
| | | | | | |

being incorporated into the SFRS Culture Roadmap Delivery Plan to embed Service wide.

Update: Agreement at January 2023 SLT that CCoE will replace service values with launch taking place by April 2023. Presentation to Leaders Forum and video update on 31 March 2023 to be supported by delivery of branded notice boards and lanyards to workplaces across the Service.

Email signature aligns with SCC but incorporates CCoE graphics.

Performance Conversation template updated to include CCoE.

Currently the Core Code of Ethics features in a variety of ways in both external and internal recruitment for non-operational roles. In the Ready2Recruit training there is a focus on the CCoE and importance of asking questions on this subject. In Entry Level Firefighter recruitment questions are asked on the Core Code of Ethics in the interview stage (3rd) and in promotional process for operational workforce Stage 1 of the process is focussed on the role and how they relate to the core code of ethics. Recruitment processes are to be reviewed as part of new 'Workforce for the Future' project (start date to be agreed), will include incorporation of CCoE.

					Current Fire Standards implementation tool updated to reflect launch activity. Embedding of CCoE will be a workstream within Cultural Improvement Action Plan. Second Fire Standards implementation tool to be populated and maintained to structure workstream activity. Deadline aligned with Cultural Improvement Action Plan.
12c	Culture sessions – SLT, Middle Managers and Joint Committee for Consultation and Negotiation (JCCN)	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**
12d	Develop Culture Road Map	Complete	Culture Roadmap	Plan agreed at Change SLT, JCCN and Middle Managers meeting - complete	**COMPLETE**
12e	Review Culture Roadmap and agree actions	Apr 2023	Revised Culture Roadmap Actions identified	People and Culture Programme Board	**IN PROGRESS** Workshops held with JCCN, Middle Managers and SLT to review actions, identify any additional requirements,

			Timeline and success measures developed		determine success criteria. and how to measure success. Update: Final review report received from 31ten early January 2023. Engagement sessions held with Leaders' Forum early March 2023. Deadline extended by People and Culture Programme Board due to delay in receiving report. Cultural Improvement Action Plan (formally Culture Roadmap), timeline, success measures and engagement plan currently being developed to incorporate recommendations from 31ten's review report, gaps identified against recommendations of LFB Independent Culture Review Report (Nov 2022) and outstanding activity from original Culture Roadmap. Also, now incorporating recommendations from the HMICFRS Values and Culture Report. Draft planned for end of April 23.
12f	Implementation of actions	Mar 2026	To be defined	People and Culture Programme Board	**IN PROGRESS** Actions to be defined (linked to 12e).

					Update: Deadline extended to align with Cultural Improvement Action Plan.
12g	Evaluate culture within the service	Annually	Review of actions by 31ten – report of findings. Survey and evaluation report SCC Pulse Survey – aligned outputs	SLT, MMs and JCCN People and Culture Programme Board	**IN PROGRESS** Initial meetings held with 31ten to scope out review, detail the evaluation and determine next steps. Following approval of the Culture Road Map, engagement has been taking place across the service. The draft Cultural Improvement Action Plan and Engagement Plan is in development. The Delivery Plan will include success measures which will inform future evaluation of the plan. Update: Cultural Improvement Action plan and Engagement Plan is currently in development. The Action Plan will include other actions as outlined above. This will include success measures and evaluation methodology identified by 31ten where relevant. This will be undertaken once the draft Action Plan has been approved. Ongoing work with SCC Customer Experience Team to align SFRS Pulse Survey

				questions to enable annual evaluation against 31ten report.

Inspection key line of enquiry: Getting the right people with the right skills

Area for improvement 13: The service should make sure operational officers use its competence recording system and e-learning platform effectively.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
13a	Restructure Learning Pool (LP) to be applicable by role	Dec 2023	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 (FW) Project Board Firewatch Upgrade implementation group	**IN PROGRESS** 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 LP and FW – added to FW Roadmap 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. Update: L&D restructure now complete. L&D review to start 1 June 2023.

Inspection key line of enquiry: Ensuring fairness and promoting diversity

Area for improvement 14: The service should make sure it takes timely action in response to feedback or concerns from its staff

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
14a	Feedback themes with responses published in newsletter	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
14b	Ensure other ways to feedback are implemented e.g. exit interviews, surveys, 121s etc	Complete and on-going	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	COMPLETE
14c	Publish Working Group and SLT decisions and rationale	Complete	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	COMPLETE
14d	Virtual Mess Table	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	COMPLETE

Area for improvement 15: 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	Target Completion Date	Deliverables	Quality Assurance	Status
14a	Feedback themes with responses published in newsletter	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**
14b	Ensure other ways to feedback are implemented e.g. exit interviews, surveys, 121s etc	Complete and on-going	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	**COMPLETE**
14c	Publish Working Group and SLT decisions and rationale	Complete	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	**COMPLETE**
14d	Virtual Mess Table	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	**COMPLETE**

Inspection key line of enquiry: Managing performance and developing leaders
Area for improvement 16: 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	Target Completion Date	Deliverables	Quality Assurance	Status
16a	Establish Promotions Framework	Complete	Evaluation of current process Reviewed process	Workforce WG	**COMPLETE**
16b	Identify career pathways	Stage 1 complete	Career Pathways Framework	Workforce WG	**COMPLETE**
16b	Identify career pathways	Stage 2- Creation of pathways for each team Jun 2023	Career pathways for each area of the Service	Workforce WG	**IN PROGRESS** Majority of career pathways now complete. Remaining few to be progressed early 2023. Update: Continuing to identify career pathways across the Service for our whole workforce.
16c	Reward and recognition	Aug 2023	Programme of Reward and Recognition for staff	Workforce WG	**Yet to start** Target completion date to be extended via Programme Board
16d	Leadership behavioural framework	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

16e	Core Code of Ethics aligned to Fire Standards	Dec 2023	Gap analysis conducted on existing practices to determine compliance with Fire Standard outcomes Identification of actions to align to CCoE Fire Standard	Workforce WG	**IN PROGRESS** Working through completing the Fire Standard implementation tool to identify gaps and activity required. Update: Continuing to carry out gap analysis and complete Fire Standard implementation tool. Resulting actions to be included in the Cultural Improvement Action Plan, with a view to embed across all processes and pathways (see 12b) Target completion date to be extended via Programme Board to Mar 2024, due to actions sitting within Cultural Improvement Action Plan.
16f	Workforce Planning	Jul 2023	Service Workforce Plan	Workforce WG	**IN PROGRESS** SLT provided with planning tool to capture their workforce plans for their areas by 31/12/22. SLT workshop in Jan 23 with collated plans to work up overall plan for the Service. Update: Workshop has taken place and outputs are being collated. Further workshop in the diary for May 2023 to go through identified themes. Then draft Service plan will be drawn up.

Area for improvement 17: 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	Target Completion Date	Deliverables	Quality Assurance	Status
17a	Career pathways embedded	Jun 2023	Process for secondments and shadowing Career pathways for each area of the Service Engagement with staff Documentation for staff on career pathway Clear overview for staff to understand how this applies to them - Flowchart	Workforce WG People and Culture Programme Board	**IN PROGRESS** Phase 1 – Career Pathways Framework complete and launched via SharePoint.. Career Pathways guidance included in Talent Management to support individuals understanding of their career pathway and how it links into the Performance Conversations terminology. Update: Career Pathways guidance video on People and Organisational Development SharePoint site. Currently visiting stations to promote Talent Management.
17b	Shadowing and secondment opportunities for all staff	Jun 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	**IN PROGRESS** Guidance and support information on SharePoint Update: Day release for operational staff to undertake shadowing, being provided by forecasting crewing opportunities.

17c	Clear outline of training opportunities to enable advancement	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	**IN PROGRESS** Defining core skills for promotion and development – waiting for L&D review to take place (from 01 Jun 23) Gap Analysis carried out looking at current Fire and SCC training. Employee Relations training soundbites delivered to ensure a consistent management approach. Update: Programme of soundbites training in place and on SharePoint. Learning offer is defined and on SharePoint as a visual. Now pending L&D review for implementation to begin. Longer term offer will be in line with the outcomes from the L&D review (L&D review starts 1 Jun 2023).

Area for improvement 18: The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
18a	Creation of an approach to identification of critical roles and succession planning	Phase 1- Critical roles identification- September 2023	Process to establish critical roles across the Service Meetings with managers to identify which of their roles are critical	Workforce WG People and Culture Programme Board	**IN PROGRESS** Supporting documents for managers currently progressing. Update: Framework for identifying critical roles has been defined. POD delivering sessions with managers to determine which roles are critical in line with framework.
18a	Creation of an approach to identification of critical roles and succession planning	Phase 2 – Succession plans in place for these roles - Mar 2024	Framework on succession planning for the service Guidance and support on how to succession plan	Workforce WG People and Culture Programme Board	**IN PROGRESS** Update: Framework for identifying critical roles has been defined. POD delivering sessions with managers to determine which roles are critical in line with framework.

Area for improvement 19: The service should improve all staff understanding and application of the performance development review process.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
19a	Embedding current process and increasing qualitative/quantitative return	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**
19b	Ensure logging via Firewatch and alignment to needs in Learning and Development.	Complete and On-going	Part of phase 2 of the Firewatch project- HR	Workforce WG People and Culture Programme Board	**COMPLETE**
19c	Schedule leadership training for SLT and Middle Managers	Complete	Leadership Training – Westcott MBTI Middle Management Training – Westcott MBTI	-	**COMPLETE**
19d	Middle Managers to feedback additional actions against HMIC recommendations following training	Complete	Individual presentations from each group regarding specific recommendation	External Provider SLT	**COMPLETE** Update: Specific presentations from each ALS took place in front

					of SLT last summer resulting in recommendations being fed into the IIP. 22nd Mar follow up meeting took place to present Westcott Training review outcomes, as well as capturing feedback from participants about embedding their learning.
19e	Watch Commander Leadership Training – Stanford Training Solutions	Complete	-	-	**COMPLETE**

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

WEDNESDAY, 5 JULY 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 2023 (Annex A).
3. The RT tracks recommendations made by the Committee (Annex B).
4. The FWP includes regular items, task and reference groups updates and the additional items the Select Committee would like to engage with in coming months. This approach should enable the Select Committee to consider planning and resourcing for its scrutiny and overview work across the year whilst retaining enough flexibility to consider essential additional items as needed from time to time. There should be no more than two task groups taking place concurrently.

Recommendations:

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

Next Steps:

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

Ross Pike
Scrutiny Business Manager | Democratic Services | Law and Governance
Surrey County Council | ross.pike@surreycc.gov.uk

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Communities, Environment and Highways Select Committee Forward Work Programme 2023 - 2024

Communities, Environment and Highways Select Committee | Chairman: Jonathan Hulley I Scrutiny Officer: Clare Madden Democratic Services Assistant: Emily Wilkinson						
Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
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 Committee to provide its feedback progress against the Plan.	Enabling a greener future	Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport & Infrastructure Carolyn McKenzie, Director – Environment Katie Sargent, Greener Futures Group Manager Cat Halter, Climate Change Strategic Lead

| 4 December 2023 | Scrutiny | Budget 2024/25 and Medium-Term Financial Strategy | Select Committee to receive draft budget proposals for 2023/24. | The Select Committee scrutinises the Council's budget proposals, provides feedback and makes recommendations, if required. | Growing a sustainable economy so everyone can benefit | David Lewis, Cabinet Member for Finance & Resources

Leigh Whitehouse, Deputy Chief Executive & Executive Director of Resources

Anna D'Alessandro Finance Director, Corporate & Commercial

Rachel Wigley, Director Finance, Insights & Performance

Nicola O'Connor, Strategic Finance Business Partner

Tony Orzieri, Strategic Finance Business Partner |
| | Scrutiny | Surrey Fire and Rescue Service Performance Report | To provide the Select Committee with performance information on the Surrey Fire and Rescue Service. | The Committee to review the performance, provide oversight and feedback. | Empowering communities

Growing a sustainable economy so | Denise Turner-Stewart Cabinet Member for Communities and Community Safety |

					everyone can benefit	Dan Quin, Chief Fire Officer Bernadette Beckett, Chief of Staff
TBC 2023	Scrutiny	**Minerals and Waste Plan**	To provide a report on the preferred options public consultation.	The Committee to provide its feedback on the public consultation and preferred options in line with Minerals and Waste Development Plan.	Enabling a greener future	Matt Furniss, Cabinet member for Transport and Infrastructure Katie Stewart, Executive Director – Environment, Transport & Infrastructure Dustin Lees, Minerals and Waste Policy Team Leader
TBC Spring 24	Scrutiny	**Integrated Transport Scheme Annual report**	To receive a report on Integrated Transport Scheme.	The Committee to provide its feedback.	Enabling a greener future	Kevin Deanus, Cabinet Member for Highways and Community Resilience Katie Stewart, Executive Director – Environment, Transport & Infrastructure Lucy Monie, Director, Highways and Transport

(Dates)	(Type)	(Issue)	(Purpose)	(Outcome)		Membership:
						Richard Bolton, Assistant Director, Operations and Infrastructure Zena Curry, Highway Engagement and Commissioning Manager
TBC	Scrutiny	The Nature recovery strategy to include countryside, rural matters and land management and the nature recovery strategy		Enabling a greener future Empowering communities Growing a sustainable economy so everyone can benefit		

Member Reference Groups, Task and Finish Groups

(Dates)	(Type)	(Issue)	(Purpose)	(Outcome)		Membership:
Aug 2021 (on-going as required)	Pre decision scrutiny and monitoring	Greener Futures Reference Group (GFRG)	To consider and provide pre decision feedback on Climate Change Delivery Plan (CCDP) for 2021-2025 and Surrey Transport Plan (STP). ▪ Surrey Transport Plan	To provide comments and steer from the scrutiny's point of view in formulating the Cabinet report.		Membership: • Stephen Cooksey • Jonathan Hulley • Catherine Baart • Lance Spencer • Vacancy

			Bullet list			
			- Climate Change Strategy and Plan - Government's Green Homes Grant Local Authority Delivery (GHGLAD) - Land Management Framework & Policy - Green Finance Strategy - EV Network			
April 2022 (on-going as required)	Scrutiny	Highways Reference Group	Local Transport Plan 4 (LTP4) (Horizon prioritisation) and other relevant matters.	To provide feedback and on-going monitoring.		Membership Stephen Cooksey Andy Macleod John O'Reilly Lance Spencer
February 2022 (on-going as required)	Pre decision scrutiny and monitoring	Electric Vehicle Reference Group (EVRG)	To provide constructive challenge, support and feedback, culminating in recommendations to ensure that the proposed business model for procurement, the contract specification and the network plan are robust, realistic and deliverable.	To provide scrutiny and feedback.		To be folded into the Greener Futures MRG
To be received in writing/informal briefing sessions/a member seminar						
TBC	Highways workshop session		In person Member development day			Kevin Deanus, Cabinet Member for Highways and Community Resilience Katie Stewart, Executive Director – Environment

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

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

KEY	No Progress Reported	Action In Progress	Action Completed

RECOMMENDATIONS

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
8 March 2022	Adoption of Moving Traffic Enforcement	The Select Committee: Supports the draft recommendations to Cabinet outlined in the report. **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. **CEHSC5/22:** Requests Cabinet Member to write to the relevant Government Minister for further details about pavement parking.	Matt Furniss, Cabinet Member for Transport & Infrastructure Katie Stewart, Executive Director for Environment, Transport & Infrastructure. Richard Bolton, Highways & Operations Infrastructure Group Manager David Curl, Parking & Traffic Enforcement Manager		2 May 2023	**CEHSC4/22:** An all Member Seminar on the Adoption of Moving Traffic Enforcement Powers took place on 27 March 2023. **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

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						addressing pavement parking following a consultation that had taken place and they wanted to ensure councils have the right powers to deal with pavement parking effectively. We are aware that this is a priority for the Department for Transport (DfT) and they will publish the formal consultation response and next steps for policy as soon as possible. The formal consultation response has not been published yet but when available you will be able to view it here https://www.gov.uk/government/consultations/managing-pavement-parking. Consideration will be given whether to write again to the DfT in light of recent government and ministerial changes.
	Outline Business Case for the re-procurement of	The Select Committee:	Natalie Bramhall, Cabinet Member for Property and Waste		5 June 2023	

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	waste treatment & disposal services-Update	**CEHSC14/22:** Asks Cabinet Member, as part of the Outline Business Case (OBC) for the re-procurement of Waste treatment and disposal services process and negotiation, to enable the extension of opening hours of Surrey County Council Recycling Centres (CRC) to cover the entire week; and to develop pedestrian access to recycling facilities. Also, the OBC and the final assessment of bids should also consider and include carbon impact assessments. **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.	Carolyn McKenzie, Director of Environment Alan Horton, Programme Manager Richard Parkinson, Resources and Circular Economy Group Manager			**CEHSC14/22:** The improvements to pedestrian access at Caterham and Warlingham have been completed. Cabinet have resolved to extend the integrated waste contract with SUEZ up until September 2029 with a right for the council to disaggregate certain of the services before this date. Services for the disposal of residual waste will be disaggregated from 1 October 2024 and are currently being procured separately by the council. A carbon assessment will be required as part of this tender process. **CEHSC15/22:** Work on communications is ongoing and is now being formalised in 'Action Plans' proposed by all 12 local authorities.

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		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.				**CEHSC16/22:** An update for Select Committee will be prepared if a decision is to be made on disaggregating and reprocuring any elements of our integrated waste management contract prior to its expiry in September 2029.
14 June 2022	A Devolution Deal for Surrey [Item 5]	The Select Committee: Supports the objective of Surrey seeking a County Deal on the basis of Levels 1 and 2, agrees with the principal stakeholders identified, and the proposed timetable. **CEHSC6/22:** Commends a cautious assessment, including any future governance, of what a Level 2 County Deal for Surrey will mean in practice, particularly for residents, businesses, community groups and other stakeholders to avoid raising expectations that may not be satisfied.	Tim Oliver, Leader of the Council Rebecca Paul, Deputy Cabinet Member for Levelling Up Michael Coughlin, Executive Director Partnerships, Prosperity and Growth		2 May 2023	The recommendations have been sent to the Cabinet Member for Levelling Up and Executive Director for Partnerships, Prosperity and Growth.

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		This should be reflected in all communications and engagements. **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.				
6 Oct 2022	A Skills Plan for Surrey	The Select Committee: **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.	Matt Furniss, Cabinet Member for Transport and Infrastructure Michael Coughlin, Executive Director of Partnerships, Prosperity and Growth	TBC	31 May 2023	**CEHSC19/22:** SCC have continued to work hard to ensure that employers and their skills needs are at the heart of the skills system. As the Surrey Skills Plan makes clear, employers themselves must recognise that they have to take greater responsibility for ownership of the skills activity that they want to see within the system to help drive both productivity and growth.

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		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.				The Surrey Skills Plan makes clear employer responsibilities and where there are expectations of ownership from businesses to drive this forward. This was further reinforced through the successful Surrey Skills Summit, a core aim of which was to create a sense of responsibility and accountability for activity amongst all partners in the room, including businesses of all sizes. **CEHSC 20/22**: The Surrey Skills Plan contains progress measures to ensure that we are capturing the impact we are having against each of the four priority objectives. These measures are a mixture of those we have direct control over (i.e. number of people supported through a specific skills intervention) and more contextual factors, such as long-term unemployment and economic inactivity rates.

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		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.				The Plan is very much a living document, and will adapt to both business need and to economic conditions in the future. Whilst we will want to make progress on all the activity set out in the Plan, if the economic conditions require then we will re-prioritise activity to deliver against what will have the most impact for both businesses and our residents. The Plan's progress is being reviewed at key points including on an annual basis and an update report will come back to the Committee each year.

CEHSC21/22: We are very clear that Surrey County Council (SCC) has primarily developed this Plan in recognition of our role as a key influencer and enabler in Surrey's skills system. We effectively convene partners and offer a 'One Surrey' voice, working with our skills providers, businesses, Surrey's 11 |

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
July 2023

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		CEHSC22/22: Requests that the final version to Cabinet on 25 October 2022 addresses the aforementioned points.				districts and boroughs, anchor institutions and all our people to help drive change across our skills system. It is this responsibility for strategic system leadership which is at the heart of the County's role in the Surrey Skills Plan. SCC is also a significant employer, commissioner, and service provider in the regional economy, and as such plays a key direct role in creating opportunities for residents. Examples include the work we are doing to utilise our apprenticeship levy through direct employment or transfers to local businesses, and through our approach to social value through procurement which supports employment and skills outcomes. **CEHSC22/22:** The 25 October Cabinet report was amended to reflect the above

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	Assessment of the Greener Futures Climate Change Delivery Plan	**CEHSC18/22:** Recognises that significant behavioural change by residents on vehicle usage, low carbon measures and active/sustainable travel has yet to take place and that while the Council itself inevitably can only play a limited role, it should intensify its efforts in this regard. **CEHSC23/22:** Reiterates its support for Carbon budget to be developed	Marissa Heath, Cabinet Member for Environment Katie Stewart, Executive Director of Environment, Transport and Infrastructure		2 May 2023	**CEHSC18/22:** The Greener Futures team agrees that the slow uptake of low carbon measures such as EV vehicles, sustainable transport and low carbon heating is not at the level that it needs to be at. We are committed to increasing efforts to raise awareness and support residents and will be making this a key area of focus within communications and engagement in 2023-24. The Team will also be looking at how it can support across the Council to increase awareness and take up from its own staff and those of other public sector bodies through more internal communications. In addition, this will be raised with Government as part of on-going discussions, partnerships and our lobbying strategy. **CEHSC23/22:** We remain committed to delivering a carbon budget for 2023/24 for both our own

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		alongside the Council's financial budget.				organisations 2030 target and the overall Surrey wide 2050 target. The plan for a carbon budget will be discussed at the Select Committees Greener Futures Reference Group prior to agreement of the formal Council budget so that recommendations can be made from the Select Committee at the Council meeting to agree the Council budget for 2023/24 in February.
		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.				**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.

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	Healthy Streets Design for Surrey	**CEHSC25/22:** Requests that Districts and Boroughs consider including Healthy Streets for Surrey design guide as part of their Supplementary Planning Guidance.	Matt Furniss, Cabinet Member for Transport and Growth

Katie Stewart, Executive Director for Environment, Transport and Infrastructure | | 2 May 2023 | **CEHSC25/22:** Following the endorsement of the guide by Cabinet, it has been shared with the Surrey Planning Officers Association. This 'soft launch' was deliberately low key as there was further work continuing with the Placemaking Team working to translate the guide into a design code and producing a web-based version. Whilst strictly a matter for Placemaking, I would expect there to be a higher profile launch and at that point the Cabinet Member will be writing to all of the Districts and Boroughs. |
| | Scrutiny of 2023/24 draft budget and medium-term financial strategy to 2027/28 | **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 | David Lewis, Cabinet Member for Finance and Resources

Rachel Wigley, Director of Finance | Action completed | 2 May 2023 | The recommendations were formally responded to as part of the Cabinet Meeting on 31 January 2023: https://members.surreycc.gov.uk/documents/s90394/Cabinet%20response%20to%20SC%20Budget%20Report.pdf The recommendations were submitted and discussed as part of |

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		Local Government Finance Settlement anticipated on 21 December 2022). **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. **CEHSC30/22:** Will continue to closely monitor performance throughout the year to be satisfied that expectations derived from the budget will be met in practice.	– Insight and Performance Nicola O'Connor, Strategic Finance Business Partner			the Budget setting in January and February 2023. The 2023/24 Budget was agreed at Council 7 February 2023. The 2023/24 budget (revenue and capital) will continue to be monitored closely throughout the year.
	Surrey Strategy for Accommodation, Housing and Homes	**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	Sinead Mooney, Cabinet Member for Children and Families Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth		2 May 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. Response here: (Public Pack)Cabinet- Supplementary Agenda- 28 March 2023 Agenda

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		by Councillor Cooksey, and ii) offer to continue to engage with those Councils. **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. **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.				Supplement for Cabinet, 28/03/2023 14:00 (surreycc.gov.uk)
8 Feb 2023	Delivering Partnership: Towns – The next phase	The Select Committee: **CEHSC37/23**: Endorses the principle of bringing together key agencies, particularly the National Health Service, Districts & Boroughs as well as others, at a towns spatial level on a prioritised	Cabinet Member for Communities and Community Safety Executive Director of Prosperity,	December 2023	2 May 2023	The recommendations have been sent to the Cabinet Member for Communities and Community Safety and Executive Director of Prosperity, Partnerships and Growth for action and response.

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		basis, to work collaboratively on locally determined priorities, empowering local residents to contribute to their achievement. **CEHSC38/23**: Seeks reassurance around the monitoring of inputs, outputs and outcomes using key criteria and measures of success with regular reporting to the relevant Cabinet Member/Cabinet, in order that the effectiveness of the towns approach can be evaluated. **CEHSC39/23**: Encourages the active consideration of how rural areas are to be effectively incorporated into the future programme, recognising the particular needs and issues faced in those communities; **CEHSC40/23**: That the rationale for the prioritisation of towns should be shared with Members; and	Partnerships and Growth			(Public Pack)Cabinet- Supplementary Agenda- 28 March 2023 Agenda Supplement for Cabinet, 28/03/2023 14:00 (surreycc.gov.uk)

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		CEHSC41/23: Asks the Cabinet Member and the relevant Executive Directors to provide a progress report to this Select Committee on the progress being made, by December 2023, including an update on recommendations a. to d. above.				
	SFRS Progress report of recommendations from HMICFRS 2021 inspection report	The Communities, Environment and Highways Select Committee: **CEHSC42/23**: Commends the Service for its application and commitment to a robust and far-reaching Improvement Plan, which must be sustained and deepened, and wishes the Service well in the forthcoming Inspection, recognising the short period from December 2021 in which to effect the necessary measures to enhance performance. **CEHSC43/23**: Welcomes the improved relationship between the Service and its	Denise Turner-Stewart Cabinet Member for Communities and Community Safety Dan Quin, Chief Fire Officer		2 May 2023	The recommendations have been sent to the Cabinet Member for Communities and Community Safety and Chief Fire Officer for action and response.

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		staff together with the Fire Brigades Union. **CEHSC44/23**: Asks the Service to continue to ensure rigorous implementation of its Improvement Plan in order to take strides towards securing an overall improvement in the following inspection.				
	Proposal report on future scrutiny of Surrey Fire and Rescue Service	The Communities, Environment and Highway Select Committee agrees to include two reports from Surrey Fire and Rescue Service in its Forward Work programme for July and December. These reports should include status and commentary on the relevant and latest Key Performance Indicators.	Denise Turner-Stewart Cabinet Member for Communities and Community Safety Dan Quin, Chief Fire Officer		2 May 2023	
20 March 2023	Strategic Waste Infrastructure Plan	**CEHSC45/23:** While recognising the imperative to work with Districts and Boroughs, supports the proposed Strategic Waste Infrastructure Plan and	Natalie Bramhall, Cabinet Member for Property and Waste		31 May 2023	**CEHSC45/23:** The Interim Director for Waste confirmed implementation of the infrastructure paper.

Page 206

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		commends its ambitions to work in partnership with the County's District and Boroughs. **CEHSC46/23:** Asks that – as the various components move forward – clear measures, including specific Key Performance Indicators (KPIs), are put in place to ensure cost effectiveness; carbon impact; and circular economy with appropriate monitoring to evaluate performance. **CEHSC47/23:** Urges the Cabinet Member to write to central government requesting them to take further necessary measures to reduce the need for specialist recycling.	Katie Stewart, Executive Director for Environment Transport and Infrastructure Steven Foster, Interim Director for Waste			**CEHSC46/23:** The Interim Director for Waste confirmed implementation of these measures going forward. **CEHSC47/23:** The Interim Director for Waste confirmed this was in progress.
	Future Bus Network Review and Local Bus Service Investment	The Communities, Environment and Highways Select Committee: Welcomes the proposed increased investment to stimulate passenger figures in a number of areas and			May 2023	This scheme is set to be approved by the Enhanced Partnership Board on 22 May. The scheme will be launched at the beginning of July 2023 and will replace the existing Student Fare Card Scheme. The

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		particularly supports the new '20 and Under Half Fare Concessionary Scheme'. Endorses the roll-out of new Digital Demand Responsive Transport (DDRT) services to new areas, but with an expectation that this be accompanied by effective and timely communications to residents affected who may be less digitally aware.				Project Team is discussing Comms and Marketing with our Communications Manager and Head of Brand. A draft communication and marketing programme is expected by the end of April. The roll-out of the Mole Valley DDRT scheme provided very useful intelligence and use feedback on how we communicate with our residents and continues to do so. Promotion and communication of this scheme was managed with our Communications Team and our Brand Team. This included leaflets drops to every household in the area, use of social media and other promotional activity opportunities such as local newsletters. 80 per cent of Mole Valley DDRT bookings are made via the App or the website. Residents who are unable to use the App or website are able to make a

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		Is concerned at the findings of Bus Service Improvement Programme Route Analysis (Annex E of the report) that seven very underprivileged areas – Key Neighbourhoods – will be severely affected by these changes, which runs counter to Surrey's declared 'No one left behind' ambitions. The Committee urges consideration of effective mitigation measures.				telephone booking - this will assist with any of the residents who are less digitally aware. In addition we propose to run a series of exhibition sessions over the summer where the bus and staff will visit town and village centres to promote the new schemes. Annex E is something of a red herring. It lists many bus services that SCC are supporting with additional funding from September 2022 through to September 2023, several of which were not in the public consultation. Annex B below shows the services to be changed. To give Members greater comfort that we understand the point being made, an update on the position of those services set out in Annex E can also be found below. As

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						Member can see the charges are (very) marginal: F:\Annex B, Changes to Bus Services Summary.docx F:\Annexe E - Proposed Service Reductions and Withdrawals update.docx

ACTIONS

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