Notice of Meeting

Communities, Environment and Highways Select Committee

SURREY
COUNTY COUNCIL

Date & time
Monday, 4
December 2023 at
10.00 am

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

Contact
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Officer

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Chief Executive
Joanna Killian

We're on Twitter:
@SCCdemocracy

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

Elected Members

Catherine Baart, John Beckett, Liz Bowes, Stephen Cooksey, Jonathan Hulley (Chairman), Andy MacLeod, Jan Mason, Cameron McIntosh, Lance Spencer (Vice-Chairman), Richard Tear, Buddhi Weerasinghe, Mark Sugden and Keith Witham

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: 5 OCTOBER 2023 (Pages 5 - 18)

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

3 DECLARATIONS OF INTEREST

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

i. any disclosable pecuniary interests and / or;

ii. other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting.

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest;

- as well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner); and

- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

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

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting *(28 November 2023)*.

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

(27 November 2023)

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

5   **BUDGET 2024/25 AND MEDIUM-TERM FINANCIAL STRATEGY**   (Pages 19 - 74)

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

6   **SURREY FIRE AND RESCUE SERVICE PERFORMANCE REPORT & HMICFRS INSPECTION**   (Pages 75 - 184)

Purpose of report: For members to consider and comment on the services performance and report on the outcomes from the most recent Inspection carried out by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMIC).

7   **NEW DRAFT VISION ZERO ROAD SAFETY STRATEGY AND 20 MPH SPEED LIMIT POLICY**   (Pages 185 - 238)

Purpose of report: To inform and seek the views of the Select Committee on the new draft Surrey RoadSafe Partnership Road Safety Strategy based on the principles of a 'Vision Zero' Safe System approach, including a new policy for 20 mph speed limits.

8   **REFERRAL FROM COUNCIL - WILL FORSTER MOTION ON VISION ZERO**   (Pages 239 - 246)

Purpose of the item: To consider the Council Motion referred to the Communities, Environment and Highways Select Committee.

9   **PARTNERSHIPS PROSPERITY & GROWTH UPDATE**   (Pages 247 - 266)

Purpose: This report provides a progress update on the economic opportunities set out within Surrey's Economic Strategy. It explores how these will evolve in the coming years through the "LEP integration" process and provides a deep dive into the council's "Programme for housing" to help address one of the main barriers to growth.

10   **RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**   (Pages 267 - 284)

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.

11   **DATE OF THE NEXT MEETING: 7 FEBRUARY 2024**

The next public meeting of the committee will be held on 7 February 2024

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 10.00 am on 5 October 2023 at .

These minutes are subject to confirmation by the Committee at its meeting on Monday, 4 December 2023.

Elected Members:

Catherine Baart
Steve Bax (Vice-Chairman)
John Beckett
Liz Bowes
Stephen Cooksey
Jonathan Hulley (Chairman)
Andy MacLeod
Jan Mason
Cameron McIntosh
Lance Spencer (Vice-Chairman)
Richard Tear
Buddhi Weerasinghe
Keith Witham

27/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Cllr Liz Bowes and Cllr Keith Witham

28/22 MINUTES OF THE PREVIOUS MEETINGS: 5 JULY 2023 [Item 2]

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

29/22 DECLARATIONS OF INTEREST [Item 3]

None received.

30/22 QUESTIONS AND PETITIONS [Item 4]

1. There was one question received from Barbara Rogers. A response had been provided and sent to the member of the public.
2. A Member noted that attendance for public questions would be better if there were still local committees.

31/22 CLIMATE CHANGE DELIVERY PLAN ANNUAL UPDATE [Item 5]

Witnesses:

Marisa Heath, Cabinet Member for Environment
Katie Stewart, Executive Director for Environment, Transport and Infrastructure
Carolyn McKenzie, Director, Environment
Katie Sargent, Greener Futures Group Manager
Cat Halter, Climate Change Strategic Lead

Key Discussions:

General

1. The Cabinet Member for Environment summarised the 2030 and 2050 targets of the Council and affirmed the Council 's ambitions to reaching those targets. There were many challenges in reaching the targets including the national policy context, grid infrastructure and funding. The Cabinet Member paid tribute to the work of the team which was recognised nationally. The Executive Director for Environment, Transport and Infrastructure added that the work was increasingly a cross-county, cross-Council endeavour and highlighted the strong partnerships in place.

2. A Member asked the Cabinet Member if recent Government announcements would derail progress towards net zero targets. The Cabinet Member said the context was challenging but the Council was committed to reaching its goals. Changes to national vehicle decarbonisation timelines were unhelpful. The Climate Change Strategic Lead added that the Climate Change Committee highlighted in their June report that the current government framework was not sufficient for reaching future targets for electric vehicles. Recent national announcements weakened carbon policies around vehicles, home insulation and gas heating and would negatively impact the Council 's ability to meet its targets. Reforms related to the grid were positive but would only be effective if planning laws were strengthened. A Member asked if it was better that more achievable targets were set. The Cabinet Member for Environment said that there was a willingness within business and the public to press ahead with the agenda.

Progress Towards Council 2030 Target

3. The Chairman noted that the assessment of the 2030 target was Green *on track with risk* and asked if this was an accurate reflection. The Cabinet Member for Environment confirmed it was but acknowledged a degree of risk. Good progress had been made on streetlighting and decarbonising the Council estate which made up for 91% of the target. The Greener Futures Group Manager expressed confidence that the service would achieve the 2030 target.

4. A Member noted that activity and investment should be driven by impact and asked if it would be possible to give an impact assessment to increase understanding of which activities or projects would make the biggest difference to reducing carbon. The Climate Change Strategic Lead noted that this would be difficult Creating a rating had not been achievable to date, but impact was considered strongly across all actions. It was important to reflect the level of control and ability of the local authority to act.

5. The Director of Environment added that with limited resources, the Council was continually looking at how to maximise impact by collaborating with partners the support of the Greener Futures Reference Group was welcomed.

6. A Member raised concerns about the new street lighting in her area and queried if they had turned dimmer over time. The Executive

Director for Environment, Transport and Infrastructure offered to hold a conversation with Cllr Mason regarding this issue.

2030 Key Projects

7. A Member asked how the Council would assist boroughs and districts on decarbonising fleet waste vehicles due to their high costs. The Climate Change Strategic Lead noted that the 2030 target only covered vehicles owned and operated by the Council. There were only a few low carbon options commercially available. The Council would work with local authorities to help them consider potential solutions.

8. The Director of Environment explained that the Surrey Environment Partnership was looking at what could be funded and done with boroughs and districts. The Cabinet Member for Environment noted that decarbonisation of fleets would only be considered at the end of life of a fleet. A Member asked if it was realistic to decarbonise fire service vehicles by shifting to hydrogen vehicles or offsetting. The Climate Change Strategic Lead said there were no low carbon commercially available fire vehicles currently but would be open to new decarbonised vehicles on the market.

9. The Chairman asked why progress on decarbonising the Council fleet had stalled. The Climate Change Strategic Lead answered that 450 vehicles were owned and operated by the Council. A new procurement, management approach was needed as well as new policies and the creation of a fleet management unit. Once these were in place, fleet decarbonisation could progress. The Cabinet Member for Environment emphasised that Surrey was only looking to change vehicles at their end of life.

10. A Member asked how the public could be encouraged to take up active travel The Cabinet Member for Environment said more needed to be done to raise awareness around what it was and to encourage uptake. The Executive Director for Environment, Transport and Infrastructure noted that having attracted funding to improve infrastructure for active travel, the Service was trying to work with the communications team and external partners to consider how to reach people best.

11. A Member asked a question on school travel and the difficulty of changing behaviours. The Executive Director for Environment, Transport and Infrastructure noted that it was a challenging topic, and the safety element was critical in creating infrastructure that worked with children and created best practices such as walking and biking. It must be sold to the public as a choice. The Cabinet Member for Environment stressed that this was also a social issue, if the infrastructure was put in place, then behaviour changes would occur.

12. A Member asked a question on the Council Retrofit programme and why currently only 7 buildings had been retrofitted against a goal of 200 by 2030. The Greener Futures Group Manager answered that decarbonising buildings was a lengthy process.83 were currently being assessed for retrofit potential with a funding bid for a further 20 buildings. The Service was collaborating closely with Land & Property

who were working up an asset strategy which would be completed by March 2024 and would be updated annually. The Director of Environment stressed that fully decarbonising would rely on the grid which was out of the Council 's remit and could delay projects by up to 8 months.

13. The Member asked if building retrofit would still be red this time next year. The Cabinet Member for Environment said that there was full confidence in the plan and the ambition was for it to be green although there were dependencies on funding and the budget priorities.

14. A Member asked a question on carbon literacy training for staff. The Cabinet Member confirmed that 3357 staff members had completed the carbon awareness training. The Climate Change Strategic Lead noted that there were two levels of carbon training at the Council: an online course that all new starters complete and a one-day carbon literacy course. The carbon literacy pilot programme was aimed at the senior leadership team who had all completed it. Some pledges as part of the training have had a positive real-life impact. The Cabinet Member for Environment noted that there were issues around Member uptake on training.

15. A Member asked what the total target figures were for the Council 's corporate 2030 target. The Climate Change Strategic Lead answered that the aim was a 40% carbon reduction by 2025 compared to the 2019 baseline. In the last four years, a 34% reduction in carbon emissions had been achieved and the Council was on track to meet the 2030 target.

16. The Chairman asked a question on the effectiveness of the Greener Futures Board. The Cabinet Member for Environment noted that the matter was under consideration. The Board needed to become more a mechanism for delivery. A new co-chair position had been created, Professor Lorenzo Fioramonti from the centre of sustainability at the University of Surrey had been appointed and would bring a level of independence. The Board was looking to diversify by having local authority, businesses, and nature group representatives. The Director of Environment noted that it was key to ensure that the Greener Futures Board was linked with boards like the Growth Board.

Progress Towards Surrey's 2050 Target

17. A Member asked a question on low carbon busses. The Assistant Director, Strategic Transport said that the Council was on track to over-deliver and by 2025 was projected to have 101 low carbon busses. The Service was also in discussion with four local bus companies to discuss future opportunities. The Member asked how many busses were operating in surrey. The Assistant Director answered that around 700 buses operated in Surrey and on cross border routes covering contracted and commercial services.

18. A Member noted that transport emissions accounted for 41% of Surrey's emissions and asked about the barriers to progress. The Assistant Director, Strategic Transport said that key challenges were current behaviours and choices by residents and businesses. There

was a need for behaviour change and better engagement with local businesses.

19. A Member asked why there were only 134 EV charging ports, but the target was for 1700 delivered by 2050. The Greener Futures Group Manager noted that 190 would have been installed before the end of 2023 and that number would grow rapidly over the next five years. The Member asked where the 10,000 by 2030 target came from. The Climate Change Strategic Lead noted it was based on total publicly available charge points needed relating to demand and the number would be updated shortly.

20. A Member noted that targeted behaviour change must target the right people to influence behaviours and not disadvantage people with disabilities. The Cabinet Member for Environment agreed that infrastructure must improve, and the Service was not expecting anyone with health conditions to stop making car journeys if that was the best choice of transport for them.

21. A Member asked a question on the effect of Gatwick's potential expansion on journeys through Surrey and Surrey's emissions. The Assistant Director, Strategic Transport agreed that expansions would have a negative impact on emissions and the Council must work closely with relevant parties to ensure sustainable plans are developed. A Member noted that Farnborough airport was also looking to expand. The Cabinet Member for Environment noted that although the airport was in Hampshire, the Council was working with groups on this issue also.

22. A Member asked a question on fuel poor and vulnerable households, 1380 had been treated with funding for a further 200 in place. What percentage did this represent of Surrey? The Cabinet Member answered 7%. The Greener Futures Group Manager said that this was a big priority for the Council although it costs a lot to decarbonise homes and there was no return on investment. The Service was considering how to attract and generate income to fund the programme. For households not vulnerable but poor, the scheme was exploring how to support these households by creating events in key neighbourhoods where people could access free advice and food. The Cabinet Member noted that organisations like Draft Busters do a lot around Surrey to help households with minimising heating loss.

23. A Member asked what the interaction was between Surrey and local boroughs on decarbonisation to address energy efficiencies. The Climate Change Strategic Lead noted that the Council was working proactively with Boroughs and Districts on this. The plan was to develop evidence and guidance to be applied to all new builds in the development of local housing plans.

24. The Cabinet Member for Environment noted a Member's point that Member's should be better engaged with EV charging point rollout in their constituencies.

25. The Chairman asked a question on community engagement events taking place across surrey. The Cabinet Member for Environment

clarified that community engagement was different than behaviour change. Behaviour change was a long-term goal and achieved through communicating concise and consistent messaging. The Director of Environment echoed that many engagements had taken place, and the service needed to work out how to turn those interactions to positive and sustained change.

26. There was a discussion on the Committee's proposed recommendations. The Cabinet Member for Environment said that the Council had been recognised nationally for hard work on its progress to NetZero and that should be reflected in the recommendations

27. The Chairman thanked all witnesses for their work.

Actions/requests for further information:

1. ETI officers would follow up with Cllr Jan Mason on the issues raised in regard to street lighting in her area.

2. The Assistant Director, Strategic Transport and Cllr Catherine Baart to hold a discussion on the Gatwick Airport expansion plan.

Recommendations:

That the Communities Environment and Highways Select Committee

1. Welcomes the progress made overall and in particular the significant progress made at Surrey Council level and the range of achievements to date including 6kt reduction in carbon emissions, £2.5M of annual bill savings, £5M of additional funding and 0.3MW of solar power.

2. Recognises the challenging national policy context and the difficulty changing attitudes locally but urges continued drive and ambition in those areas that Surrey does control including Council building retrofit, aspects of EV rollout, solar PV on schools and leased buildings and carbon literacy training for Council staff.

3. Recommends that a greater sense of prioritisation of projects (based on impact/cost) was reflected in Delivery Plan documentation given the resource constraints the Council was facing over the medium-term financial period. This would help decision makers assess what matters most and which areas of slippage are of greatest concern. Changes to be made by *December 2024* and considered by the Greener Futures Reference Group.

4. Recommends governance structure be revisited including role and future of the Greener Futures Board, by end 2023.

Andy Macleod arrived at 10:09
Lance Spencer arrived at 19:11

32/22 SURREY TRANSPORT PLAN (LTP4) DELIVERY PLAN [Item 6]

Witnesses:

Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth

Katie Stewart, Executive Director – Environment, Transport & Infrastructure

Paul Millin, Assistant Director, Strategic Transport

Lucy Monie, Director, Highways and Transport

Steve Howard, Transport Strategy Manager, Environment, Transport & Infrastructure

Key points made in the discussion:

General

1. The Chairman asked a question on the impact of delays in the development of the Surrey Transport Plan. The Transport Strategy Manager, Environment, Transport & Infrastructure said that the Council had been waiting 18 months for the Department for Transport to issue guidance and an associated carbon reduction toolkit . The Cabinet Member had written to the Secretary of State. The response would be shared with the Committee.

2. A Member asked how national attitudes would affect motivations for delivery. The Cabinet Member emphasised that the service was offering residents as many sustainable transport options as possible. The Member noted that some residents had encountered issues with EV cables running over pavements. This was considered an obstruction. The Cabinet Member explained that the Trojan Trial Project which allowed residents to charge their vehicles by way of a gulley laid across the pavement. A trial was underway. The Cabinet Member agreed to revert to the Member with the cost to resident of implementing this approach.

Delivery Plan Approach

3. A Member asked a question about pace of delivery of the Transport Plan – numbers of car movements in Surrey had increased not decreased. The Cabinet Member said that progress was being made where there was public support for example for walking and electric biking schemes. The Executive Director for Environment, Transport and Infrastructure noted that even though there was no formal delivery plan yet in place, delivery was nonetheless taking place.

4. A Member asked if the Council would bid for additional funding for the Transport Plan. The Cabinet Member for Transport, Infrastructure and Growth answered that HS2 diverted funds would be bid for by the Council for major infrastructure improvements. Additionally, the Council had recently been awarded £3.9 billion for bus services in Surrey and the £2 bus cap fare remained in place.

Engagement

5. A Member asked how consultation could be managed in the context of residents feeling that car ownership was under attack. The Cabinet Member stressed that motorists were not being attacked. A new and slower co-design process was being adopted. This involved longer and more thorough consultation to make sure residents were on board with any plans.

Governance, Monitoring & Measuring Success

6. A Member asked a question on what measures might be considered to make short car journeys less attractive. A range of possible options were flagged including reducing parking, traffic calming and management measures and road user charging. The Cabinet Member emphasised that this was not currently under consideration. The Member also asked how the Council would define the acceptable level of public support from residents for any new measures. The Cabinet Member answered that Councillors had an important role in deciding what was acceptable in their division. An effective codesign process was critical.

7. A Member asked a question on the timeline of the Local Cycling and Walking Infrastructure Plans (LCWIPs) for all districts and boroughs. The Transport Strategy Manager said that the plan would be completed by 2024 as there was a 5 stage Department for Transport process. The Member noted that most of these plans were centred around town centres and asked about cycling infrastructures in those areas. The Transport Policy Team Manager noted that the Local Cycling and Walking Improvement Plan addressed the issue. Local street improvements would improve connectivity from people's front door to their destination. Connectivity across surrey was the biggest consideration. The Cabinet Member noted that space was an issue, but allocation of space was still being considered between motorists, walkers, and cyclists.

8. A Member asked a question on cycling lanes. The Cabinet Member stressed the importance of providing infrastructure for residents to have the option to choose their mode of transport.

Delivery Progress

9. A Member asked if the EV rollout was too ambitious considering the lack of progress. The Cabinet Member noted that non-EV vehicles could park in EV spaces in some town centre and residential locations. The Transport Policy Team Manager noted that the original pilot EV scheme had issues, but the service had developed a road map with government bodies that laid out how to deliver infrastructure. The Member asked if the plan was being developed in Tandridge and pushed for a rollout in rural locations. The Cabinet Member said less commercially viable areas like rural locations were targeted by the Council through subsidised funding.

10. The Cabinet Member answered a question to a Member regarding transport measures in residential areas. Measures were being put in

place in residential areas only with resident's support and measures including lower speeds in school and residential areas, healthy streets – planting trees, minimal impact on motorists but high impact on walkers and cyclists. The Transport Strategy Manager answered the Member's question on Key Performance Indicators and said that local data monitoring would need to take place.

11. A Member asked a question on public support for liveable neighbourhoods. The Cabinet Member said that it would depend on area to area and stressed the importance of addressing the root issues and creating solutions. The Member asked a question on the compatibility of the Carbon Assessment Tool from the DfT. The Transport Strategy Manager noted that based on draft forms seen, the service was hopeful on compatibility.

12. A Member asked a question on the adaptability of on demand bus services. Could local intelligence be fed into the design of services. The Assistant Director, Strategic Transport said that the busses were designed to meet the needs of the community and had built in flexibility to meet requirements. Local bus services were less flexible, but where there was a notable change in demand, bus services could be adapted through operator and Council collaboration to meet the demand.

13. A member asked a question on road safety outside of schools. The Assistant Director, Strategic Transport said just under 10% of schools had been earmarked for improvement, funded from a £3 million Council investment over three years. The Member noted that parent parking was a major issue for children walking in and out of schools and asked if drop off area's being banned was still the Council's policy. The Assistant Director, Strategic Transport said drop off points at schools could create large traffic lines and congestion. The Service preferred to identify 'Park and Stride' sites a short distance from the school, which decentralised the issue of congestion.

14. A Member asked a question on the process of safety routes to schools. The Assistant Director, Strategic Transport Group Manager answered that the Safer Travel Team assess the safety of routes to schools to identify issues, making recommendations for improvements .

15. A Member raised concerns over Danetree Primary School's road safety. The Cabinet Member for Transport, Infrastructure and Growth offered to hold a conversation with Cllr Mason.

16. The Chairman asked a question on Highway Maintenance policies and if there was appetite to align the Highway Maintenance with cycling routes. The Director of Highways and Transport answered that there were currently many footways that were being assessed and the aim was to create more footways that could be categorised highly. Cycleways were also being assessed. The team had also been identifying areas for increasing the number of bus stops.

17. A Member asked when the report on footways would be shared. The Director answered that the aim was for the end of 2023.

Actions/requests for further information:

1. The Cabinet Member for Transport, Infrastructure and Growth would share the response regarding guidance and the carbon reduction toolkit from the Secretary of State and the Transport Minister when received.

2. The Cabinet Member for Transport, Infrastructure and Growth to share with the Committee the cost to residents of EV charging pavement gulleys currently being piloted under project Trojan.

3. The Assistant Director, Strategic Transport to hold a conversation with Cllr Richard Tear on on-demand busses.

4. The Cabinet Member for Transport, Infrastructure and Growth to advise Cllr Jan Mason on actions to improve road safety for Danetree Primary School.

Recommendations:

That the Communities Environment and Highways Select Committee:

1. Endorses the proposed approach to developing the plan, specifically that it would include *a prioritised programme of measures and interventions* supported by a clear *prioritisation process* and *funding strategy.* These would be vital in maximising the effectiveness of spend and ensuring carbon reductions can be maximised in a resource constrained environment.

2. Supports the proposed annual progress report and ongoing involvement of the Select Committee and the alignment of the Surrey Transport Plan Delivery Plan cycle to the Climate Change Delivery Plan (noting that the former was the single most critical component of the latter and that if it fails, so too does the Climate plan).

3. Recommends that an update was provided to members on progress aligning Highways Maintenance and Inspection policies and procedures with LTP4 by end 2023; and that this be combined with the update that the Cabinet Member had already committed to provide Council members on the Task & Finish Programme (Streets and Environment Services) if appropriate.

33/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

Key points made in the discussion:

1. A Member raised concern over the role of scrutiny in private session groups and asked for all members to see the reports and outcomes of Task & Finish groups.
2. A Member echoed that he was unhappy with the report that came out at the last session. The Chairman expressed agreement that all Member's should have the opportunity to see the outcomes of Task &

Finish groups and expected the leader of the Council to offer clarity at the next Full Council meeting.

34/22 DATE OF THE NEXT MEETING: 4 DECEMBER 2023 [Item 8]

The next Committee meeting will be held on Monday 4 December 2023.

Meeting ended at: 12:51

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Chairman

Question submitted by Barbara Rogers, Monday, September 11, 2023

The attached article in the Farnham Herald in July this year, reports on a speed camera project, funded by East Hants District Council, aimed at combatting dangerous speeding in that area. The project proposes **fixed cameras running 24/7**, monitored by volunteers with the data then passed onto the police. Whilst there is a Speed Watch scheme operating in Surrey, the East Hants scheme is a much better scheme: it has the full backing of the local district council and the cameras are fixed, thus gathering much more data, in particular, of those drivers who offend later into the evening. I witness this sort of behaviour every single day on Castle Street in Farnham.

Why can't Surrey implement a similar scheme to deal with the exact same issue in adjacent West Surrey and no doubt further afield throughout the county?

East Hants leader: Full speed ahead with our plans to catch speedsters | farnhamherald.com

Answer:

Faster vehicle speeds increase the risk of collisions and makes the consequences far worse. Speeding vehicles also deter more walking and cycling and can make places less pleasant to live in due to increased noise and air pollution. More local authorities, including Surrey County Council, are adopting the best practice "Safe Systems" approach to improving road safety. This approach asserts the principle that road users will make mistakes, yet at the same time people have a right to safe and healthy mobility. Therefore, it is the responsibility of organisations to work together collaboratively to make the entire road system as safe as possible for all road users. A key priority of this approach is safe vehicle speeds.

Surrey County Council works closely with Surrey Police through the Surrey Road Safe Partnership to develop local speed management plans for each of Surrey's eleven Districts or Boroughs. This means that whenever there are concerns about speeding at a location, we will go and measure the speeds using a device called a speed detection radar. This is a box that is mounted on street furniture such as a lamp column, without most people knowing it is there or what it is for. We have a full-time member of staff dedicated to deploying these devices to collect anonymous data on vehicle speeds for a week. This information is then combined with data on road collisions resulting in injury recorded by the police to ascertain the extent and nature of the speeding and road safety problem at each site. Information on the locations of collisions resulting in injury can be viewed via CrashMap.

Our road safety specialists then meet periodically with Surrey Police's road safety specialists to discuss and agree which sites need the most attention, and what the most appropriate intervention will be. The advantage of this process is that we can collect speed data wherever and whenever we want in Surrey, without being reliant on community groups and volunteers (who will need training) or risk assessments for when volunteers wish to deploy camera equipment. Consequently, we now have comprehensive speed data for over one thousand sites throughout Surrey, and an ongoing active, prioritised programme of interventions agreed with the police. More information on how we do this can be found here: Managing speeds on Surrey's roads - Surrey County Council (surreycc.gov.uk)

The interventions we use range from traffic calming, permanent average speed cameras, spot speed cameras, vehicle activated signs police officer enforcement or community speed watch. Last year Surrey County Council allocated an additional £3million for investment in speed management measures at sites with a history of collisions and where speeding has been shown to be endemic. More information can be found here: Agenda for Cabinet

Looking specifically at Farnham, following speed assessments carried out as part of the Farnham Infrastructure Programme, it is proposed to reduce the existing 30 mph speed limit to 20mph in and around Farnham town centre. The extent of the proposed new 20 mph speed limit in the town centre, including Castle Street, aims to provide consistency of speed limit and align the proposals with best practice to contribute to an effective positive change of character and improved accessibility. Signage and road marking for the new 20mph speed limit are due to be installed in October 2023.

As part of the Farnham Town Centre Improvements scheme, the design proposal allows for raised crossing points mid-way in Castle Street and at its junction with the Borough, these along with widened footways, can give the impression of a more confined road and further result in reduced speeds.

The new 20mph speed limit aim to make a significant difference to traffic speed throughout Farnham and provide a more controlled traffic environment within the town centre. The reduced vehicle speeds will also contribute to improved road safety for all users, creating an improved environment for active travel within the area. This aims to encourage more short trips by walking and cycling, generating an improvement in the health of residents and visitors. This will support delivery of our net zero carbon objectives by helping residents move to active travel modes, coupled with a reduction in noise pollution on sensitive receptors such as residential properties and schools, and improved public perception of safety on footways and carriageways.

More information on the Farnham Infrastructure Programme can be found via this link: Have Your Say Today - Farnham Infrastructure Programme - Commonplace

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

MONDAY 4 DECEMBER 2023

Scrutiny of 2024/25 Draft Budget and Medium-Term Financial Strategy to 2028/29

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

Introduction:

1. Attached is a summary of the 2024/25 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Environment, Transport and Infrastructure Directorate (ETI), Surrey Fire & Rescue Service (SFRS), the Prosperity Partnerships and Growth Directorate (PPG) and elements of the Customer and Communities Directorate (C&C) relating to this Select Committee.

2. The 2024/25 Draft Budget & MTFS to 2028/29 was presented to Cabinet on 28 November 2023. The Final Budget for 2024/25 will be approved by Cabinet in January 2024 and full Council in February 2024. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published, which is expected later in December, and the implications are considered.

3. The production of the 2024/25 budget has been developed through an integrated approach across Directorates, Corporate Strategy and Policy, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and the corporate priorities of the organisation.

Context:

4. Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to our funding position over the medium-term. The national economic environment influences the level of funding available to Local Authorities. Public Sector borrowing has been put under significant pressure by events over recent years, including government

spending to combat Covid-19 and mitigate its impact on business and individuals. This coupled with successive increases to interest rates and slow national economic growth, has had an impact on the UK economy.

5.   The Local Government Financial Settlement for the current financial year, provided some strong indicators of the funding that would be made available for 2024/25. Since then, the economic position nationally has remained uncertain with high inflation sustained throughout the period. Many local authorities are highlighting significant difficulties in balancing the increasing cost of providing services against uncertain and limited funding streams. Funding remains highly uncertain past 2024/25 with many decisions being postponed past the current parliament.   The Autumn Statement, due on 22 November 2023, may provide some insight into potential funding to support local authorities experiencing unprecedented financial challenges. However, the first opportunity to understand in detail the direct impact of funding arrangements for the Council will be with the provisional Settlement itself, which is expected in late December 2023, with a final settlement in January 2024.

6.   The overall outlook for 2024/25 is one of significant challenge. While budget envelopes are increasing, in line with projected funding levels, substantial increases in the cost of maintaining current service provision and increased demand result in pressures increasing at a higher rate than forecast funding. These pressures relate to a number of factors occurring simultaneously, namely continued high levels of inflation, workforce and labour shortages, high interest rates and the ongoing impact of the pandemic. In addition, the Council continues to see increases in demand for services, and in the complexity of the cases, particularly within Adults and Childrens' social care. The ongoing impact of the high cost-of-living on residents is expected to further increase demand for key services. There is a national lack of sufficiency in children's social care places which results in extremely high costs. Material uncertainty also remains over the impact of the future Adult Social Care Reform proposals which are anticipated to put significant financial pressures on the Council over the medium term, well in excess of the funding being made available.

7.   Although good progress has been made over the last few months, there remains a provisional budget gap for 2024/25 of £13.5m, driven primarily by significant inflation and the need to maintain the delivery of priority services experiencing significant demand pressures. Further actions will have to be agreed to close the gap, which will be extremely challenging given the level forecast.   The level of Council Tax raised and the extent to which further efficiencies will need to be identified, will be dependent in part upon the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.

8. As well as a focus on closing the gap for 2024/25, we need to be prepared for what will continue to be a difficult financial environment over the next few years. The Council recognises that tackling this gap will require a medium-term focus and a fundamentally different approach. We are focusing not only on 2024/25, but simultaneously looking to address the medium-term horizon.

Engagement:

9. Over the summer of 2023, we engaged with residents and organisations across Surrey (such as voluntary, community and faith organisations) and with Members to inform the draft budget. The objectives of this engagement were to gather insight on which priority outcomes stakeholders wanted the Council to focus most on, their views on how the council approached the allocation of its budget, approaches to balancing the budget and circumstances under which they would support a Council Tax increase. A summary of the results is included in Annex A (PowerPoint Slides).

10. We gathered the views of over 1,600 stakeholders using a range of methods. Stakeholders most wanted us to focus resources on supporting the county's most vulnerable residents. There were some differences between what residents felt were most important compared with organisations. Residents want the Council to prioritise making road and pavement improvements, making communities safer and enhancing local public transport. Organisations preferred the council to concentrate spend on service areas that supported a preventative agenda, such as promoting better health and wellbeing and strengthened community networks.

11. Residents wanted us to allocate spending so that most people living in the county would benefit and marginally favoured expenditure with the long-term needs of Surrey in mind. Organisations suggested they would prefer that spending was targeted to support those residents most in need. Residents also wanted us to focus on approaches to balancing the budget that involved more collaboration with communities, such as equipping residents with tools and resources to support themselves, and less likely to support measures such as increasing fees and charges for previously free or subsidised services.

12. Residents indicated they would be most likely to support a Council Tax increase if it was intended to support the most vulnerable residents in Surrey or if all measures to streamline services had been exhausted. They were least likely to support an increase as an alternative to raising fees and charges. Some residents said they would not support a Council Tax increase under any circumstances, but some residents did not support this view, indicating there were some legitimate circumstances where an increase was justified.

13. We have also engaged closely with members, staff and partners to shape this Draft Budget and plan to continue engagement until early into the new year as

the budget is finalised. We are currently consulting with residents and other stakeholders on the measures we are taking to balance the budget for 2024/25. The results of this exercise will be reported to Cabinet and Council in January and February 2024.

14. Impacts of budget proposals, both positive and negative, are considered by services in a variety of ways, including through services' own consultation and engagement exercises and the use of Equality Impact Assessments (EIAs). EIAs are used to guide budget decisions and will be included in the final Budget paper alongside an overview of the cumulative impact of proposed changes. At Surrey, we consider impacts not just on the nine protected characteristics, but also other vulnerable groups, for example, those at socio-economic disadvantage, Gypsy, Roma and Traveller communities, those experiencing homelessness, and so on. An overview of impacts of efficiencies pertinent to the areas covered by this committee are included in Annex A.

Budget Scrutiny

15. Annex A sets out the budget proposals for ETI, SFRS, PPG and C&C, including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.

16. Members should consider how the 2024/25 Draft Budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks with options on investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

Conclusions:

17. The provisional Local Government Finance Settlement in December, to be finalised in January 2024, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of Council Tax and the Capital Programme will be finalised.

Recommendations:

18. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reported to Cabinet in December 2023.

Next steps:

19. Between now and February 2024, when the budget is approved by full council, officers and Cabinet Members will work closely together to close the current budget gap; challenge and refine assumptions and finalise the development of the Capital Programme.

20. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting in December 2023.

Report contact

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Annexes:

Annex A: 2024/25 Draft Budget Report and Medium-Term Financial Strategy to 2028/29 – Scrutiny Report for ETI, SFRS, PPG and C&C.

Annex B: Draft Capital Programme 2024/25 – 2028/29

Sources/background papers

- 2024/25 Draft budget and medium-term financial strategy report to Cabinet 28 November 2023

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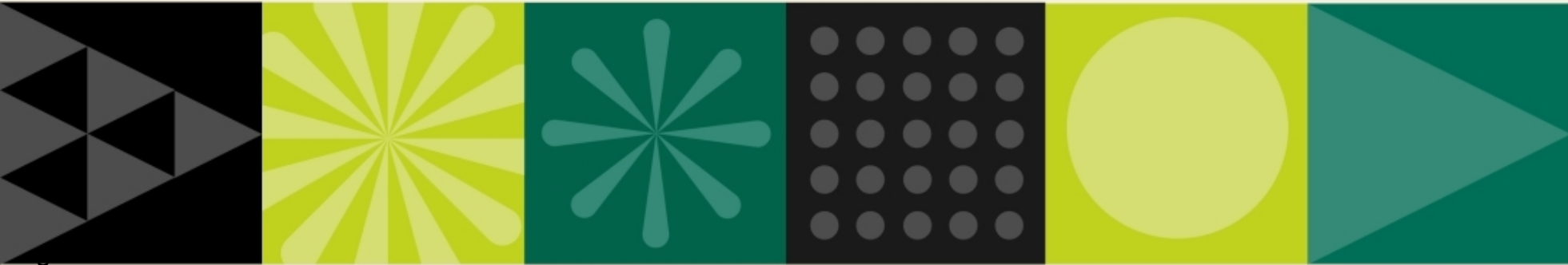
Communities, Environment & Highways Select Committee

ANNEX A: Draft Budget 2024/25 and Medium Term Financial Strategy to 2028/29

4 December 2023

THE SURREY WAY

SURREY COUNTY COUNCIL

OUR PURPOSE
OUR PEOPLE
OUR ORGANISATION

Purpose & Content

Set out to Select Committee the 2024/25 Draft Budget and Medium Term Financial Strategy to 2028/29, including:

– Budget Setting Process

– 2024/25 budget gap

– Capital Programme Position

– 2024/25 – 2028/29 summary position

– Next steps

– Detailed Directorate progress

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Strategic Content

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

- Inflation
- Rising cost of living
- Digitisation/AI
- Prevention and early Intervention
- Equality, diversity and inclusion
- Net Zero and Climate Change
- Workforce and changes to working practices
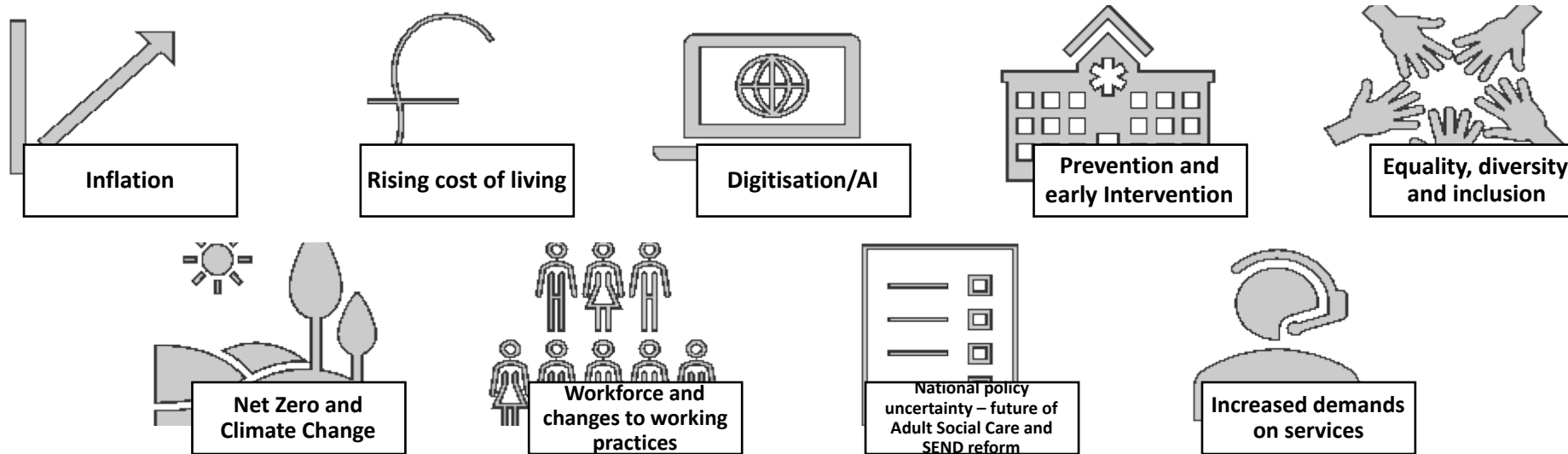- National policy uncertainty – future of Adult Social Care and SEND reform
- Increased demands on services

Delivering priorities, ensuring no one is left behind

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

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

- GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT
- TACKLING HEALTH INEQUALITY
- ENABLING A GREENER FUTURE
- EMPOWERED AND THRIVING COMMUNITIES

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Budget Consultation & Engagement – Phase 1 approach

We have gathered robust insight from stakeholders while minimising costs to the council. Between September and October, we asked for views on priority outcomes, resource allocation, tactics for balancing the budget and circumstances under which a council tax increase would be supported.

How we gathered this insight

1600 stakeholders gave their views:

- 614 residents through a statistically representative survey of Surrey's adult population by age and gender.
- 891 residents through a Surrey Says open survey.

- **50 organisations** through a separate Surrey Says survey.
- **Over 100 residents at community events** already planned (e.g. Pride in Surrey)
- Open survey promoted through social media. Members and Community Link Officers also promoted it.

Budget Consultation & Engagement – Phase 1 key messages

1. Supporting the **most vulnerable residents** is a top priority. Residents also want more investment in roads and pavements, community safety and public transport.

2. Some stakeholders completing the open survey found **prioritising outcomes difficult**.

3. Residents preferred spend to benefit all residents and focus on the future. Organisations preferred targeted spend for the most vulnerable.

4. Support for balancing the budget through **more collaboration** with residents and partners. Less support for increased fees and charges.

5. Residents more likely to support council tax increases to **protect spending on vulnerable residents** or where **options to streamline services exhausted**. Less support for increase as alternative to putting up fees and charges.

6. While some residents did not want a council tax increase under any circumstances, **a greater proportion did not agree with this view.**

More detail can be found in the Annex.

Budget Consultation & Engagement – Next steps

- Services are considering how the Phase 1 feedback will **inform future service design** and development, e.g., how to meet residents' appetite for further collaboration.

- Phase 1 insight will also **inform how we communicate with residents** on how the council is responding to residents' and other stakeholders' priorities.

- We will be consulting on the draft budget's investment proposals and measures to close the budget gap. **A survey on Surrey Says will launch on 28 November 2023** and complete on 5 January 2024. All Members will receive a briefing pack and be encouraged to promote the survey to residents.

- Officers will share key messages to stakeholders and **gather feedback** through various user groups, e.g., Learning Disability user forums.

- Insight from this work will inform messaging for the final budget and **provide insight** for the planning and implementation of the 2024/25 efficiencies.

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Equality Analysis 2024/25 – Current Position

- As each draft efficiency proposal is still being developed the equality analysis included in the Annex of these slides is the **current position for each service**, and this is **likely to evolve** as more detail on plans to deliver on proposals is developed.

- **Early indications of potential impacts** of proposals have been included, along with any **planned mitigating activity**.

- Whilst the information included in the Annex identifies service-specific equality analysis, work is underway to understand the **cumulative equality impacts** of the 2024/25 budget as a whole. This also reflects the iterative nature of service-specific equality impacts and planned mitigating actions.

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Equality Analysis 2024/25 - Cumulative Analysis

The main characteristics most likely to be disproportionately impacted:

1. Older adults and their carers, and adults of all ages with physical, mental health conditions and learning disabilities and their carers
2. Children and young people, including those with special educational needs and disabilities (SEND), and families
3. Staff and residents facing socio-economic disadvantage

Emerging common mitigation themes:

- Use co-design, consultation and engagement methods to produce services that are responsive and focus on supporting people that need them most.
- Services will work to invest in preventative activity and early-intervention measures to help enable better outcomes earlier and avoiding having to resource high-cost intensive activity that leads to greater pressures on our budget.
- Work closely with strategic partners to mitigate impacts where relevant

Equality Analysis 2024/25 – Next steps

- Services will continue working on the Equality Impact Assessments for their efficiency proposals and full documents will be made available to review with the final budget papers.

- The final cumulative analysis report and completed EIAs will be made available for all Members when the budget is brought before Council in February.

Budget Setting Process

- The Council bases its financial planning practices on a budget envelope approach, aimed to increase accountability and budget management responsibility.

- Funding projections over the medium-term are developed and Directorates are given a fixed envelope/target, proportionate to the expected size of the available budget.

- Directorates are tasked, with support from Finance, with costing the core planning assumptions and developing Directorate scenarios to identify pressures in their services across the medium term period - 2024/25 to 2028/29

- Directorates are then required to develop efficiency proposals to offset these pressures to ensure delivery within available resources.

- Monthly iterations are taken to the Corporate Leadership Team throughout the process

- Significant Member Engagement:
  - Regular informal Cabinet briefings
  - Cabinet/CLT Workshops (July, early September, late September)
  - All Member Briefings (June / Nov)
  - Select Committee Briefings (July / Oct) & sub group briefings focused on specific areas
  - Budget Task Group Workshops (July, Sept, Nov)

2024/25 Revenue Headlines

- **Revenue budget envelope of £1.176 billion - £75m / 6.8% anticipated increase from 2023/24**

- Increased Council Tax assumption of 1.99% Core Council Tax + 2% ASC Precept. Assumed 'roll over' of existing grant funding and £7.6m estimated additional ASC funding, in line with announcements.

- Pressures of £144m identified, continuation of higher rate experienced last year, reflecting the ongoing high inflationary environment.

- Investment areas including:

  - bus transport services - introduction of a half price travel scheme and expansion of the digital demand responsive transport.
  - highways and environment services, following the recommendations of the task and finish review, including refreshing road lines, additional investment in gulley cleaning, area stewards and grass-cutting.
  - preventative services including targeted early help and reunification of children back to their parental homes where safe to do so.

- £55m of efficiencies already identified.

- Reserves and contingencies considered at an appropriate/sustainable level given the high risk environment. Potential to utilise some reserves for one-off pressures/investment opportunities.

- **Remaining Budget Gap of £13.5m** in 2024/25

2024/25 Draft Budget Gap

The table below sets out the overall picture for the Council for 2023/24 against estimated funding

Pressures, efficiencies and funding will continue to iterate over December

In particular, funding estimates in respect of Government Grants, Council Tax and Business Rates estimates will be confirmed when the Provision Local Government Finance Settlement is delivered (expected before Christmas).

	Base Budget 23/24 Budget £m	Additional Funding Estimate £m	Identified Pressures £m	Identified Efficiencies £m	24/25 Draft Budget Requirement £m
Adults, Wellbeing & Health Partnerships	475.6		47.1	(24.0)	498.7
Children, Families & Lifelong Learning	249.8		39.9	(9.0)	280.7
Comms, Public Affairs & Engagement	2.2		0.5	(0.4)	2.3
Surrey Fire & Rescue Service	38.7		2.3	(0.7)	40.3
Customer & Communities	18.9		1.8	(1.3)	19.3
Environment, Transport & Infrastructure	152.8		26.4	(15.6)	163.6
Prosperity, Partnerships & Growth	1.6		0.1	(0.2)	1.5
Resources	80.1		5.2	(4.0)	81.4
Central Income & Expenditure	82.3		20.2	0.0	102.5
Directorate Position	**1,101.9**	**0**	**143.4**	**(55.2)**	**1,190.2**
Available Funding	(1,101.9)	(74.8)			(1,176.7)
Remaining Budget Gap	**0.0**	**(74.8)**	**143.4**	**(55.2)**	**13.5**

While the overall funding envelope is anticipated to increase by c£75m, the cost of delivering existing services is increasing at a faster rate. The identified pressures of c£143m result in a need to find efficiencies of c£69m, of which c£55m have been identified to date. Detailed pressures and efficiencies are set out in subsequent slides.

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Options to close the Draft Budget Gap of £13.5m

Additional Government Funding

- Autumn Statement in 2022 provided indication of funding for 2023/24, including additional ASC funding. However, no certainty on detailed until December Local Government Settlement
- Significant uncertainty over Government funding into the medium term

Identification of Additional Efficiencies/Cost Containment

- Directorates continue to look for further deliverable efficiencies, including areas to stop/delay activity
- Pressures continue to be reviewed to look for ways to contain cost/mitigate increases

Use of Reserves

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

Increase Council Tax

- Current budget assumptions are a 3.99% increase (1.99% core + 2% ASC Precept)
- Ability to raise core Council Tax by up to 3% without a referendum and an additional 2% ASC Precept
- Any increase equates to c£8.6m for every 1% rise

2024/25 – 2028/29 Capital Programme Headlines

Capital Budget of £1.9 billion

➤ £1.3 billion Budget

➤ £0.6 billion Pipeline

- A thorough review of the Capital Programme has been undertaken. The inflationary environment and increasing interest rates have put pressure on the affordability of the capital programme.

- Aspirations remain high and the Draft Capital Programme continues investment in priority areas, however a number of programmes have needed to be re-scaled / value engineered to ensure affordability.

- The programme is deemed affordable and while it represents an increase in the revenue borrowing costs both in absolute terms and as a % of the net revenue budget (to c9% by 2028/29), it brings us in line with other similar sized authorities.

- The capital programme cannot continue to increase at this rate in perpetuity. If we continued to invest at these levels then the revenue pressure would become unsustainable and unaffordable. Therefore, a 'cap' on unfunded borrowing of £40m per annum has been worked to for increases in the overall programme. This is currently achieved in the Draft programme proposed, but needs to be maintained between the draft and final budget iterations.

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Medium Term Position

- There remains **significant medium-term uncertainty**

- Multiple single year settlements and uncertainty after the current Parliament, make medium term planning difficult.

- Fair Funding Reform will not be implemented until after the next general election. The longer the delay in implementation, the less certain we can be of the impact.

- **By 2028/29, the Medium-Term gap is estimated to be c.£245m** / 22% of our net budget

- Indicatively:

  - Directorate pressures of £418m and capital financing costs of £46m

  - Overall funding increase of £109m (assuming a 'flat' position immediately after fair funding reform due to anticipated transitional arrangements). Therefore, the full effect of funding reform not felt until beyond the end of the MTFS period

  - Offset by efficiencies identified so far of £109m

- Reserves have reached a sustainable level but maintaining financial resilience is key to weathering future challenges and given the current high risk operating environment.

Next Steps

- Refine funding assumptions based on Provisional Local Government Finance Settlement in December.

- Finalise efficiency proposals and consider further options to close the gap

- Consultation with residents on draft proposals and Equality Impact Assessments

- Final Budget to Cabinet in January 2024 & Council February 2025

- Ongoing work to identify ways to close the medium term gap, including work through the Councils SWITCh Programme (Surrey Way Innovation Transformation & Change)

Directorate Positions

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

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Environment, Transport & Infrastructure

ETI - Summary Directorate Budget Position

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Brought forward budget	152.8	152.8	163.6	176.0	177.3	180.7	
Pressures		26.4	3.9	2.5	3.8	3.7	40.4
Identified efficiencies		(15.6)	8.5	(1.2)	(0.4)	(0.4)	(9.1)
Total budget requirement		**163.6**	**176.0**	**177.3**	**180.7**	**184.1**	
Change in net budget requirement		10.8	12.4	1.4	3.4	3.4	31.3
Share of funding gap and borrowing costs		(2.6)	1.3	1.4	1.3	1.2	2.6
Reductions still to find		**8.2**	**13.7**	**2.7**	**4.7**	**4.6**	**33.9**

Key issues driving the ETI revenue budget in 2024/25 and future years include inflation for pay and contracts (including waste management, highway maintenance and bus subsidy), investment in streets and environmental services as recommended through the Council's Task and Finish reviews, and significant investment in bus services including the costs of existing contracts, the introduction of digital demand responsive transport and the introduction of a half-price travel scheme, which are largely offset by additional transport funding in 2024/25.

ETI - Identified Pressures

Directorate	Pressure	Description	Net Pressures					Total £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
ETI	All - Non-Pay Inflation	Assumes 5% for contract inflation applying in 2024/25, 2% thereafter.	4.965	2.162	2.200	2.238	2.278	13.842
ETI	All - Pay Inflation	Expected inflationary increase in salary costs. Corporate assumption 4% 24/25, 3% 25/26, then 2%.	1.335	1.065	0.714	0.728	0.743	4.585
ETI	Additional Digital Demand Responsive Transport	Further growth of DDRT (net of offsetting reductions to local bus services), over and above the first tranche agreed by Cabinet as part of the bus network review.	6.520	0.326	0.137	0.140	0.142	7.265
ETI	H&T - Bus network review	Estimated financial impact of retendering expiring local bus contracts, the introduction of a first tranche of Digital Demand Responsive Transport (DDRT), and introduction of a half price travel scheme.	5.411	0.335	(0.404)	0.685	0.582	6.609
ETI	Task & Finish groups	Recommendations from Task & Finish groups including refresh of road lines, addressing a backlog of gully defects, implementation of Area Stewards, and other improvements. Proposals total £8.7m, this pressure captures higher priority items subject to further funding review.	5.180					5.180
ETI	Environment - Greener Futures funding	Greener Futures programme transitions to ETI BAU budget, including Climate Change and Natural Capital	1.500					1.500
ETI	Planning, Performance & Support staffing	Additional project management capacity to support service improvements and legislative change, and dedicated resources to support community engagement activities and events.	0.539					0.539
ETI	Environment - Waste team capacity	Review the waste management team structure	0.300					0.300
ETI	All - ETI senior management capacity	Increased capacity at director and assistant director level.	0.270					0.270
ETI	Environment - Waste - CRC charges	Government has decided to remove charges for small amounts of DIY materials at CRCs. Cost will depend on the volume of materials returning to CRCs.	0.250					0.250
ETI	Emergency Management - Additional staff capacity	Additional staff capacity	0.170					0.170
ETI	Planning & Place - Planning appeals	More appeals likely going forwards	0.100					0.100
ETI	H&T - Active Travel	Maintaining new highway infrastructure to heightened design standards			0.100			0.100
ETI	All - capital recharges	Impact of reduction in corporate capital recharge rates to align with accounting requirements.	Tbc					0.000
ETI	H&T - Works IT system	2023/24 budget includes cost of replacement system, some of which is one-off.	(0.044)					(0.044)
ETI	Environment - Staffing	2022/23 budget included £350k growth in staffing resources to support delivery of Greener Futures and Rethinking Waste, which was assumed to reduce in 2024/25.	(0.100)					(0.100)
ETI	Environment - Countryside - ash dieback	£0.2m was added to the 23/24 budget to deal with ash dieback impact on countryside trees, e.g. where they effect public rights of way.		0.000	(0.200)			(0.200)
ETI	**Total Pressures**		**26.396**	**3.888**	**2.547**	**3.791**	**3.745**	**40.366**

ETI – Proposed efficiencies

Direct orate	Efficiency	Description	Efficiency					Total £m	RAG Rating	Potential equality impacts
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m			
ETI	Environment - Residual waste reprocurement	Estimate of saving expected from the reprocurement of residual waste, contract goes live October '24.	(0.600)	(0.600)				(1.200)	🟥	No EIA required
ETI	Environment - Rethinking waste	Review waste operating model and assess the implications of new Government strategy - including extended producer responsibility, deposit return scheme, recycling credits, infrastructure, etc.		(0.950)				(0.950)	🟧	No EIA required
ETI	Maximising our income	Placeholder pending further income reviews		(0.200)	(0.200)	(0.200)	(0.200)	(0.800)	🟧	No EIA required
ETI	H&T - traffic signal conversions	Reversal of time limited funding for traffic signal upgrades			(0.700)			(0.700)	🟩	No EIA required
ETI	Environment - Dry Mixed Recyclables	Estimate of saving expected from the reprocurement of DMR, contract goes live October '24,	(0.300)	(0.300)				(0.600)	🟥	No EIA required
ETI	H&T - New arrangements for Civil Parking Enforcement	Full year impact of changes to the operation of Civil Parking Enforcement including contractual arrangements.	(0.530)					(0.530)	🟧	No EIA required
ETI	H&T - enforcement of bus lanes and moving traffic offences	Estimated contribution to highway costs	(0.325)	(0.125)				(0.450)	🟧	No EIA required
ETI	Making the most of our contracts	Placeholder pending further contract management reviews	(0.100)	(0.100)	(0.100)	(0.100)		(0.400)	🟧	No EIA required
ETI	IMP - income from EV charging contract	Contract provides SCC with a share of the income	(0.008)	(0.026)	(0.059)	(0.102)	(0.157)	(0.352)	🟧	No EIA Required
ETI	H&T - bus service funding	Use of bus improvement grants, prior year grant balances and ongoing changes in concessionary journey volumes.	(11.376)	11.076				(0.300)	🟧	No EIA required
ETI	H&T - Commercialisation & innovation	Advertising on the Highway, large and small format	(0.300)					(0.300)	🟧	No EIA required
ETI	Environment – Efficiencies proposed for Surrey Environment Partnership (SEP)	Work with SEP team and partners to identify efficiencies	(0.300)					(0.300)	🟧	No EIA required
ETI	Planning & Place - Planning transformation efficiencies	Transformation including review of structure	(0.300)					(0.300)	🟥	EIA to be completed when roles identified
ETI	Environment - Resist pressure from transfer of Greener Futures from transformation to ETI budget	Reprioritise Greener Futures activity and timescales	(0.300)					(0.300)	🟧	No EIA required
ETI	Efficiencies as part of wider Place directorate changes	Efficiencies as a result of merging wider functions into ETI's existing structures & centralised services.	(0.250)					(0.250)	🟧	EIA to be completed when roles identified
ETI	Additional efficiencies from the amalgamation of ETI, E&G and L&P	As above, recognising potential for further efficiencies.	(0.200)					(0.200)	🟧	EIA to be completed when roles identified

ETI – Proposed efficiencies cont.

Direct orate	Efficiency	Description	Efficiency						RAG Rating	Potential equality impacts
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m		
ETI	Planning & Place - staffing	Deletion of vacant posts in TDP	(0.202)					(0.202)	🟥	No EIA required
ETI	H&T - automation	Increased automation for some activities such as inspections (e.g. from AI, improvements to digitisation)		(0.050)	(0.100)			(0.150)	🟧	No EIA required
ETI	H&T - increasing bus stop suspension fee	Increasing the fee for bus stop suspensions associated with streetworks to the same rate as TFL	(0.125)					(0.125)	🟩	No EIA required
ETI	Planning, Performance & Support - capitalisation of staff costs	Review capitalisation guidance concerning Programme Management Office capital recharge activities. Look to capitalise more staff time thereby reduce call on revenue budget.	(0.120)					(0.120)	🟧	No EIA required
ETI	Environment - reduced consultancy spend	Reduced need for waste consultancy for new procurement. Consultancy relating to capital schemes would be funded from feasibility or capitalised.	(0.100)					(0.100)	🟧	No EIA required
ETI	Planning & Place - income	Income from provision of Historic Environment Planning activities		(0.100)				(0.100)	🟧	No EIA required
ETI	Planning, Performance & Support - PMO support to other bodies	Offer PMO support outside ETI - support to B&Ds for example		(0.025)	(0.025)	(0.025)	(0.025)	(0.100)	🟩	No EIA required
ETI	Planning & Place - Absorb planning appeal pressure within planning budget	Remove the planning appeal contingency	(0.100)					(0.100)	🟧	No EIA required
ETI	Environment - capitalisation of staff costs	Capitalise additional staff costs on tree planting and RTS	(0.050)					(0.050)	🟧	No EIA required
ETI	Planning & Place - income	Healthy Streets Licensing		(0.050)				(0.050)		
ETI	Planning & Place - Planning income	Income from Planning Performance Agreements and charges for discretionary services	(0.022)	(0.020)				(0.042)	🟧	No EIA required
ETI	Planning & Place - income	Planning fees		(0.025)				(0.025)		No EIA required
ETI	IMP - income generation	Projected additional income generation: Major Projects Traded Services - PM and Project Assurance to external bodies		tbc				0.000	🟧	No EIA required
ETI	H&T - Laboratory funding	Laboratory becoming cost neutral		tbc				0.000		No EIA required
ETI	**Total Efficiencies**		(15.608)	8.505	(1.184)	(0.427)	(0.382)	(9.096)		

Equality Analysis – Environment, Transport & Infrastructure (ETI)

Below is the list of efficiencies for ETI which are likely to have disproportionate impacts that require an Equality Impact Assessment. These efficiencies are unlikely to affect residents, given they relate to restructures, however there is the risk of potential impacts on staff. The detail that sits behind the efficiencies are still to be confirmed and any planned activity associated with the changes to be decided. Impacts highlighted in the EIAs will often reflect the type of service in focus and who it is designed to support. This therefore does not mean that these groups are being disproportionately impacted to preserve universal services to non-vulnerable groups at the expense of more vulnerable people.

Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of potential impacts	Mitigations
Efficiencies and restructures related to **Place** directorate changes	TBC	Given all three of these changes involve the possibility of redundancies and/ or changes to working practices, there is a risk of disproportionate impacts on staff depending on the protected characteristics of those in the roles effected.	A full and comprehensive equality analysis will be carried out when the when roles likely to be impacted have been identified.
Efficiencies related to the amalgamation of ETI with Economy & Growth and Land & Property	TBC		
Planning & Place - Planning transformation efficiencies	TBC		

ETI – Capital Programme

The Capital Programme is comprised of the Budget (schemes which are developed and ready to proceed, or already under way) and the Pipeline (schemes requiring further development and subject to business case approval). The draft capital programme for ETI totals £1.1bn over 5 years, and is funded from a number of sources including grants and borrowing.

The draft capital budget totals £705m and is attached, including prior year comparators.

The draft capital pipeline totals £390m. Key schemes include:

- The Farnham Infrastructure Programme, including the A31 Hickley's Corner and town centre improvements.
- Surrey Infrastructure Plan, including Placemaking, cycling & walking, and liveable neighbourhoods.
- Greener Futures, the Council's carbon reduction programme.
- Further investment in low emission buses.

Surrey Fire & Rescue Service

SFRS – Summary Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	38.7	38.7	40.3	41.4	41.8	42.8	
Pressures		2.3	1.1	0.9	1.0	1.0	6.2
Identified efficiencies		(0.7)	(0.1)	(0.4)	0.0	0.0	(1.2)
Total budget requirement		**40.3**	**41.4**	**41.8**	**42.8**	**43.7**	
Change in net budget requirement		1.6	1.0	0.4	1.0	1.0	5.0
Share of funding gap and borrowing costs		(0.7)	0.3	0.4	0.3	0.3	0.7
Reductions still to find		1.0	1.4	0.8	1.3	1.3	5.7

The majority of Fire and Rescue expenditure is on staffing, accounting for 90% of the gross budget, with operational personnel on national terms and conditions. Pay inflation is therefore the key driver of the budget gap in 2024/25 and future years, alongside other pressures and efficiencies.

SFRS - Identified Pressures

Directorate	Pressure	Description	Net Pressures					
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
SFRS	Pay inflation	Expected inflationary increase in salary costs	2.368	1.338	0.944	0.871	0.889	6.409
SFRS	Fire - Non Pay inflation	Expected inflationary increase in costs	0.094	0.096	0.098	0.100	0.102	0.490
SFRS	Partnership shared costs	Pressures offset by sharing with partners	(0.072)					(0.072)
SFRS	Airwave communications system	Grant not kept pace with costs & grant reduction	0.086	0.085	0.086			0.257
SFRS	Fire Pension Ill Health Charges	Requirement for all officers to meet fitness requirements leading to more ill health retirements. £250k added to 2023/24 budget, reducing in future years.	(0.110)		(0.140)			(0.250)
SFRS	Recruitment & resilience: temporary staffing increase	£0.6m added in 2023/24 to provide a multi skilled, agile group to provide cover, 12FTE.	(0.458)	(0.177)				(0.635)
SFRS	Recruitment & resilience: management of annual leave	£51k added to 2023/24 budget to centralise & coordinate staff deployment and annual leave, for a fixed period.		(0.051)				(0.051)
SFRS	Recruitment & resilience : removal of operational vacancy factor	Requirement to be over operational establishment to allow time to recruit and train staff to be operational. Expected to be 1-2 years to reach this level, £0.4m added to 2023/24 budget.	0.300					0.300
SFRS	140 day plan	£375k added to 2023/24 budget to fund short term changes required within service	(0.113)	(0.092)	(0.066)			(0.271)
SFRS	Contingency Cover	Increased level of cover required	0.058					0.058
SFRS	Reasonable adjustments	Extend Corporate contract for adjustments to neurodiversity to cover Fire, until included within main County Contract retender	0.134	(0.067)	(0.067)			0.000
SFRS	White Paper Outcomes	Expected by the end of 2023	TBC					0.000
SFRS	HMICFRS Spotlight Report	Investment in Independent Reporting Lines, etc.	TBC					0.000
SFRS	Changes to the Rehabilitation of Offenders Act (DBS)	Increased DBS Checks to a Standard Nature, as a minimum, for all FRS staff.	TBC					0.000
SFRS	Total Pressures		2.3	1.1	0.9	1.0	1.0	6.2

SFRS – Proposed efficiencies

Directorate	Efficiency	Description	Efficiency 2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m	RAG Rating	Potential equality impacts
SFRS	Fire investigation	Options being assessed. Rationalisation of posts.	(0.115)					(0.115)	🟩	People Impact Assessment (PIA) will be completed when posts identified
SFRS	Fire Cadets	Stop scheme after current cohort completes. (avoids pressures from expanding scheme)	(0.002)					(0.002)	🟩	EIA Completed and published: Potential for disproportionate impacts on younger people. Mitigated.
SFRS	Utilise new training facilities. Expand L&D to external partners.	Linked to development of Wray park training facilities. Use by other FRS and/or private organisation. New facilities designed for use by two teams at same time.			(0.250)			(0.250)	🟧	Potential disproportionate impacts on some staff, particularly neurodiverse staff
SFRS	Expand the use of new Logistics (Engineering) facilities to other users	Linked to development of Wray Park workshop facilities. Use by other in services or external partners			(0.100)			(0.100)	🟧	No PIA required
SFRS	Stop operational staff rotations	Reduces training requirements	(0.050)					(0.050)	🟩	No PIA required
SFRS	Replacement of airwave radio system	Current assumption that savings from new provider will offset grant reductions once implemented		(0.085)	(0.086)			(0.171)	🟧	No PIA required
SFRS	Logistics - review of Staff, Property and Non Capital Assets	PS8 post retiring in the first quarter of the year. Keeping the PS11 post vacant until review complete and recommendations implemented. Further PS9 & PS6	(0.192)	(0.014)				(0.206)	🟩	No PIA required
SFRS	Charging Police Partners for Support at Certain Incidents.	MoU now in place to recharge time for planned (non-emergency) incidents.	(0.003)					(0.003)	🟩	No PIA required
SFRS	Recharge for use of Fire facilities	E.g. SGI use of facilities.	(0.005)					(0.005)	🟩	No PIA required
SFRS	Capitalisation of staff time	Recharge time for Digital Project Manager Role PS11, Senior Project Manager Assets PS11	(0.129)					(0.129)	🟩	No PIA required
SFRS	OMC/Staff office review	Reduction in GC	(0.106)					(0.106)	🟧	No PIA required
SFRS	Staffing vacancy	Primary Authority Lead PS10	(0.057)					(0.057)	🟩	No PIA required
SFRS	New Future year efficiencies being explored and scoped	Working Group set up		TBC				0.000		No PIA required
SFRS	**Total Efficiencies**		**(0.7)**	**(0.1)**	**(0.4)**	**0.0**	**0.0**	**(1.2)**		

Equality Analysis – Surrey Fire and Rescue Service (SFRS)

Below is the list of efficiencies for SFRS which are likely to have equality impacts. The information on potential impacts and the planned mitigating activity is drawn from impact assessments that have already been completed, as well as information obtained from working with the service on documents still being developed. This builds on the information shared with Members earlier in the process and the full detail on the equality impacts will be shared with Members with the full Budget papers for 2024/25. Impacts highlighted in the EIAs will often reflect the type of service in focus and who it is designed to support. This therefore does not mean that these groups are being disproportionately impacted to preserve universal services to non-vulnerable groups at the expense of more vulnerable people.

Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of potential impacts	Mitigations
Cadet Programme	- Age	Potential disproportionate impact on younger people, as well as potential disenfranchisement from future engagement. Impact on recruitment opportunities for younger people.	This efficiency was agreed as part of last years budget setting and therefore activity associated with this efficiency have already been delivered and the following mitigations are in place and no further activity for 2024/25 is planned. The mitigations put in place to minimise any potential impacts included offering cadets other opportunities to engage including through Youth Engagement Scheme (YES), community activities, safe and well visits or Firewise. Another mitigation involved signposting to other emergency services cadet programmes, and other materials moved online.

SFRS – Capital Programme

The attached 5 year draft capital programme sets out planned investment each year for the Surrey Fire and Rescue Service. Key budgets are:

- Purchase of new fire appliances, other vehicles, and equipment, £20.1m

- Investment in community resilience, £1.5m

Customer & Communities

(this committee is responsible for Coroners, Community Investment & Engagement & Trading Standards)

C&C – Summary Directorate Budget Position

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Brought forward budget	18.9	18.9	19.3	20.2	20.8	21.6	
Pressures		1.8	0.9	0.7	0.7	0.7	**4.7**
Identified efficiencies		(1.3)	(0.0)	0.0	0.0	0.0	**(1.4)**
Total budget requirement		**19.3**	**20.2**	**20.8**	**21.6**	**22.3**	
Change in net budget requirement		0.4	0.8	0.7	0.7	0.7	**3.4**
Share of funding gap and borrowing costs		(0.3)	0.2	0.2	0.2	0.2	**0.3**
Reductions still to find		0.1	1.0	0.9	0.9	0.9	**3.7**

The Directorate has had to identify £1.3m of efficiencies to offset the £1.8m pressures. These are guided by the following principles: Maximise income in 2024/25 by setting rate increases equal to inflation (or more where the market allows) and driving income generation from other sources where possible; Prioritise the continuation of operational services and offers we have strongly committed to as part of our strategy – for example, a network of 52 libraries and support for Your Fund Surrey; Ensure we can continue to build on the new capabilities we have developed for the future design of the organisation for example Customer Services, local engagement and community-based prevention; Consideration of the statutory duties and requirements that relate to C&C services; Consideration of efficiencies already made in recent years across C&C services.

C&C - Identified Pressures

Pressure	Description	Net Pressure					
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Pay Inflation	Estimated cost of pay inflation modelled at 4% 24/25, 3% 25/26 and 2% 26/27, 27/28 & 28/29	1.0	0.8	0.6	0.6	0.6	3.5
Non-pay inflation (2%)	Non-pay inflation (2%)	0.1	0.1	0.1	0.1	0.1	0.7
Libraries - Income	Declining income levels on the High Street and temporary effect of refurbishment	0.4	(0.1)				0.3
Trading Standards - Income	Income has reduced, including the impact of Covid-19, and expected to recover over the MTFS period. SCC share 0.66%	(0.0)	(0.0)	(0.0)	0.0		(0.1)
Customer Services	Customer practice lead post to support the Council's customer services	0.1					0.1
Libraries staffing	Adjustment to reflect the agreed structure of the service	0.2					0.2
Total Pressures		**1.8**	**0.9**	**0.7**	**0.7**	**0.7**	**4.7**

C&C – Proposed efficiencies

Efficiencies built in	Description	Efficiency						RAG Rating	Potential equality impacts
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m		
Maximising our income	Generate additional income through uplifts to fees and charges and increased volumes.	(0.5)	(0.0)	0.0			(0.6)		No EIA required
Reduce costs whilst maintaining strategic direction	Consistent application of vacancy factor, recognising the levels of staff turnover	(0.1)					(0.1)		No EIA required
Targeted reductions	Variety of measures to reduce spend including removal of flexible in year VCFS support budget and efficiencies in Coroner processes	(0.1)					(0.1)		No EIA required
Further income maximisation	Generate further additional income through uplifts to fees and charges and increased volumes across C&C services	(0.1)					(0.1)		No EIA required
Customer Services non staffing efficiency	Small reductions and efficiencies in non staffing budgets	(0.0)					(0.0)		No EIA required
VCFS Infrastructure organisation grants	Shared reduction across the different VCFS infrastructure organisation grants	(0.1)					(0.1)		Potential for disproportionate impact so an EIA is required
Libraries and Cultural Services	Adjustments to Library staffing patterns, plus reductions to the cultural events budget.	(0.1)					(0.1)		Aspects of this efficiency have a potential for disproportional impact so an EIA is required
Rationalisation of staffing	Staffing and management rationalisation across C&C services including Trading Standards, Community Investment & Engagement, Communities & Prevention, and Libraries & Culture	(0.3)					(0.3)		Potential for disproportionate impact so an EIA is required
Total Further Proposed Efficiencies		**-1.3**	**0.0**	**0.0**	**0.0**	**0.0**	**-1.4**		

Equality Analysis- Customer and Communities (C&C)

Below is a list of C&C efficiencies, grouped into themes, which are likely to have equality impacts. This information has been drawn from the emerging EIAs. More detail on the equality impacts will be shared with Members with the final Budget papers for 2024/25. Impacts highlighted in the EIAs will often reflect the type of service in focus and who it is designed to support. This therefore does not mean that these groups are being disproportionately impacted to preserve universal services to non-vulnerable groups at the expense of more vulnerable people.

Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of impacts	Mitigations
Sunday opening pilot concluded in one library	- Age	Based on the makeup of service users, it is likely there will be disproportionate impacts of changes to the service on certain age groups (those aged 65 and over and those who are under 18).	A full equality analysis is being produced, with mitigating activity clarified when likely impacts are identified.
Rationalisation of staff	- Age - Sex	Whilst the exact details of the posts or roles to be identified haven't been decided yet, women and people over the age of 50 are over-represented in staff in C&C.	Full equality analysis to be completed as more details about how this will be delivered are confirmed. Mitigating activity will be clarified when likely impacts are identified.
Reduction in grants for VCFS infrastructure organisations	- Socio-Economic disadvantage - Age - Race/ ethnicity - Religion or belief - Sexual orientation	Whilst the full equality implication are still being considered, there is the potential for this to adversely impact the support that is offered to residents and staff who are socio-economically disadvantaged. It is also anticipated that there may be impacts on children and young people, residents from black and minority ethnic backgrounds, people who observe certain religions or beliefs and support for residents based on sexual orientation.	Mitigating actions to be identified as part of the more comprehensive equality analysis. Work is underway to engage with VCFS organisations to better understand how planned activity can be implemented and what mitigations are required.

C&C – Capital Programme

The Directorate has capital investment plans to transform the libraries. The Directorate also oversees the corporate Your Fund Surrey capital investment programme.

The 2024-2029 capital pipeline and budget contains £23.2m (£10.7m budget) investment to enable the libraries transformation programme. This is a five-year programme of work to modernise library settings across Surrey to:

- Enable libraries to meet the changing needs of communities;
- Support wider strategic priorities; and
- Ensure library assets are fit and sustainable for the future.

Partnership, Prosperity & Growth

PPG – Summary Directorate Budget Position

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Brought forward budget	1.6	1.6	1.5	1.5	1.6	1.6	
Pressures		0.1	0.0	0.0	0.0	0.0	**0.2**
Identified efficiencies		(0.2)	0.0	0.0	0.0	0.0	**(0.2)**
Total budget requirement		**1.5**	**1.5**	**1.6**	**1.6**	**1.6**	
Change in net budget requirement		(0.1)	0.0	0.0	0.0	0.0	**0.0**
Share of funding gap and borrowing costs		(0.0)	0.0	0.0	0.0	0.0	**0.0**
Reductions still to find		(0.1)	0.1	0.0	0.0	0.0	**0.1**

PPG - Identified Pressures & Proposed Efficiencies

Pressure	Description	Category (please select)	Net Pressures					
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Inflation	Pay Inflation (5%)	Inflation	0.1	0.0	0.0	0.0	0.0	0.2
Inflation	Non-pay inflation (2%)	Inflation	0.0	0.0	0.0	0.0	0.0	0.0
Total Pressures			**0.1**	**0.0**	**0.0**	**0.0**	**0.0**	**0.2**

Efficiency	Description	Efficiency						RAG Rating	Potential equality impacts
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m		
Growth Strategy Efficiencies	Re-prioritise economic growth investment	(0.1)					(0.1)		No EIA required
Economic Growth Staffing	Strategic capacity efficiencies	(0.1)					(0.1)		No EIA required
Total Efficiencies		**-0.2**	**0.0**	**0.0**	**0.0**	**0.0**	**-0.2**		

PPG – Capital Programme

The Directorate has capital investment plans to invest in two schemes to deliver economic growth, totalling £2.5m for 2024/25 to 2028/29. One is to invest in Convergent Screen Technologies and Performance in Realtime, to co-fund a Satellite Studio and Incubator Space in Surrey. The second is to invest in a Games Innovation Zone located at the University of Surrey.

Phase 1 budget engagement
Detailed results

Stakeholders' priorities for SCC - ranking

Through the representative survey of 614 Surrey adults, by age and gender, they were asked to rank the importance of 11 outcomes the council is working towards over the next five years. Residents prioritised better roads and pavements, making communities safer and providing better care for adults and children. Organisations prioritised care for adults and children, health and wellbeing and stronger community relations.

Residents' priorities (1 = most important, 10 = least important)	Organisations' priorities (1 = most important, 10 = least important)
1. Better roads and pavements	1. Providing care for adults and children
2. Making communities safer	2. Promoting better health and wellbeing
3. Providing care for adults and children	3. Stronger community relations
4. Better public transport	4. Access to education and skills
5. Reducing waste and increasing recycling	5. Better public transport
6. Protecting and enhancing the countryside and biodiversity	6. Making communities safer
7. Supporting local businesses	7. Protecting and enhancing the countryside and biodiversity
8. Reinvigorating town centres and high streets	8. Better roads and pavements
9. Access to education and skills	9. Reinvigorating town centres and high streets
10. Promoting better health and wellbeing	10. Reducing waste and increasing recycling
11. Stronger community relations	11. Supporting local businesses

THE SURREY WAY

Stakeholders' priorities for SCC - themes

Themes below came from the 891 residents who responded to the Surrey Says open survey exercise. N.b. survey respondents were self-selecting, so are not representative of Surrey's population.

Difficulties prioritising: Some stakeholders felt all outcomes were important and did not feel they should have to choose between them. Some reflected this was due to interconnectedness between outcomes.

"Such difficult choices for us and those making final decisions. They're all important."

"By supporting individuals to achieve in life, this will have knock-on effects in other areas".

Tackling climate change: Many residents said SCC's highest priority should be responding to the climate emergency, motivated by fear of the impact of climate change on current and future generations.

"As the above outcomes are about the Surrey community, however there will be no communities if we (residents, councillors, governments) globally do not do anything about climate change now, our children's children will suffer because we did nothing to combat this."

Demands for transport improvements: Including more, and better, public transport, enhanced road quality and more facilities and infrastructure for cyclists. Some residents wanted to use their cars more easily, while others wanted more incentives to reduce car use.

"Dangerous roads and pavements lead to accidents which result in health issues for constituents…"

"…Public transport must be improved if we are to move away from the current dependency on cars…"

Supporting the most vulnerable: A consistent theme across stakeholders was a desire to support residents least able to support themselves. This cut across community safety, care for vulnerable adults and children and improved health and wellbeing.

"…the divide between those who can afford to live, and those who can't and need help is growing."

"People's health and wellbeing and care is so important and has a huge influence on so many aspects of how well society can function…"

Use of resources

We asked stakeholders how SCC should allocate resources. Most residents were more likely to support allocation to benefit all communities and a small majority wanted this focused on longer-term future resident needs.

- 58% of residents wanted resources to be allocated for the benefit of the majority of residents in Surrey.
- 33% wanted resources allocated to services that benefitted those with the greatest needs. Respondents aged 18 to 25 and organisations were more likely to support this view.

- 65% of residents wanted resources to be allocated equitably across all areas of Surrey.
- 32% supported resources being targeted in places with the highest number of people in poor health. Respondents aged 18 to 25 and organisations were more likely to support this view.

- 47% of residents thought resources should be allocated with the long-term future needs of residents in mind. 65% of organisations that responded agreed with this.
- 45% felt allocation should focus on residents' current needs. People aged 65 and over were more likely to support this view compared to other age groups.
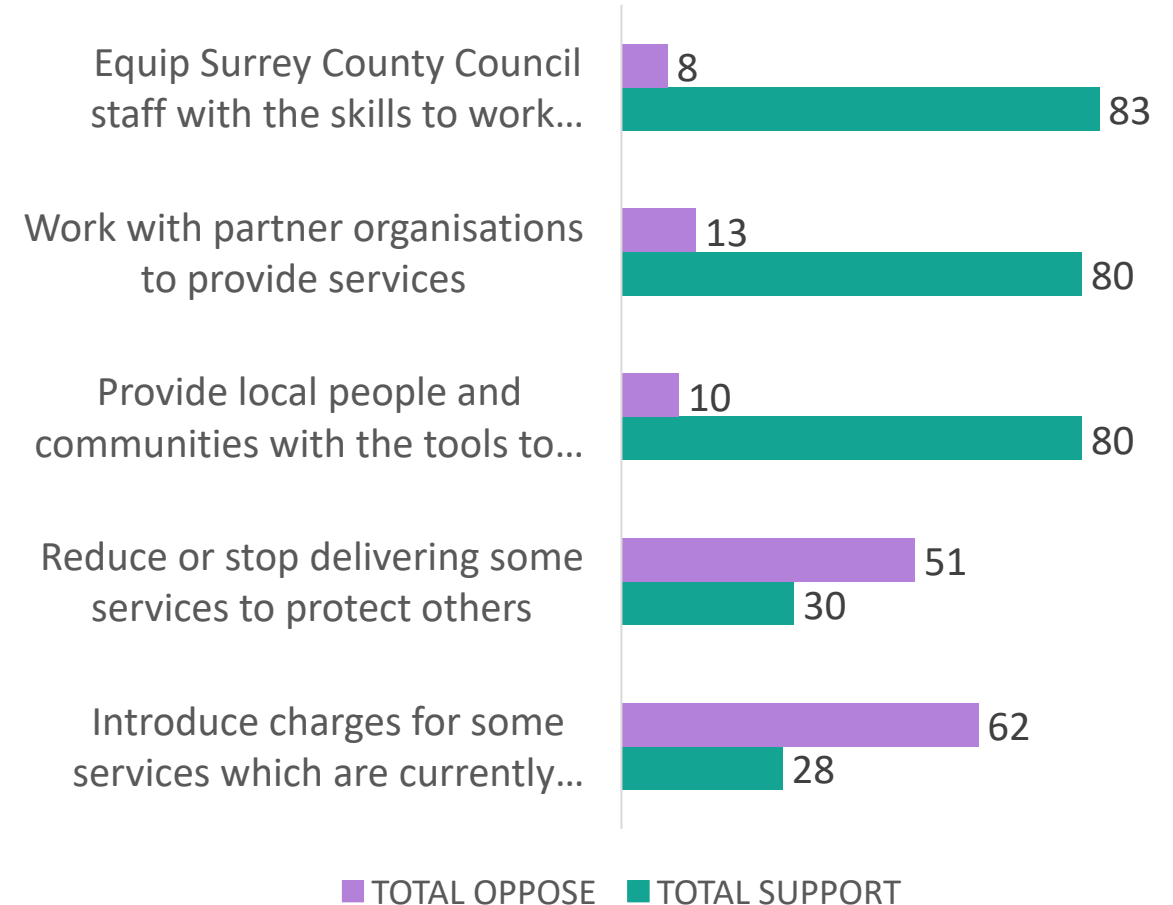
Source: representative (by age and gender) survey of 614 Surrey adults

THE SURREY WAY

Approaches to balancing the budget

- Residents were asked about the extent to which they would support or oppose tactics the council could use to help balance the budget.

- Most residents support SCC equipping staff with the skills to work together with communities and partners to deliver services across Surrey (83%); working with partner organisations to provide services (80%); and providing local people and communities with the tools to support others and set and deliver local priorities (80%).

- In contrast, most residents opposed the idea of reducing or stopping delivering some services to protect others (51%) and the introduction of charges for some services which are currently free/subsidised (62%).

Approaches to balancing the budget (%, n=614)

Approach	TOTAL OPPOSE	TOTAL SUPPORT
Equip Surrey County Council staff with the skills to work…	8	83
Work with partner organisations to provide services	13	80
Provide local people and communities with the tools to…	10	80
Reduce or stop delivering some services to protect others	51	30
Introduce charges for some services which are currently…	62	28

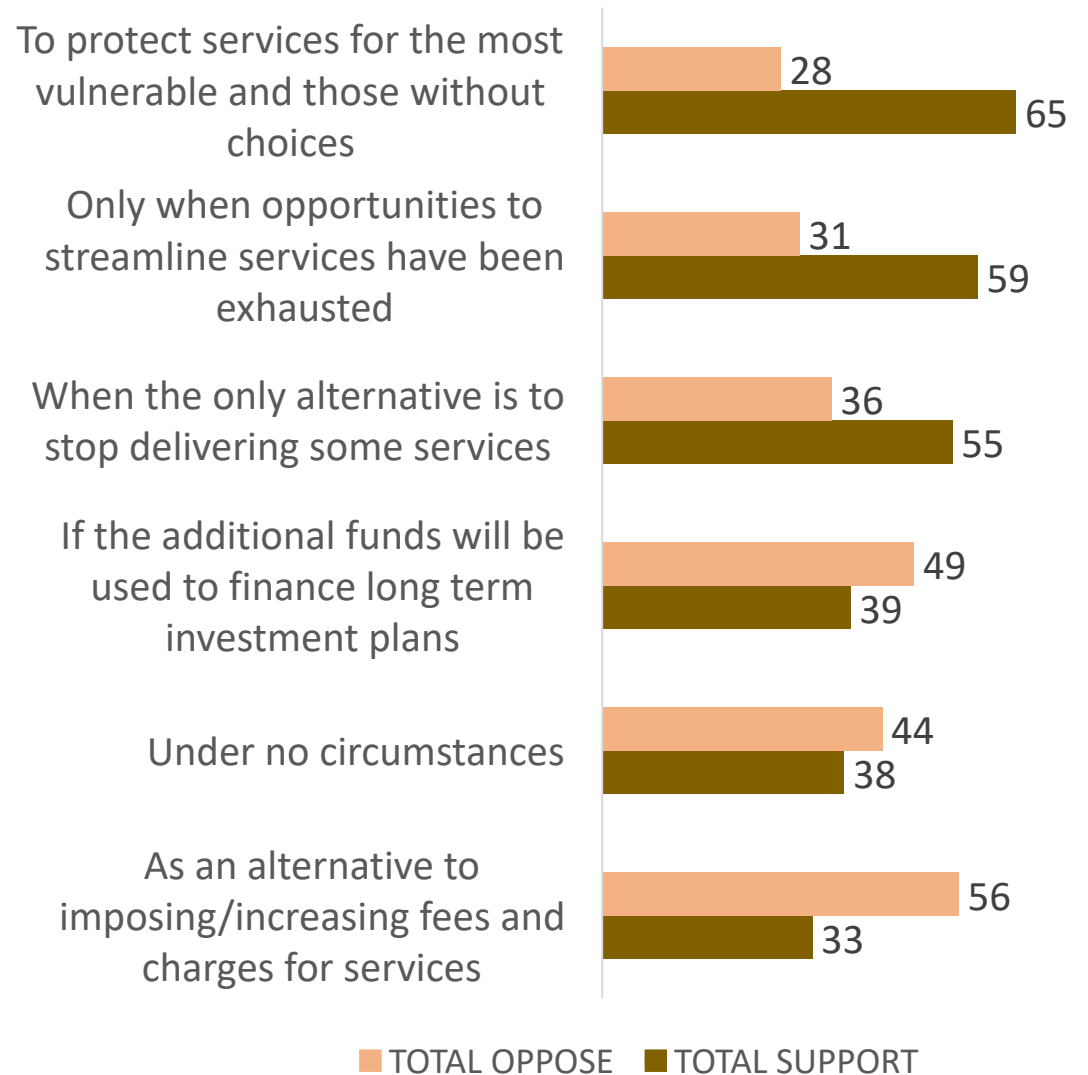■ TOTAL OPPOSE   ■ TOTAL SUPPORT

THE SURREY WAY

Source: representative (by age and gender) survey of 614 Surrey adults
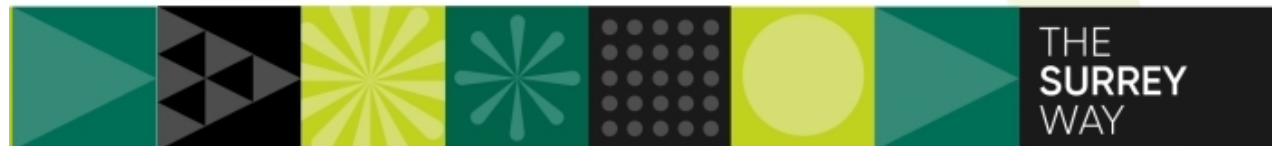
Council tax

- Residents were also asked to indicate the circumstances under which they would support or oppose an increase in council tax.

- The two scenarios that were most supported, and least opposed, were when opportunities to streamline services have been exhausted and to protect services for the most vulnerable and those without choices.

- The most opposed scenario was as an alternative to imposing/increasing fees and charges for services (56%).

- 38% of respondents indicated that council tax should not be raised under any circumstances, however, a larger proportion oppose this view (44%).

Circumstances for increasing Council Tax (%, n=614)

Circumstance	TOTAL OPPOSE	TOTAL SUPPORT
To protect services for the most vulnerable and those without choices	28	65
Only when opportunities to streamline services have been exhausted	31	59
When the only alternative is to stop delivering some services	36	55
If the additional funds will be used to finance long term investment plans	49	39
Under no circumstances	44	38
As an alternative to imposing/increasing fees and charges for services	56	33

■ TOTAL OPPOSE   ■ TOTAL SUPPORT

Source: representative (by age and gender) survey of 614 Surrey adults

Draft Capital Programme

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total Draft Budget - MTFS £m
				Draft Budget - MTFS					
BUDGET									
Highway Maintenance - Core Programme	40.0	43.9		40.0	40.0	40.0	40.0	40.0	**200.0**
Highway Maintenance - Enhanced Programme	7.4	36.0		30.0	30.0	-	-	-	**60.0**
Local Highways Schemes - Core Programme	3.0	0.7		5.3	3.0	3.0	3.0	3.0	**17.3**
Local Highways Schemes - Enhanced Programme	5.4	7.2		9.7	9.7	-	-	-	**19.4**
Highway Maintenance - Signs	0.2	0.5		0.6	0.4	0.4	0.4	0.4	**2.2**
Bridge/Structures Maintenance	4.5	7.8		10.8	8.2	8.2	8.2	8.2	**43.6**
Flooding & drainage	0.9	1.3		2.7	1.7	1.7	1.7	1.7	**9.5**
Drainage Asset Capital Maintenance/Improvements	0.9	1.0		-	-	-	-	-	**-**
Safety Barriers	0.2	1.9		2.5	1.5	1.5	1.5	1.5	**8.6**
Illuminated Street Furniture	1.9	2.0		1.9	0.5	0.5	0.5	0.5	**3.9**
External funding	0.1	1.2		1.2	1.2	1.2	1.2	1.2	**6.0**
Traffic signals	2.8	3.3		3.5	3.3	2.4	2.4	2.4	**14.1**
Street Lighting LED Conversion	3.7	1.6		-	-	-	-	-	**-**
School road safety schemes	-	0.8		1.0	1.0	-	-	-	**2.0**
Road Safety Schemes	0.9	0.2		0.2	0.4	0.5	0.5	0.5	**2.1**
Road Safety - Surrey Police funded digital cameras	0.2	0.2		-	-	-	-	-	**-**
Road safety - speed management	-	0.5		1.1	1.1	-	-	-	**2.2**
Road Safety Schemes (Developer funded)	-	0.0		-	-	-	-	-	**-**
A217 Reigate to Horley Safer Roads scheme	-	0.1		0.0	-	-	-	-	**0.0**
A25 Dorking to Regiate Safer Roads Fund 3 (dft funded)	-	0.1		0.5	0.8	0.5	-	-	**1.8**
Smallfield Safety Scheme (CIL)	0.0	0.2		0.1	-	-	-	-	**0.1**
Real Time Traffic Monitoring (Traffic Studies)	0.1	0.1		0.0	-	-	-	-	**0.0**
Ultra Low Emission Vehicles - Buses	0.0	5.9		10.5	-	-	-	-	**10.5**
Ultra Low Emission Vehicles - RTPI for buses	0.0	0.2		0.3	0.3	0.3	0.3	-	**1.2**
Ultra Low Emission Vehicles - bus priority	0.0	0.2		1.5	3.5	2.0	1.9	-	**8.9**
Ultra Low Emission Vehicles - Community Transport - Third Sector	0.5	1.1		1.8	1.4	1.5	-	-	**4.7**
Replacement Vehicles	0.2	0.3		0.2	0.2	0.2	0.2	0.2	**0.8**
Active Travel (both EATF & future)	2.8	0.4		1.1	-	-	-	-	**1.1**
Active Travel Tranche 3*	-	0.8		4.4	-	-	-	-	**4.4**
Surrey Quality Bus Corridor Improvement	0.4	0.3		0.4	-	-	-	-	**0.4**
Other - (Grant Funded Speed Cameras, ANPR at CRCs, Traffic Systems)	0.1	0.2		-	-	-	-	-	**-**
Rural Speed limits	0.1	0.2		-	-	-	-	-	**-**
LEP Funded Schemes Electric Vehicle Charging Point Pilot Study	-	0.0		-	-	-	-	-	**-**
Local Enterprise Partnerships (LEP) Funded Schemes	2.0	1.5		0.1	-	-	-	-	**0.1**
Task & Finish - flooding & drainage	-	-		7.3	5.2	5.2	5.2	5.2	**28.1**
Task & Finish - road maintenance	-	-		0.1	0.1	0.1	0.1	0.1	**0.5**
Task & Finish - tree planting (& removals)	-	0.7		1.5	0.8	0.3	0.3	0.3	**3.2**
Air Quality A3 National Highways scheme - Electric Towns and Cities initative	-	-		0.5	0.5	-	-	-	**1.0**
Highways and Transport	**78.3**	**121.9**		**140.8**	**114.8**	**69.4**	**67.3**	**65.2**	**457.5**

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m		Draft Budget - MTFS					
				2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total Draft Budget - MTFS £m
BUDGET									
Surrey Flood Alleviation - River Thames	4.0	8.0		8.0	20.0	30.0	30.0	35.0	**123.0**
A320 North of Woking and Junction 11 of M25	6.6	2.6		34.6	-	-	-	-	**34.6**
Farnham Infrastructure Programme Town Centre - Quick Wins	0.2	0.4		1.5	-	-	-	-	**1.5**
EV infrastructure	0.6	0.3		0.0	-	-	-	-	**0.0**
Kerbside Charging solutions	-	0.1		0.0	-	-	-	-	**0.0**
Surrey Infrastructure Plan (SIP) - Weybridge town centre package	0.3	0.5		4.3	-	-	-	-	**4.3**
SIP: A308 Modernisation	0.2	1.3		3.8	3.8	-	-	-	**7.6**
SIP - Tongham Village & Ash Improvements	-	0.4		0.7	-	-	-	-	**0.7**
SIP - Croydon Road Regeneration, Caterham	-	0.5		1.0	-	-	-	-	**1.0**
SIP - Shelvers Hill, Tadworth Flood Reduction	-	0.3		2.2	-	-	-	-	**2.2**
SIP - Horley Town Centre revitalisation programme	-	0.8		2.2	-	-	-	-	**2.2**
SIP - Three Arch Junction Improvements	-	0.4		1.8	1.7	-	-	-	**3.5**
SIP - Guildford Ebike Scheme	-	0.5		0.8	0.2	0.1	-	-	**1.1**
Infrastructure - Smaller Schemes	0.2	-		-	-	-	-	-	**-**
Major Projects	0.3	-		-	-	-	-	-	**-**
Infrastructure, Planning and Major Projects	**12.4**	**15.9**		**61.1**	**25.6**	**30.1**	**30.0**	**35.0**	**181.8**
Surrey Flood Alleviation - Wider Schemes	3.9	2.7		4.4	7.9	5.9	5.7	3.8	**27.7**
Basingstoke Canal	0.1	0.3		0.4	0.4	0.4	0.4	0.4	**1.8**
Basingstoke Canal - Externally Funded	0.0	0.1		0.5	-	-	-	-	**0.5**
Public Rights of Way	-	0.8		0.7	0.7	0.7	0.7	0.7	**3.7**
Public Rights of Way - Externally Funded	0.8	0.1		-	0.0	0.1	0.1	0.1	**0.2**
Improving Access to the Countryside	0.3	0.1		0.2	0.0	0.0	0.0	0.0	**0.4**
Woodland Creation (Tree Planting)	0.0	0.0		0.1	-	-	-	-	**0.1**
Woodland Creation (Tree Planting) Bid 2	0.2	0.2		-	-	-	-	-	**-**
Treescapes	0.1	0.1		-	-	-	-	-	**-**
Treescapes Bid 2	0.1	0.1		-	-	-	-	-	**-**
Waste Recycling Initiatives	0.0	0.2		0.2	-	-	-	-	**0.2**
Closed landfill sites	0.1	0.0		0.1	0.1	0.1	0.1	0.1	**0.3**
Greener Homes LAD contribution	0.1	0.3		0.0	-	-	-	-	**0.0**
Greener Homes LAD3 (sustainable warmth)	1.8	2.9		-	-	-	-	-	**-**
Home upgrade grant (sustainable warmth)	1.2	0.7		-	-	-	-	-	**-**
Home Upgrade Grant 2	-	1.0		9.5	-	-	-	-	**9.5**
Grow Back Greener	-	-		0.1	0.1	-	-	-	**0.1**
Greener Homes LAD Grant Funded Scheme	1.2	-		-	-	-	-	-	**-**
External Funding	0.0	-		-	-	-	-	-	**-**
Rights of Way Structures	0.1	-		-	-	-	-	-	**-**
Greener futures 2030 - PSDS3a	0.0	-		-	-	-	-	-	**-**
AONB - Access Programme	0.2	-		-	-	-	-	-	**-**
Environment	**10.0**	**9.5**		**16.1**	**9.2**	**7.1**	**7.0**	**5.0**	**44.4**

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m		Draft Budget - MTFS					
				2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total Draft Budget - MTFS £m
BUDGET									
Surrey Fire - Purchase of New Fire Engines & Equipment	2.2	5.4		4.9	5.2	2.8	5.6	1.6	20.1
Fire - Making Surrey Safer – Community Resilience	0.2	0.3		0.3	0.3	0.3	0.3	0.3	1.5
Trading Standards Replacement Vehicles	-	0.1		-	-	-	-	-	-
Fire - Joint Fire Control	0.1	0.3		-	-	-	-	-	-
Fire - New Build IT	-	-		0.0	0.0	-	-	-	0.0
Emergency Planning Replacement Vehicles	0.0	-		-	-	-	-	-	-
Fire - Joint Transport Project	- 0.1	-		-	-	-	-	-	-
Surrey Fire & Rescue Service	**2.5**	**6.0**		**5.3**	**5.5**	**3.1**	**5.9**	**1.9**	**21.6**
INFRASTRUCTURE	**103.2**	**153.4**		**223.2**	**155.1**	**109.7**	**110.2**	**107.1**	**705.3**
Schools Basic Need	15.9	17.6		18.9	42.8	31.3	19.7	9.5	122.1
Recurring Capital Maintenance Schools	7.3	7.7		12.0	15.0	13.0	12.0	8.0	60.0
Recurring Capital Maintenance Corporate	12.0	8.0		15.0	19.0	17.0	17.0	14.0	82.0
Agile Office Estate Strategy - Spokes fit-out (Quadrant Court replacement)	0.1	0.4		0.2	-	-	-	-	0.2
Agile Woodhatch / Dakota (office enhancements)	1.0	0.2		-	-	-	-	-	-
Surrey Outdoor Learning & Development- High Ashurst (Additional facilities to site)	0.5	0.1		5.3	0.8	-	-	-	6.1
SEND (Special Education Needs & Disabilities Schools)	21.4	40.1		60.8	70.3	9.3	-	-	140.4
Alternative Provision Strategy (SEND)	0.9	5.2		13.5	20.1	3.6	-	-	37.2
Caterham Hill Library	0.0	-		-	5.6	-	-	-	5.6
Bookham YC	1.2	0.2		2.5	0.5	-	-	-	3.0
Libraries open access (extended hours of access to library facilities)	-	0.0		0.0	-	-	-	-	0.0
Looked After Children Schemes (Care Homes & Care Leavers Accommodation)	5.7	4.6		14.7	10.4	4.2	-	-	29.3
ASC Supported Independent Living - Learning Disabilities phase 1	1.7	2.8		21.1	-	-	-	-	21.1
ASC Extra Care Housing Phase 1a	4.2	0.1		0.1	0.0	-	-	-	0.2
ASC Extra Care Housing Phase 1b	-	1.5		-	-	-	-	-	-
ASC Extra Care Housing Phase 2	-	2.1		-	-	-	-	-	-
Temporary Mortuary (storage facility)	0.9	0.1		-	-	-	-	-	-
Winter Maintenance Depot (Godstone & Merrow Salt Barns)	0.2	3.0		1.0	-	-	-	-	1.0
Pendell GRT Transit Site for Gypsy, Roma & Travellers	0.4	0.1		1.1	-	-	-	-	1.1
Weybridge Hub	-	0.9		5.8	1.8	0.2	-	-	7.8
Hubs - Staines Hub	-	0.5		-	-	-	-	-	-
Depots - Godstone Redevelopment	-	0.5		-	-	-	-	-	-
SFRS - Fire Station Reconfiguration (Reigate, Chobham, Godstone, Lingfield)	-	1.5		-	-	-	-	-	-
Sunbury Hub**	-	0.9		10.7	6.5	0.3	-	-	17.5
Libraries Transformation Phase 1	-	2.1		10.7	-	-	-	-	10.7
Decarbonisation PSDS Phase 3a (Net Zero - Solar PV, Air Source Heat Pumps)	2.7	1.5		-	-	-	-	-	-
Woodhatch Master Planning	0.1	-		-	-	-	-	-	-
Priority School Building Programme - Cranleigh	0.3	-		-	-	-	-	-	-
Countryside	0.1	-		-	-	-	-	-	-
PSBSP2 - Tadworth School	0.0	-		-	-	-	-	-	-
Wray Park	- 0.1	-		-	-	-	-	-	-
Fire Risk Assessments	- 0.1	-		-	-	-	-	-	-
Greener Futures Property Schemes	0.0	-		-	-	-	-	-	-
Land and Property	**76.3**	**101.8**		**193.5**	**192.6**	**78.9**	**48.7**	**31.5**	**545.2**

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m		Draft Budget - MTFS					
				2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total Draft Budget - MTFS £m
BUDGET									
Devolved formula capital - schools	- 0.3	1.0		1.0	1.0	1.0	1.0	-	**4.1**
Adaptions For Children With Disabilities	0.1	0.8		0.6	0.5	0.5	0.5	0.5	**2.6**
Foster carer grants	0.1	0.5		0.4	0.2	0.2	0.2	0.2	**1.2**
Education Management System	0.4	0.1		0.4	-	-	-	-	**0.4**
School Kitchens	0.1	-		-	-	-	-	-	**-**
Culture: Libraries PIC/Library Kiosks	0.1	-		-	-	-	-	-	**-**
Early Years - Developer Funded	0.0	-		-	-	-	-	-	**-**
Schools Expenditure Funded By Income	2.2	-		-	-	-	-	-	**-**
Childrens Services	**2.7**	**2.4**		**2.4**	**1.7**	**1.7**	**1.7**	**0.7**	**8.3**
Adults Capital Equipment	1.7	1.5		1.5	1.5	1.5	1.5	-	**6.0**
ASC In house capital improvement scheme	-	-		0.2	0.1	0.1	-	-	**0.4**
ASC Major Adaptions	-	0.1		-	-	-	-	-	**-**
Adult Social Care	**1.7**	**1.6**		**1.7**	**1.6**	**1.6**	**1.5**	**-**	**6.4**
PROPERTY	**80.6**	**105.8**		**197.6**	**195.9**	**82.3**	**51.9**	**32.2**	**559.9**
IT&D Hardware (incl accessibility equipment)	0.2	3.9		6.7	1.7	0.2	0.8	5.4	**14.9**
WAN / Wifi Refresh	3.0	1.8		2.7	0.4	0.1	0.5	-	**3.6**
IT&D Infrastructure (incl storage, processing & cyber security)	1.0	0.1		1.3	0.8	1.7	0.2	1.5	**5.4**
Digital Business & Insights Programme - ERP Replacement	10.2	3.0		-	-	-	-	-	**-**
Replacement of the Corporate Phone System	1.1	0.1		0.1	0.1	0.1	0.1	1.0	**1.5**
Data Centre maintenance, renewals & replacements	-	0.1		0.1	0.1	0.1	0.1	0.1	**0.5**
Open Access Technology in Surrey Libraries	-	0.2		0.2	-	-	-	-	**0.2**
Agile Workforce Transformation	- 0.0	-		-	-	-	-	-	**-**
IT&D	**15.5**	**9.2**		**11.1**	**3.1**	**2.1**	**1.7**	**8.0**	**26.0**
Gatwick Diamond Crawley	0.0	-		-	-	-	-	-	**-**
Farnham Town Centre	0.0	-		-	-	-	-	-	**-**
Commercial	**0.0**	**-**		**-**	**-**	**-**	**-**	**-**	**-**
Your Fund Surrey	2.9	10.0		20.0	10.0	-	-	-	**30.0**
TOTAL BUDGET	**202.3**	**278.3**		**451.9**	**364.1**	**194.2**	**163.8**	**147.3**	**1,321.3**
TOTAL PIPELINE	**-**	**57.5**		**118.3**	**222.2**	**127.8**	**59.6**	**53.3**	**581.1**
TOTAL CAPITAL PROGRAMME	**202.3**	**335.9**		**570.2**	**586.3**	**321.9**	**223.4**	**200.6**	**1,902.4**

*Expenditure in 2022/23 on Active Travel Tranche 3 is included in the Active Travel (both EATF & Future) line.

**Expenditure in 2022/23 on Sunbury Hub is included in the Bookham YC line.

Figures are rounded to 1 decimal place, so on occasions will show as £0.0m where less than £100,000.

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

Monday, 4 December 2023

Surrey Fire and Rescue Service Performance

Purpose of report: For members to consider and comment on the services performance and report on the outcomes from the most recent Inspection carried out by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Introduction:

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1. HMICFRS carried out their third full Inspection of Surrey Fire and Rescue Service (SFRS). The Inspection took place over seven weeks from the middle of March through to the end of April with the hot de-brief taking place on May 15. The service received the final report which was published on the 13 September 2023. This was the Inspectors third assessment of the service's effectiveness and efficiency and how well we look after our people. The full report can be found at Appendix 1.

2. The Inspectorate have made changes to their grading. There are no longer separate grades for the three pillars of effectiveness, efficiency and people. The Inspectorate have also expanded their previous four-tier system of graded judgements to five with the introduction of the grading 'Adequate'. The grading system is now as follows:

    - Inadequate
    - Requires Improvement
    - Adequate
    - Good
    - Outstanding

3. The Inspectors have confirmed within the report that the changes to the grading system mean it isn't possible to make direct comparisons between grades awarded in this round of fire and rescue service inspections with those from previous years.

4. Within the HMICFRS Inspectors observations, feedback states that they are grateful for the positive and constructive way in which the service engaged with their inspection staff. The Inspector also highlighted the cultural improvements that were evident to the Inspectorate when visiting the service. The service was

graded good in culture. The Inspectorate recognised that the service faced challenges over the recent years and that there is a clear commitment from staff and service leaders to improve. The Inspectors did also state that whilst some improvements had been made since the last inspection other areas had deteriorated or remain unchanged.

5.   The service was given a Cause of Concern in relation to the service's Risk-Based Inspection Programme (RBIP). Immediate action has been taken to address this Cause of Concern and an action plan was developed and shared with HMICFRS on the 11 October 2023. Initial feedback from our Service Laison Lead (SLL) was positive, stating that the plan has the appropriate actions required to address the concern raised and the associated recommendations. The service will be revisited early next year to inspect the progress of the Cause of Concern. The action plan has been published and is attached at Appendix 2.

6.   The report found that out of the eleven diagnostics one has been graded as good, three areas have been graded as adequate and seven areas graded as requires improvement. A table showing the gradings is included at Appendix 3. Twenty-four Areas for Improvement (AFI) have been identified and these have been brought together into the Inspection Improvement Plan (IIP). This is a working document, and the first iteration has been included at Appendix 4.

7.   The Health and Safety department has implemented a new initiative to promote reports of near misses in the service. As a result, reports of near misses significantly increased and therefore HMICFRS has stated that this is Innovative Practice.

8.   Alongside the HMICFRS report a performance report is presented in Appendix 5. The provides an update across Q1 and Q2 2023/4. Indicators are grouped into four areas: Customer Outcomes, Operational Efficiency, Demand and Supply/Finance, and Enablers. Historical information on the key performance indicators is provided in the *Additional Performance Information* section at the end of the report. As agreed with the Select Committee this is being provided on a six-monthly basis.

Inspection Outcomes and Improvement Plan

9.   **Cause of Concern** – The service can't assure itself that its RBIP prioritises the highest risks and includes proportionate activity to reduce risk.

10.   **Recommendation 1**: Review its RBIP to make sure it identifies its highest risk premises and meets its own targets.

11.   **Recommendation 2**: Make sure all its staff are aware of the expectations on them in the management of the RBIP.

12. We have carried out a thorough review and developed an Action Plan to address the findings and recommendations from the HMICFRS.

13. Our previous RBIP used a detailed planning model to group buildings into categories. We reviewed the data and developed a new RBIP using a refreshed methodology, to ensure all buildings are identified accurately.

14. We also reviewed the delivery of our Fire Safety Inspection Programme to ensure it aligns with our new RBIP. Buildings are now classified into very high, high, medium, and low risk. This will enable the Fire Safety team to focus on the very high and high-risk buildings while still addressing medium and low-risk properties where required. Relevant key performance indicators (KPI) will be used to monitor delivery.

15. Our planning model and Fire Safety work has been tested and has been externally peer reviewed by other fire and rescue services to ensure the process is robust.

16. Our Fire Safety Managers will oversee the Fire Safety Inspection Programme, focusing on very high and high-risk buildings. All staff will be reminded of how we deliver Fire Safety across Surrey and how they can have an impact on our continuous improvement process.

17. Our internal audit process with Surrey County Council and external peer reviews, initiated by the service, will continue to offer assurance of our RBIP.

18. We are confident that this new approach will result in a robust Fire Safety Inspection programme. HMICFRS will continue to monitor our progress towards its recommendations and have made arrangements to carry out an Inspection Revisit early Spring that will solely focus on the Cause of Concern.

Inspection Improvement Plan

19. The IIP has been developed through a series of workshops that has included members of Service Leadership Team (SLT) and managers who attend our Leaders Forum. This is the first iteration of an on-going working document. Our SLO is visiting the Service in November and will be reviewing the IIP to ensure it addresses the specific concerns raised within the AFIs.

20. As part of our external scrutiny process, we have also been in discussion with our National Fire Chiefs Council (NFCC) HMICFRS Implementation Liaison Manager who stated that they are committed to working with the service to address the requirements noted in the recommendations, comments and identified AFIs. They will be providing tailored NFCC support and services within their network that could add value to our IIP. They have already provided us with a report designed to signpost NFCC products to assist in the support of our IIP and aims to offer connection to services that have demonstrated good practice in the areas highlighted as areas for improvement.

21. Please see below a summary of the main findings from the report and related AFIs. Please note the IIP is attached at Appendix 4, and this includes initial actions that are and will be taken forward to address the AFIs.

22. All AFIs are listed under the relevant diagnostic questions and as stated above, the actions to address these are detailed in the IIP at Appendix 4.

Understanding the risk of fire and other emergencies

23. Main findings:

- The service continues to work with communities, partners and local councils to identify risk.
- The service has an effective Community Risk Management Plan (CRMP).
- The service could improve the way it gathers, maintains and shares risk information.
- The service uses understanding from operation activity to inform its future planning.

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

25. **Area for improvement 2**: The service should make sure operational staff are familiar with all the risk sites in their local area, so they are better prepared to fight fires and carry out rescues safely.

Preventing fires and others risk

26. Main findings

- The services delivery of services strategy identifies its key risks.
- Plans and some activities target those most at risk, but Information and Communication Technology systems, staff understanding, and their implementation need to improve.
- Staff understand vulnerability and have the confidence to respond to safeguarding concerns.
- The service is working with others to reduce risk.
- The service is tackling fire setting behaviour.
- The service should quality assure and evaluate all of the prevention activity it delivers.

27. **Area for improvement 3**: The service should make sure that its prevention plan targets people most at risk and that the level of activity is proportionate to reduce that risk.

28. **Area for improvement 4**: The service should evaluate its Safe and Well Visits activity, so it understands its effectiveness and how to improve the visits.

29. **Area for improvement 5**: The service should make sure it quality assures its prevention activity, so staff carry out Safe and Well Visits to an appropriate standard.

Protecting the public through fire regulation

30. Main findings

- The service has a Delivery of Services strategy, but this doesn't always inform protection activities.
- The service can't assure itself that its risk-based inspection programme prioritises the highest risks and includes proportionate activity to reduce risk – as referenced in the Cause of Concern.
- The service needs to assure itself that audits are being carried out to a consistent standard with the required level of detail.
- The service does not adequately quality assure the protection work it undertakes, and there is no quality assurance policy or guidance for protection activity.
- The service could do more to enforce fire safety legislation.
- The service needs to make sure it can consistently and effectively deal with fire safety.
- The service is adapting to new legislation.
- The service works effectively with partners and other agencies.
- The service has improved its response to building and licensing consultations.
- The service works well with businesses to mitigate risk.
- The service has introduced measures to reduce unwanted fire signals.

31. **Area for improvement 6**: The service should ensure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

32. **Area for improvement 7**: The service should make sure it has effective arrangements to provide specialist protection advice out of hours.

Responding to fires and other emergencies

33. Main findings

- Response standards and availability:
  - Response standards are being met.
  - Availability is low but service targets withing the CRMP are being met.

- The service has effective incident commanders.
- All control staff need to be regularly involved in training, exercise and debrief activities.

- Risk information isn't sufficiently comprehensive and up-to-date.
- The service needs to improve how it records, evaluates and shares learning from its operational performance.
- The service should implement national operational guidance promptly.
- The service is good at keeping the public informed.

34. **Area for improvement 8**: The service should ensure it has an effective system for learning from operational incidents.

35. **Area for improvement 9**: The service should make sure it has the appropriate resources in place to fully deliver its plan with regard to adoption and implementation of National Operational Guidance (NOG) in a timely manner.

Responding to major and multi-agency incidents

36. Main findings

- The service identifies and shares risks with neighbouring services, partners and other organisations.
- The service needs to do more to prepare and train for incidents, such as in tall buildings (see Area for Improvement 10 and 12).
- The service works with other fire services, locally and nationally.
- Cross-border exercising has improved in the service.
- Understanding the application of Joint Emergency Services Interoperability Programme (JESIP) could be improved across the service.
- The service is an integral part of the Surrey Local Resilience Forum (LRF).
- The service makes use of national learning.

37. **Area for improvement 10**: The service should make sure it is well prepared to form part of a multi-agency response to major incidents. It should make sure its procedures for responding are understood by all staff and are well tested.

38. **Area for improvement 11**: 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.

39. **Area for improvement 12:** The service should make sure it has an effective method for sharing multiple fire survival guidance information with multiple callers and has a dedicated communication link in place.

Making best use of resources

40. Main findings

- The service's financial plans support its objectives, but it needs to be better at allocating resources.
- The service should assure itself that its workforce is as productive as possible.

- The service collaborates with others but needs to evaluate its benefits adequately.
- The service has effective, well-tested business continuity arrangements.
- The service needs to continue to focus on how it is providing value for money.

41. **Area for improvement 13**: The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in the Community Risk Management Plan (CRMP).

42. **Area for improvement 14**: The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its CRMP.

43. **Area for improvement 15**: The service should make sure it effectively monitors, reviews and evaluates the benefits of any collaboration activity.

Making the Fire and Rescue Service affordable now and in the future

44. Main findings

- The service needs to improve how it demonstrates value for money.
- The service has clear arrangements for the use of reserves.
- The service needs to improve its fleet and estate plans.
- The service is taking steps to transform but needs to do more to improve efficiency.
- Securing external funding and income generation isn't a priority for the service.

45. **Area for improvement 16**: The service must ensure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

46. **Area for improvement 17**: The service needs to make sure it regularly reviews and evaluates its fleet and estate strategies to make the most of potential efficiencies.

Promoting the right values and culture

47. Main findings

- There is an improving culture, with positive behaviours and values understood and demonstrated.
- There is effective workforce well-being provision.
- There is effective health and safety management, but some areas could be improved.
- Absence is managed well.

48. **Area for improvement 18**: The service should monitor secondary contracts to make sure staff don't work excessive hours.

Getting the right people with the right skills

49. Main findings

- The service's workforce planning is effective.
- The service should make sure it has the appropriate mix of workforce skills and capabilities in all areas.
- The service is improving its learning and development provision.

50. **Area for improvement 19**: The service should ensure operational officers use its competence recording system and e-learning platform effectively.

Ensuring fairness and promoting diversity

51. Main findings

- The service has improved the way it seeks and acts on staff feedback and challenge.
- The service needs to do more to tackle bullying, harassment and discrimination.
- The service needs to do more to address disproportionality in recruitment and retention.
- The service needs to prioritise its approach to Equality, Diversity and Inclusion.

52. **Area for improvement 20**: The service should ensure that all staff understand the benefits of equality, diversity and inclusion and their role in promoting it.

53. **Area for improvement 21**: The service should identify and overcome barriers to equal opportunity so that its workforce better represents its community. This includes making sure staff understand the value of positive action and having a diverse workforce. The service should also improve the way it collects equality data to better understand its workforce demographic and needs.

Managing performance and developing leaders

54. Main findings

- The service isn't always consistently managing individuals' performance.
- The service has fair promotion and progression processes.
- The service needs to continue to improve diversity among its future leaders.
- The service is improving the way it develops future leaders.

55. **Area for improvement 22**: The service should improve the way staff understand and apply the performance development review process.

56. **Area for improvement 23**: The service should assure itself it has an effective way in place for succession planning including senior leadership roles.

57. **Area for improvement 24**: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of current and future leaders.

Performance Update

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58. The performance report for Quarter 2 2023/24 shown in Appendix 5 highlights that 12 of the 26 KPIs with targets set are green, 6 are amber and 8 are red. The 12 green indicators highlight a continued focus on:

- Vulnerable Communities – High percentage of Safe and Well Visits (SAWV) to vulnerable people.
- Well trained staff to respond to the needs of our communities – 100% of core competencies in date and low levels of days lost to injury.
- Responding to Emergencies – High performance from 999 call taking, appliance availability, through to responding to incidents.

Additional narrative for red RAG KPIs

59. **Number of Safe and Well Visits completed or submitted for audit**

   Our approach to domestic SAWVs focuses on targeting vulnerable people, 85% of our SAWVs are provided to vulnerable people (70% target). The total numbers of SAWVs are below national averages, however they have improved significantly since the previous year (nearly 900 more than the same time a year ago) and we have targeted plans in place to increase their number. This also forms part of the draft HMICFRS IIP.

60. **Increase in website visits for information and advice for residents and businesses**

   The communications team are now using the monthly data dashboard. Each month we share information on our performance on our social media channels to encourage residents and business owners to book in Safe and Well Visits. In Q4 we will be building a mailing list as part of the CRMP development which we hope will encourage further engagement with the SFRS website.

61. **Number of Business Safety Audits completed**

   Audit numbers are linked to the number of trained and competent staff. With recruitment over the last few years, the numbers of competent staff (18-24 month training period before competence) has increased, hence the increasing audit numbers. This trend is expected to continue. Further refinement will come through the HMICFRS IIP.

62. **Operational Premises Surveys and Tactical Consideration Records completed**

These records are classified according to risk (high, medium and low) with each individual premises having their own timeline in respect to reviewing the information held. The delivery of these reviews are based on these timelines and are spread over a calendar year. Delivery of premises reviews will vary quarter to quarter with some months having considerably more than others.

63. **% of staff hired from underrepresented groups**

Our aim is to have a diverse workforce representing the communities we serve. Recruitment processes are being reviewed and continuous engagement with underrepresented groups is taking place to encourage applications from these groups.

Positive action activities have taken place at fire stations over the last two months to encourage women into the service. For example, the Fire Fit initiative has been cascaded to other fire stations. Fire Fit sessions support candidates who are interested in understanding more about the service, the demands of the role and those going through the recruitment and selection process. The sessions give practical, hands-on experience of what it's like to be a firefighter. They also offer guidance to help individuals achieve their fitness goals.

64. **Days lost to sickness absence – 12 month rolling year**

Following a review of the Attendance Management Policy, the service has a more robust approach to absence management, supported by appropriate training and a restructure of management. For example, the introduction of a new case support process to assist managers and ensure consistency. This has resulted in improved accountability and scrutiny of sickness absence and increased the use of absence management policies. We have also reviewed how we work with the Occupational Health collaborative partners to improve how the service conducts Ill-Health Retirements (IHR). This is starting to reduce the amount of time people are waiting for IHR outcomes.

Along with East Sussex Fire and Rescue Service, we are developing a business case to introduce additional health support with a not-for-profit organisation. This will mean staff can access support quicker than would be the case through the NHS. This is proving successful in Royal Berkshire Fire and Rescue Service.

Conclusions:

65. HMICFRS inspected the service from the end of March through to the end of April 2023. The Hot Debrief took place on the 19 May 2023. SFRS has developed an IIP based on the outcomes from the Inspection. A meeting is in place with the HMICFRS SLL on the 22 November 2023 to review the IIP and ensure the IIP addresses the specific concerns highlighted within the report.

66. The Service has a positive working relationship with the HMICFRS SLL and meets monthly. These meetings give the service the opportunity to ensure the actions within the IIP will meet the required outcomes and to ensure the service is learning from good practice that has been identified across all Fire and Rescue Services by HMICFRS.

67. SFRS has had considerable change over the last year taking forward our cultural journey which has taken significant resources to deliver. The service is also delivering on the recommendations that have been made through both the HMICFRS Values and Culture Spotlight Report and the outcomes from reports such as the London Fire Brigade (LFB) Independent Culture Review. The progress with culture has been reflected within the report by the HMICFRS.

68. We are continuing to review our performance approach. This included refreshing our performance management framework to incorporate the outcomes from the HMICFRS Inspection Report and new corporate priorities around performance.

Recommendations:

69. For this report to be noted by the Select Committee.

Next steps:

The IIP is a working improvement plan and therefore will be updated on a regular basis. Progress will be provided to Select Committee Members on a six-monthly basis.

Report contact

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Contact details

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Sources/background papers:

Appendices:

- **Appendix 1** – HMICFRS Surrey Fire and Rescue Service 2023-25 Report: Surrey Fire and Rescue Service 2023-2025 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk)

- **Appendix 2 –** Cause of Concern Action Plan
- **Appendix 3 -** Table showing the inspection gradings
- **Appendix 4 –** Inspection Improvement Plan
- **Appendix 5 –** Q2 2023 performance report

Appendix 3 - table showing the gradings against the 11 diagnostics.

Outstanding	Good	Adequate	Requires Improvement	Inadequate
	Promoting values and culture	Understanding fire and risk	Preventing fire and risk	
		Future affordability	Public safety through fire regulation	
		Right people, right skills	Responding to fires and emergencies	
			Responding to major incidents	
			Best uses of resources	
			Promoting fairness and diversity	
			Managing performance and developing leaders	

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Surrey Fire and Rescue Service Cause of Concern Action Plan – appendix 2

Cause of concern: The service can't assure itself that its risk-based inspection programme prioritises the highest risks and includes proportional activity to reduce risk.

Inspection key line of enquiry: Protecting the public through fire regulation.

Recommendation 1: The service should review its risk-based inspection programme to make sure it identifies its highest-risk premises and meets its own targets.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Status	Quality Assurance (QA)	Governance	Sign Off
1a	Create Terms of Reference for project brief.	Area Commander (AC) Prevention and Protection	Senior Risk Intelligence Officer/Group Commander (GC) Protection	05 Sep 2023	Terms of Reference.	COMPLETE	Assistant Chief Fire Officer (ACFO) Delivery of Services	Intelligence and Assurance Programme Board	ACFO Delivery of Services **05 Sep 2023**
1b	Review Risk-Based Inspection Programme (RBIP) across Fire and Rescue Services (FRSs) community, looking at a range of options.	AC Prevention and Protection	Senior Risk Intelligence Office	13 Sep 2023	A Surrey Fire and Rescue Service (SFRS) RBIP cross referenced with other FRSs. Applied best practice methodologies.	COMPLETE	ACFO Delivery of Services	Principal Officers	AC Prevention and Protection **08 Sep 2023**
1c	Review data within the Community Risk Information System (CRIS) system and apply National Fire Chiefs Council (NFCC) draft risk methodology for other buildings.	AC Prevention and Protection	Senior Risk Intelligence Office	13 Sep 2023	Very high (VH) and High risk (HR) premises data set. Relative risk-rating for all premises.	COMPLETE	ACFO Delivery of Services and ACFO Service Support /GC Protection	Principal Officers	AC Prevention and Protection **08 Sep 2023**

Date reviewed: 05Oct2023

1d	Present findings and draft RBIP to Principal Officers.	AC Prevention and Protection	AC Prevention and Protection	15 Sep 2023	Draft RBIP.	**COMPLETE**	Chief Fire Officer (CFO) and ACFOs	Principal Officers	AC Prevention and Protection **08 Sep 2023**
1e	Develop draft of new RBIP documentation, explaining methodology application of data, including guidance on how to deliver.	AC Prevention and Protection	GC Protection NFCC Protection Policy and Reform Unit (PPRU) West Sussex Regional Lead	30 Sep 2023	Document explaining data sets, methodology, process and delivery of the RBIP. Initial Peer Review of methodology through the NFCC PPRU and Regional Leads. Feedback and assurance on methodology and process. Guidance document on risk and delivery of RBIP.	**COMPLETE** Subject to QA	Peer Review ACFO Delivery of Services AC Protection	Intelligence and Assurance Programme Board	
1f	Develop a programme to reality test understanding of new risk methodology with our inspectors and advisers.	AC Prevention and Protection	GC Protection/ Station Commander Quality Assurance and Policy (Protection)	30 Sep 2023	Defined approach to test understanding (process embedded within RBIP).	**COMPLETE** Subject to QA	Operational Policy Assurance Working Group (OPAWG) Service Leadership Team (SLT)	Intelligence and Assurance Programme Board	
1g	Refine, quality assure and stress test data (from 1c).	AC Prevention and Protection	Senior Risk Intelligence Officer	26 Sep 2023	Fit for purpose, reproduceable and resilient data set. Consistent method of search within the CRIS to identify VH and HR premises.	**COMPLETE** Subject to QA	ACFO Delivery of Services and Service Support /GC Protection	Intelligence and Assurance Programme Board	
1h	Engage with West Sussex for final review/ endorsement.	AC Protection	AC Protection/ GC Protection	30 Nov 2023	Final feedback and assurance from Subject Matter Expert (SME) – Former PPRU.	**ON TARGET** West Sussex Regional Lead responded – amendments made. Returned with final amendments and awaiting final response. Awaiting OPAWG QA – 06 Dec 2023 And sign off – Dec 2023	OPAWG	Intelligence and Assurance Programme Board	
1i	Finalise revised Key Performance Indicator (KPI) measures aligned to the new RBIP, and performance requirements of the Protection team.	AC Protection	Performance and Intelligence Specialist	30 Nov 2023	Revised suite of KPIs reported through governance.	**ON TARGET** Revised KPIs to be reviewed at OPAWG 06 Dec 2023	OPAWG	Assurance SLT	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Status	Quality Assurance	Governance	Sign Off
1j	Final sign off through SFRS governance	AC Protection	SLT	31 Dec 2023	Approved RBIP and guidance documents.	**ON TARGET** Dependent on completion of 1a-1i. Target Assurance SLT sign off – 20 Dec 2023	OPAWG SLT	Assurance SLT	
1k	Review revised KPIs against outcomes of internal audit	AC Protection	Surrey County Council (SCC) Internal Auditor	31 Mar 2024	Revised suite of KPIs reported through governance.	**ON TARGET** Revised KPIs to be reviewed at OPAWG Mar 2024	OPAWG	Assurance SLT	

Recommendation 2: The service should make sure all its staff are aware of the expectations on them in the management of the risk based inspection programme.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Status	Quality Assurance	Governance	Sign Off
2a	Update Fire Safety Managers (FSMs) on guidance document and RBIP deliverables.	AC Protection	GC Protection	29 Dec 2023	Comprehensive understanding of RBIP. FSM training on interrogation of data sets and allocation of audits.	**ON TARGET** **To start on completion of 1j**	ACFO Delivery of Services	Intelligence and Assurance Programme Board	
2b	Socialising of new RBIP and guidance with entire Protection Team, to include training on RBIP deliverables.	GC Protection	FSM	29 Dec 2023	A Protection Team that are informed and aware of the RBIP, its outcomes and the expectations of their role.	**ON TARGET** **To start on completion of 1j**	AC Protection	AC Protection	
2c	Service wide communication on RBIP for identifying risk within Surrey.	AC Protection	GC Protection/ Senior Comms Officer	29 Dec 2023	Update to Leaders Forum SFRS Staff Newsletter	**ON TARGET** **start on completion of 1j**	Staff Engagement by SLT/GCs/Station Commanders (SC)	Intelligence and Assurance Programme Board	

2d	RBIP Go-Live.	AC Protection	GC Protection	02 Jan 2024	New RBIP published.	**ON TARGET** **To start on completion of 1j**	ACFO Delivery of Services	Intelligence and Assurance Programme Board	
2e	Complete a 6-month quality assurance review.	AC Protection	GC Protection/ FSMs	30 Sep 2024	Staff fully aware of expectations on them in management of RBIP. Improved ways of working to compliment the RBIP, including a review of existing geographical hub model. VH and HR premises targets met. Ongoing monitoring via internal audit. Commission final Peer Review	**ON TARGET** **Dependent on 2a-2d**	Staff Engagement by SLT/GCs/SCs Monitoring of KPIs and QA process of audits and inspection programme	Assurance SLT	

Initials	Owner	Role
DW	Damian Watts	Area Commander Prevention and Protection (up to 1 Oct 2023) Area Commander Prevention (from 01 Oct 2023)
LSS	Lee Spencer Smith	Area Commander Protection (from 01 Oct 2023)
RJ	Rob Jenks	Group Commander Protection

Acronym (in alphabetical order)	Full Title
AC	Area Commander
ACFO	Assistant Chief Fire Officer
CFO	Chief Fire Officer
CRIS	Community Risk Information System
FRS	Fire and Rescue Service
FSM	Fire Safety Manager
GC	Group Commander
HR	High-Risk
KPI	Key Performance Indicator
NFCC	National Fire Chiefs Council
OPAWG	Operational Policy and Assurance Working Group
PPRU	Protection Policy and Reform Unit
QA	Quality Assurance
RBIP	Risk based Inspection Programme
SC	Station Commander
SCC	Surrey County Council

Date reviewed: 05Oct2023

SFRS	Surrey Fire and Rescue Service
SME	Subject Matter Experts
SLT	Service Leadership Team
VH	Very High

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Appendix 5 Surrey

Fire and Rescue Service Performance Report Q2 2023 Summary Dashboard

KPI overview

12 of the 26 KPIs with targets set are green, 6 are amber and 8 are red. The 12 green indicators highlight a continued focus on:

- Vulnerable Communities – High percentage of Safe and Well Visits (SAWV) to vulnerable people.
- Well trained staff to respond to the needs of our communities – 100% of core competencies in date and low levels of days lost to injury.
- Responding to Emergencies – High performance from 999 call taking, appliance availability, through to responding to incidents.

Customer outcomes

Performance Indicator	Good to be	Latest result	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	2,725 (Apr 23 to Sep 23)	=>3,555	No change →
C02: % of SAWVs to vulnerable people	High	85% (Apr 23 to Sep 23)	=> 70%	No change →
C04: Number of Business Safe and Well Visits completed or submitted for audit	High	711 (Apr 23 to Sep 23)	=> 620	No change →

Performance Indicator	Good to be	Latest result	Target	Change from previous result
CO8: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	High	**21,230 (Apr 23 to Sep 23)**	**Increase on 22/23 total of 64,067**	**Improved** ⬆
CO9: Response to FOI requests - % within timescale	High	**88% (Apr 23 to Aug 23)**	**=> 90%**	**Improved** ⬆
CO10: Response to complaints - % within timescale	High	**83% (Apr 23 to Sep 23)**	**=> 90%**	**No change** ➡

Key messages and insight

Are we keeping vulnerable adults safe?

- Continuing high percentage of Safe and Well Visits to those most vulnerable.

- Introduction of District and Borough (D&B) specific One Stop Surrey forms which directs support according to risk and services available.

- Installing Carbon Monoxide alarms to protect those at risk.

Are we enabling people to live independent and fulfilling lives?

- One Stop Surrey continues to direct people to additional services to help with independent living.

- Exploring health interventions with NHS and Integrated Care Board to support hospital discharge for vulnerable people.

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

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

Are we improving outcomes for people?

- Development of Persons at Risk Referral Form with Adult Social Care (ASC) to enhance multi-agency referral process and make it more directed to risk.

- Community Risk Profile (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?

- Additional Safeguarding Officers trained to deliver services at the frontline.

- SFRS provides domestic abuse support and response 24/7 as part of the SCC delivery model.

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

- Risk Management Database (Prevent and Protect) 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

- Evaluation framework in place for prevention activities and being enhanced for all activities.

- 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.

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

- Safelincs providing guidance for all persons and referring those at risk to SFRS.

- 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**	**61%** **(Sep 22 to July 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**	**2,725** **(Apr 23 to Sep 23)**	**=>3,555**	→
OE3: % of SAWVs to vulnerable people	**High**	**85%** **(Apr 23 to Sep 23)**	**=>70%**	→

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
OE4: Average time between receipt of emergency call by JFC and station end activation (assigned to station)	**Low to mid**	**1m 34s (Sep 23)**	**< 2m**	→
OE5: Front line appliance (fire engine) availability (based on average On-Call appliance availability)	**High**	**21 Day 18 Night (Apr 23 to Sep 23)**	**=> 20 Day 16 Night**	↓
OE6: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	**High**	**21,230 (Apr 23 to Sep 23)**	**Increase on 22/23 total of 64,067**	↑
OE7: Operational Premises Surveys and Tactical Consideration Records completed.	**High**	**324 (Apr 23 to Sep 23)**	**=> 379**	→

Key messages and insights

How timely and efficient are we?

- CRMP including efficiency outcomes and measures.

- Workforce number improvements have led to positive response times and availability at a 3-year performance high.

How effective are our pathways for new contacts/referrals?

- ASC relationships from strategic to local delivery, including D&B teams, are improving.

- Working with outreach providers to support domestic abuse survivors and their families such as delivering family days.

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?

- Clear and consistent Borough/Station targets developed, there is a clear focus on improving productivity whilst maintaining targeted activity towards our most vulnerable residentsRecruitment 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

- Further developing relationships with health providers (NHS).

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

- CRP work and accessibility.

- Fire Station laptops – 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**	**7m 29s (Apr 23 to Sep 23)**	**=<10m**	No Change ⬆️
DS02: Average time of second appliance to critical incidents where applicable	**Low**	**12m 17s (Apr 23 to Sep 23)**	=<15m	No Change ⬇️
DS03: Average time of response to other emergencies	**Low**	**7m 47s (Apr 23 to Sep 23)**	**=<16m**	No Change ➡️

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
DS04: Front line appliance availability (based on average OC appliance availability)	High	21 Day 18 Night (Apr 23 to Sep 23)	=> 20 Day 16 Night	No Change
DS05: Number of Fire incidents	Low	1,162 (Apr 23 to Sep 23)	Count only	
DS06: Number of Special Service incidents	Low	1,801 (Apr 23 to Sep 23)	Count only	
DS07: Number of fire false alarms	Low	2,205 (Apr 23 to Sep 23)	Count only	

Key messages and insights

How well are we reducing avoidable demand?

- Significant reduction in attendance at AFAs (Industrial/Commercial Premises – Non-Sleeping) through policy changes which saw a drop from a monthly average of 87 such incidents attended in the six months prior to the policy change down to 2 in the six months following.

- Working with business owners to educate and support with new post-Grenfell legislation.

- Increased support on-line for business owners, e.g., reporting form for fire safety defects.

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

- Reducing the impact of AFAs through further policy changes.

- Supporting introduction of new fire safety legislation

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

- Recruitment and Retention Project.

- Wildfire Project – Training, PPE and welfare.

- Road Traffic Collision Project and Peer review, aims to reduce incident numbers/severity.

Forward look and next steps

- Further reduce the impact of Automatic Fire Alarm (AFA) (Industrial/Commercial Premises – 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**	**21 Day** **18 Night** **(Apr 23 to Sep 23)**	**=>** **20 Day** **16 Night**	⬇
E02: Actual staff establishment versus budget	**Matched**	**93%** **(Sep 23)**	**100%**	➡
E04: % of staff hired from underrepresented groups: • 17-35 age: • BAME • Disabled • Female • G/L/Bi	**Near County profile**	**4 out of 5 of the protected characteristics are under-represented in recruits (Apr 23 to Sep 23)**	**0 out of 5 under-represented**	➡

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E05: Days/shifts lost to sickness absence – Year to date	Low	5.96 (Apr 23 to Sep 23)	=<6.5	→
E06: Days lost to sickness absence – 12 month rolling year	Low	12.9 (Oct 22 to Sep 23)	=<6.5	↓
E07: Near-misses as a % of all workplace incidents	High	73% (Apr 23 to Sep 23)	>76%	→
E08: Days lost to injury	Low	55 (Apr 23 to Sep 23)	=<197	↑

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E09: Fitness assessments in date	**High**	**98%** **(Apr 23 to Sep 23)**	**100%**	⬆
E10: 3 yearly medical assessments in date	**High**	**87%** **(Jan 23 to Sep 23)**	**100%**	⬆
E11: 8 core competencies in date	**High**	**8 out of 8 achieved target (Sep 23)**	**=>95%**	⬆

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).

- Working to improve the qualitative/quantitative return of performance conversations and providing training for managers. Communications plan in place.

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

- Retention, recruitment and sickness absence within the occupational health team led to a reduction in those attending 3-yearly medicals.

- L&D re-structure is increasing the number of instructors to achieve core competencies.

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.

- An 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.
- Positive action activities have taken place at Fire Stations over the last 2 months to encourage women into the service. #surreyfirefit initiative cascading to other Fire Stations.
- Workforce of the Future Project being scoped.
- Further development of talent management, succession planning and critical roles.
- Trade Union negotiation – Scope of work completed. Communication to the workforce in November.
- Cultural Review Action Plan.

Forward look and next steps

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

- Disclosure Barring Service (DBS) Project.

- Launch of 'Speak Up' Service.

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

- Microlink Rollout – Workplace solution focusing on reasonable adjustments.

Additional performance information

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
CO1	Number of Safe and Well Visits completed or submitted for audit	**1,827** (Apr 22 to Sep 22)	**2,956** (Apr 22 to Dec 22)	**4,014** (Apr 22 to Mar 23)	**1,311** (Apr 23 to Jun 23)	**2,725** (Apr 23 to Sep 23)	Currently targeting **426** per month. England average is **507** (Home Office Fire Stats 21/22)
CO2	% of SAWVs to vulnerable people	**84%** (Apr 22 to Sep 22)	**86%** (Apr 22 to Dec 22)	**86%** (Apr 22 to Mar 23)	**86%** (Apr 23 to Jun 23)	**85%** (Apr 23 to Sep 23)	No direct comparison as local definition of vulnerable. However, against national definition England average is **39%** and Surrey is **42%** (HO Fire Stats 21/22)
CO4	Number of Business Safe and Well Visits completed or submitted for audit	**924** (Apr 22 to Sep 22)	**1,302** (Apr 22 to Dec 22)	**1,622** (Apr 22 to Mar 23)	**377** (Apr 23 to Jun 23)	**711** (Apr 23 to Sep 23)	Not comparable as other FRSs do not provide this service
CO6	Response to FOI requests - % within timescale	**76%** (Apr 22 to Aug 22)	**67%** (Apr 22 to Dec 22)	**65%** (Apr 22 to Feb 23)	**82%** (Apr 23 to May 23)	**83%** (Apr 23 to Sep 23)	At Surrey CC **91%** had a response within timescale (SCC FOI database 22/23)
CO7	Response to complaints - % within timescale	**100%** (Apr 22 to Aug 22)	**80%** (Apr 22 Dec 22)	**78%** (Apr 22 to Feb 23)	**80%** (Apr 23 to Jun 23)	**83%** (Apr 23 to Sep 23)	At Surrey CC 63% of stage 1 complaints had a response within timescale (Customer Relations Snapshot 22/23)
CO8	Increase in website visits for information and advice for residents and businesses	**45,132** (Apr 22 to Sep 22)	**52,239** (Apr 22 to Dec 22)	**64,067** (Apr 22 to Mar 23)	**9,539** (Apr 23 to Jun 23)	**21,230** (Apr 23 to Sep 23)	Not comparable
OE1	% of schools with which the Service has successfully engaged	N/A	**43%** (Sep 22 to Dec 22)	**59%** (Sep 22 to Mar 23)	**59%** (Sep 22 to Mar 23)	**61%** (Sep 22 to July 23)	Not comparable

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
OE4	Average time between receipt of emergency call by JFC and station end activation	**1m 45s** (Sep 22)	**1m 32s** (Dec 22)	**1m 31s** (Mar 23)	**1m 37s** (Jun 23)	**1m 34s** (Sep 23)	The England average call handling time for dwelling fires was 1m 12s (HO Fire Stats 21/22). This is not directly comparable as the Surrey measure includes all 'Critical' and 'Other Emergency' mobilisations.
OE5	Frontline appliance (fire engine) availability	**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)	**22 Day 19 Night** (Apr 23 to Jun 23)	**21 Day 18 Night** (Apr 23 to Sep23)	No direct comparison available.
OE7	Operational Premises Surveys and Tactical Consideration Records completed	**236** (Apr 22 to Sep 22)	**443** (Apr 22 to Dec 22)	**830** (Apr 22 to Mar 23)	**153** (Apr 23 to Jun 23)	**324** (Apr 23 to Sep 23	Currently targeting **63** per month, England average is **60** (HMICFRS Data Analysis 21/22)
NEW	Number of Business Safety Audits (short and standard) completed	**457** (Apr 22 to Sep 22)	**677** (Apr 22 to Dec 22)	**967** (Apr 22 to Mar 23)	**273** (Apr 23 to Jun 23)	**557** (Apr 23 to Sep 23)	Not comparable

Additional performance information

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
DS1	Average time of first appliance to critical incidents	**7m 35s** (Apr 22 to Sep 22)	**7m 32s** (Apr 22 to Dec 22)	**7m 29s** (Apr 22 to Mar 23)	**7m 10s** (Apr 23 to Jun 23)	**7m 28s** (Apr 23 to Sep 23)	The England response time (turnout plus drive time) for dwelling fires was 6m 39s (HO Fire Stats 21/22). Note – response standards are set by individual services, there is no sector standard.
DS2	Average time of second appliance to critical incidents where applicable	**12m 33s** (Apr 22 to Sep 22)	**12m 19s** (Apr 22 to Dec 22)	**12m 14s** (Apr 22 to Mar 23)	**12m 38s** (Apr 23 to Jun 23)	**12m 16s** (Apr 23 to Sep 23	Not comparable
DS3	Average time of response to other emergencies	**8m 24s** (Apr 22 to Sep 22)	**8m 16s** (Apr 22 to Dec 22)	**8m 7s** (Apr 22 to Mar 23)	**7m 37s** (Apr 23 to Jun 23)	**7m 47s** (Apr 23 to Sep 23)	Not comparable
DS5	Number of fire incidents	**1,630** (Apr 22 to Sep 22)	**2,026** (Apr 22 to Dec 22)	**2,395** (Apr 22 to Mar 23)	**628** (Apr 23 to Jun 23)	**1,162** (Apr 23 to Sep 23)	England average of 11,014 per million people and Surrey average of 9,126 (HO Fire Stats 22/23)
DS6	Number of Special Service incidents	**1,799** (Apr 22 to Sep 22)	**2,963** (Apr 22 to Dec 22)	**3,827** (Apr 22 to Mar 23)	**881** (Apr 23 to Jun 23)	**1,801** (Apr 23 to Sep 23)	England average of 3,524 per million people and Surrey average of 3,247 (HO Fire Stats 22/23)
DS7	Number of Automatic False Alarms	**2,686** (Apr 22 to Sep 22)	**3,719** (Apr 22 to Dec 22)	**4,615** (Apr 22 to Mar 23)	**998** (Apr 23 to Jun 23)	**2,205** (Apr 23 to Sep 23)	England average of 2,966 per million people and Surrey average of 2,651 (HO Fire Stats 22/23)

Data Appendix – Enablers

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 22/23	Q2 23/24	Benchmark
E2	Actual staff establishment versus budget	**93%** (Sep 22)	**94%** (Dec 22)	**95%** (Mar 23)	**92%** (Jun 23)	**93%** (Sep 23)	Not comparable
E4	% of joiners hired from underrepresented groups: • 17-35 age • PEMB • Disabled • Female • L/G/B/T/Q+	**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)	**4 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Mar 23)	**4 out of 5 of the protected characteristics are under-represented in recruits** (Apr 22 to Sep 23)	Joiners as % of all joiners: • Age group 16-35: England 34% and Surrey 35% • Ethnic minority: England 14% and Surrey 9% • Women: England 25% and Surrey 29% • Disabled and Sexuality comparisons not available (HO Fire Stats 21/22) Apr 23 – Sept '23 • 17-35 = 54% • EM = 2% • Disability = 0% • Female = 27% • LGBTQ+ = 0%
E5	Days/shifts lost to sickness absence – Year to date	**7.1** (Apr 22 to Sep 22)	**10.4** (Apr 22 to Dec 22)	**14.1** (Apr 22 to Mar 23)	**2.92** (Apr 23 to Jun 23)	**5.96** (Apr 23 to Sep 23)	Whole service comparison not available, but comparison minus on call staff: England average was 9.4, and Surrey 12.4 (Cleveland NHR 22/23)
E6	Days lost to sickness absence – 12 month rolling year	**11.8** (Oct 21 to Sep 22)	**12.2** (Jan 22 to Dec 22)	**14.1** (Apr 22 to Mar 23)	**16.3** (Jul 22 to Jun 23)	**12.9** (Oct 22 to Sep 23)	See above

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 22/23	Q2 23/24	Benchmark
E7	Near-misses as a % of all workplace incidents	**69%** (Apr 22 to Sep 22)	**74%** (Apr 22 to Dec 22)	**76%** (Apr 22 to Mar 23)	**74%** (Apr 23 to Jun 23)	**73%** (Apr 23 to Sep 23)	There is no direct benchmark. The Inspectorate provide benchmarking on RIDDOR injuries per 100 FTE. In 2021/22 Surrey was around the mid-point.
E8	Days lost to injury	**184** (Apr 22 to Sep 22)	**197** (Apr 22 to Dec 22)	**197** (Apr 22 to Mar 23)	**9** (Apr 23 to Jun 23)	**55** (Apr 23 to Sep 23)	See above
E9	Fitness assessments in date	**96%** (Sep 22)	**97%** (Dec 22)	**96%** (Mar 23)	**96%** (Mar 23)	**96%** (Sep 23)	Surrey was in the second-best quartile for fitness tests completed (HMICFRS Data Analysis 21/22)
E10	3 yearly medical assessments in date – attendances as % of those due	**84%** (Jan 20 to Jun 20)	**93%** (Jan 21 to Dec 21)	**89%** (Jan 22 to Dec 22)	**84%** (Jan 23 to Jun 23)	**87%** (Jan 23 to Sep 23)	Not comparable
E11	8 core competencies in date	**4 out of 8 achieved target** (Sep 22)	**7 out of 8 achieved target** (Dec 22)	**8 out of 8 achieved target** (Mar 23)	**8 out of 8 achieved target** (Jun 23)	**8 out of 8 achieved target** (Sep 23)	Not comparable

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Appendix 4

SFRS Inspection Improvement Plan November 2023

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.

Key

White	Not yet started
Green	In progress
Amber	In progress with concern of meeting target completion date
Red	Off target completion date
Grey	Complete

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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.

Owners: Head of Data, Digital and Property, Area Commander (AC) Protection, AC Response.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
1a	**Policy/Procedure:** Implementation of the Prevent and Protect (P&P) software system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2024	1. Undertake review of risk information as part of P&P implementation and cleanse data as required. 2. Put in place a workshop to take into account the outcomes from the HMI Cause of Concern (CoC) to inform and review the timeline to implement the P&P project. 3. Develop P&P in relation to relevant Article 31 and Building Consultation information shared with Response teams.	**In Progress**	Resources Working Group (RWG) Assurance Service Leadership Team (SLT)	Assurance SLT	
1b	**Governance:** Compliance with the Data Management Fire Standard	Head of Data, Digital and Property	Data and Digital Team	Mar 2024	1. Undertake a review and gap analysis of the Data Management Fire Standard. 2. Create action plan to deliver the improvements identified.	**In Progress**	Assurance SLT	Assurance SLT	

| 1c | Clarify accountabilities for risk | ACFO Delivery of Services and Service Support | Data and Digital Team

AC Protection

AC Response | Dec 2024

Jun 2024 | 1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback.
 2. Clarify different types of risk information and purposes.
 3. Develop methodology using national best practice.
 4. Update policies and procedures as required.
 5. Identify training requirements, where required, for each role. | **Not Started** | Assurance SLT | Assurance SLT | |
|---|---|---|---|---|---|---|---|---|---|
| 1d | Ensure a Key Performance Indicator (KPI) is put in place to ensure high risk premises inspections are carried out in date | Head of Data Digital and Property | Data and Digital Team | Mar 2024 | 1. Put KPI in place to align with Risk-Based Inspection Programme (RBIP) and Performance Management Framework (PMF).
 2. Monitor KPI compliance.
 3. Handover to Business as Usual (BAU). | **In Progress** | Assurance SLT | Assurance SLT | |

Inspection key line of enquiry: Understanding the risk of fires and other emergencies

Area for improvement 2: The service should make sure operational staff are familiar with all the risk sites in their local area, so they are better prepared to fight fires and carry out rescues safely.

Owners: Head of Data, Digital and Property, AC Protection, AC Response**.**

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
2a	**Governance:** Community Risk Profile (CRP)	Head of Data and Digital	Data and Digital Team	Sep 2024	1. Annual refresh of CRP; last update completed August 2023.	**In Progress**	Assurance SLT	Assurance SLT	
2b	Compliance with the Operational Preparedness Fire Standard	AC Response	AC Response AC Professionalism	Dec 2024	1. Undertake a review and gap analysis of the Operational Preparedness Fire Standard. **COMPLETE** 2. Create action plan to deliver the improvements identified. 3. Policies, procedures and training aligned to relevant Fire Standards. 4. Develop P&P in relation to relevant Article 31 and Building Consultation information shared with Response teams (Action 1a).	**In Progress**	Assurance SLT	Assurance SLT	

2c	Set clear objectives and include within Borough Plan (Risk and Exercise Plan)	AC Response	GC's Response	Jun 2024	1. Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans. 2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25. 3. Develop Exercise Plan aligned to local high-risk sites.	**In Progress**	OPAWG	Assurance SLT	
2d	Quality Assurance	AC Professionalism	Operational Assurance	Jun 2024	1. Develop Quality Assurance (QA) process to enable Ops Support Team to assure operational risk understanding and preparedness.	**Not Started**	OPAWG	Assurance SLT	

Inspection key line of enquiry: Preventing fires and other risks

Area for improvement 3: The service should make sure that its prevention plan targets people most at risk and that the level of activity is proportionate to reduce that risk.

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
3a	**Governance:** Compliance with Prevention Fire Standard	AC Prevention	Data and Digital Team GC Prevention SC Partnership and Volunteers Fire Standards Board	Mar 2024	1. Undertake a review and gap analysis of the Prevention Fire Standard. **COMPLETE** 2. Review the Prevention Team Plan and Borough/Station Plans 2024/25, to ensure that all prevention activities are clearly aligned to the Service's CRP and that more activity is apportioned to areas of greater vulnerability. 3. Review the structure of the Prevention Team to focus on risk and not geographical boundaries. 4. Refine and formalise working with key partners such as Adult Social Care (ASC), have agreed protocols (MOUs and SLAs) for referrals, safeguarding and attending partner meetings.	**In Progress**	OPAWG Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT	

3b	**Policy/Procedure:** Ensure policies and procedures align with the outputs of Action 3a	AC Prevention	Data and Digital Team EDI Team GC Prevention SC Partnerships and Volunteers Events Manager P&P project team SC Fire Stations	Jun 2024	1. Update policies and procedures to align to the Prevention Fire Standard. 2. Gap analysis to assess that People Impact Assessments (PIAs) are completed for all prevention activities. 3. Deliver greater numbers of Safe and Well Visits (SAWVs) to vulnerable persons while promoting other prevention support such as Safelincs. 4. Develop a 'Prevention Day/Week' concept, to orientate the whole Service to delivering prevention activities. 5. Update guidance and workflows within the community toolbox to reinforce and clarify referral process. 6. Review post incident protocols, support mechanisms and recording of activity.	**In Progress**	OPAWG EDI Programme Board Assurance SLT ACFO Service Delivery	Assurance SLT
3c	**Quality Assurance:** Ensure evaluation and quality assurance processes identify	AC Prevention	SC Partnerships and Volunteers	Dec 2024	1. Deliver workshop to prevention and response managers to reinforce understanding and expectations in regards the PMF – linked to action 14a.	**Not Started**	OPAWG Assurance SLT	Assurance SLT

	areas for further improvement		GC Prevention						
			GC Response						
			SC Fire Stations						

Inspection key line of enquiry: Preventing fires and other risks

Area for improvement 4: The service should evaluate its Safe and Well Visits activity, so it understands its effectiveness and how to improve the visits.

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
4a	**Governance:** Ensure governance arrangements align with Prevention Fire Standard expectations and tasks.	AC Prevention	Data and Digital Team SCC Internal Audit SC Partnerships and Volunteers GC Prevention	Jun 2024	1. Review recommendations of the Surrey County Council (SCC) Internal Audit report. 2. Review and carry out gap analysis on Prevention Fire Standard. **COMPLETE**	**In Progress**	OPAWG Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT	

4b	**Policy/Procedure:** Ensure policies and procedures align with the Prevention Fire Standard and tasks	AC Prevention	SC Partnerships and Volunteers GC Prevention Data and Digital Team SCC IT P&P Project Team Fire Standards Board	Aug 2024	1. Develop logic model for Safe and Well visits. 2. Develop a revised notification and booking system for Safe and Well Visits. 3. Ensure evaluation process and outcomes support the tasks detailed in the Prevention Fire Standard.	**In Progress**	OPAWG Assurance SLT	Assurance SLT
4c	**Quality Assurance:** Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention	Jun 2024	1. Undertake a dedicated feedback exercise with staff delivering Safe and Well Visits, to establish process improvements. 2. Facilitate a Peer Review of SAWV processes. 3. Implementation Lead Manager (ILM) to contact the ILM network and connect SFRS to services who are evaluating prevention activity well.	**Not Started**	OPAWG Intelligence and Assurance Programme Board	Assurance SLT

Area for improvement 5: The service should make sure it quality assures its prevention activity, so staff carry out Safe and Well Visits to an appropriate standard.

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
5a	**Governance:** Ensure governance arrangements align with Prevention Fire Standard expectations and tasks.	AC Prevention	Evaluation Project Team SC Partnerships and Volunteers GC Prevention	Sep 2024	1. Review Prevention Fire Standard and identify any further gaps or changes needed. **COMPLETE** 2. Embed Service Evaluation Framework to support evaluation and subsequent QA of Safe and Well visits.	**In Progress**	Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT	
5b	**Policy/Procedure:** Ensure policies and procedures align with the Prevention Fire Standard and tasks	AC Prevention	SC Partnerships and Volunteers GC Prevention	Dec 2024	1. Embed the understanding of prevention and delivery of prevention activities into Learning and Development stages, including apprenticeships, promotions and Maintenance of Standards/Competence. 2. Develop process and policy for quality assurance. Training and communications to embed understanding.	**In Progress**	OPAWG Intelligence and Assurance Programme Board	Assurance SLT	

			L&D				Assurance SLT		
5c	**Quality Assurance**: Ensure evaluation and quality assurance processes to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention SC Fire Stations	Mar 2024 Jun 2024	1. Evaluate current QA process and refresh based on learning outcomes. 2. Develop and implement Service wide observation of existing Safe and Well Visits pre, during and post visit. This will capture all staff who deliver SAWV.	**In Progress**	Operational Policy & Assurance Working Group (OPAWG) Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT	
5d	**Review:** Ensure review processes are in place to support continuous improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention	Sep 2024	1. ILM to connect SFRS to Royal Berkshire FRS, and research the systems used in Hampshire and Isle of Wight FRS regarding quality assurance methods for SAWV's.	**Not Started**	Intelligence and Assurance Programme Board	Assurance SLT	

			NFCC						

Area for improvement 6: The service should ensure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
6a	**Governance:** Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning. Align with Protection Fire Standard expectations and tasks.	AC Protection	GC Protection CCAP 2023 Peer review partners (WSFRS)	Sept 2024	1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out. 2. Undertake a review and gap analysis of the Protection Fire Standard. **COMPLETE** 3. Implement and embed the QA process. 4. Peer Review of SFRS QA aligned to partners.	**In Progress**	OPAWG ACFO Service Delivery Assurance SLT	Assurance SLT	

6b	**Policy/Procedure:** Align with Protection Fire Standard expectations and tasks.	AC Protection	Partner Fire and Rescue. PPRU CCAP2023	Jun 2024	1. Ensure clear policy is applied in conjunction with new Risk-Based Inspection Programme (RBIP) including the level of record-keeping, timeframes for completion, limitations of 'adjusting' audit outcomes through quality assurance.	**In Progress**	OPAWG Assurance SLT ACFO Service Delivery	Assurance SLT	
6c	**Quality Assurance:** Align with Protection Fire Standard expectations and tasks.	AC Protection	GC Protection/ GC Ops Assurance	Sep 2024	1. Fire Safety Managers to monitor, deliver and evaluate QA process. 2. QA process to ensure all Fire Safety Inspectors / Advisors deliver upon all legislative powers, with the correct equipment and support.	**In Progress**	Assurance SLT OPAWG	Assurance SLT	

Inspection key line of enquiry: Protecting the public through fire regulation

Area for improvement 7: The service should make sure it has effective arrangements to provide specialist protection advice out of hours.

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
7a	**Governance:** Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection AC Response	GC Protection SCC legal NFCC Protection Policy and Reform Unit (PPRU)	Jun 2024	1. Seek specialist and legal advice on legislative requirements for out of hours (OOH) in protection to inform outcomes of specialist advice delivery models. 2. Deliver a system to ensure provision of specialist protection advice as per current policy.	**In Progress**	OPAWG ACFO Service Delivery Assurance SLT	Assurance SLT	
7b	**Policy/Procedure:** Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection	Operational Management Centre (OMC) GC Protection	Jun 2024	1. Review Policy and Procedure considering the Governance work above. 2. Review current arrangements and where necessary design/refresh system to allow for specialist advice OOH delivery. 3. Review best practice nationally and link in with ILM and NFCC for support.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	

			SC Protection support PPRU			 	ACFO Service Delivery	
7c	**Quality Assurance:** Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection	GC Operational Assurance SC Protection Support	Sep 2024	1. Develop process and feedback mechanisms to provide SLT with confidence that fire safety risks are dealt with OOH.	**Not Started**	OPAWG	Assurance SLT

Inspection key line of enquiry: Responding to fires and other emergencies

Area for improvement 8: The service should ensure it has an effective system for learning from operational incidents.

OWNER: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
8a	**Governance**: Ensure governance arrangements for operational learning align with Operational Learning Fire Standard expectations	AC Professionalism	Operational Assurance Team Learning and Development (L&D) Team Operational Support Team	Mar 2024	1. Undertake a review and gap analysis of the Operational Learning Fire Standard. 2. Undertake a review and gap analysis of the Operational Competence Fire Standard. 3. Create action plan for full alignment.	**In Progress**	Report to OPAWG for scrutiny Report to Assurance SLT	Assurance SLT	

8b	**Policy/Procedure:** Ensure policies and procedures align with the Operational Learning and Operational Competence Fire Standards	AC Professionalism	Operational Assurance Team

Operational Support Team | Mar 2024 | 1. Monitor and report compliance with policies and procedures, e.g. attendance at incident debriefs, completion of operational feedback forms. 2. Develop KPIs for OPAWG. | **In Progress** | Report to OPAWG

Report to Assurance SLT | Assurance SLT | |
| 8c | **Quality Assurance:** Ensure evaluation and quality assurance processes to identify areas for further improvement | AC Professionalism | Operational Assurance Team

Learning and Development Team

Operational Support Team | Mar 2024 | 1. Benchmark / peer review processes with another FRS as well as relevant Fire Standard expectations. 2. Monitor use of e-learning and receipt of operational learning communications. 3. Operational Support Team to introduce regular station-based reality testing to check understanding and highlight further process improvements. 4. Operational Support Team to regularly seek ideas for improvement from all areas of Service. 5. Develop 'learning loop' through co-ordination of Operational Assurance, L&D and Operational Support teams activities. Record outcomes from regular meetings and report to OPAWG. 6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement. | **In Progress** | OPAWG

Assurance SLT | Assurance SLT | |

| 8d | **Review:**

Ensure review processes are in place to support continuous improvement | AC Professionalism | Operational Assurance Team

Learning and Development Team

Operational Support Team | Mar 2024 | 1. Review process to capture learning from local and national incidents and ensure full participation in NOL/JOL processes.
2. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG. | **In Progress** | Monitor use of JOL/NOL

Report to OPAWG | Assurance SLT | |

Inspection Area: Responding to fires and other emergencies

Area for improvement 9: The service should make sure it has the appropriate resources in place to fully deliver its plan with regard to adoption and implementation of NOG (National Operational Guidance) in a timely manner.

OWNE R: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
9a	**Governance:** Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	L&D 3F (Surrey, East and West Sussex Fire and Rescue Services) Strategic Board	Jan 2024	1. Review Operational Competence Standard and create gap analysis for governance aspects. 2. Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG.	**In Progress**	OPAWG Assurance SLT Ops Alignment Board	Assurance SLT	
9b	**Policy/Procedure:** Ensure operational policies are aligned with NOG outcomes	AC Professionalism	L&D 3F NOG Delivery Group	Dec 2024	1. Review Operational Competence Standard and create gap analysis for policy aspects. 2. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff. 3. Ensure L&D align practical and e-learning training with NOG	**In Progress**	OPAWG Assurance SLT	Assurance SLT	

					with a plan to introduce individual NOG policies.				
9c	**Evaluation/ Quality Assurance:** Ensure there are QA and evaluation processes in place aligned with the Operational Competence Fire Standard	AC Professionalism	L&D 3F NOG Delivery Group Operational Assurance Operational Support	Mar 2024	1. Review Operational Competence Standard and create gap analysis for evaluation and QA aspects. 2. Use 3F partners to create and instigate peer review processes.	**In Progress**	OPAWG 3F Strategic Board Assurance SLT	Assurance SLT	

9d	**Review:** Ensure there are review processes in place to create continuous improvement for NOG post-implementation	AC Professionalism	L&D 3F NOG Delivery Group Operational Assurance Operational Support	Mar 2024	1. Review Operational Competence Standard and create gap analysis for continuous improvement aspects. 2. Develop internal processes to learn from implementation of NOG policies by ensuring Operational Assurance and Operational Support capture learning at incidents and from station-based staff, and report to OPAWG. L&D to monitor impact of this learning and amend training where necessary following OPAWG direction.	**In Progress**	OPAWG 3F Strategic Board Ops Alignment Board Assurance SLT	Assurance SLT	

Inspection key line of enquiry: Responding to major and multi-agency incidents

Area for improvement 10: The service should make sure it is well prepared to form part of a multi-agency response to major incidents. It should make sure its procedures for responding are understood by all staff and are well tested.

OWNERS: AC Professionalism and AC Response

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
10a	**Governance:** Ensure oversight and governance arrangements align with Operational Preparedness and Operational Learning Fire Standards	AC Professionalism	Operational Assurance	Feb 2024	• Undertake a review and gap analysis of the Operational Learning Fire Standard. • Undertake a review and gap analysis of the Operational Preparedness Fire Standard. **COMPLETE** • Create an action plan. • Complete outstanding tasks from action plan.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	
10b	**Policy/Procedure:** Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	L&D	Mar 2024	• Delivery of a Joint Emergency Services Interoperability Programme (JESIP) Training Programme for all operational staff including On-Call and Joint Fire Control (JFC), at all levels. Built into future Learning and Development stages, including apprenticeships, promotions and Maintenance of Standards/Competence.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	

10b	**Policy/Procedure:** Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Professionalism	L&D Operational Assurance EMRT	Mar 2024	Exercise Framework to incorporate Local Resilience Forum (LRF) Training and Exercise Group.	**In Progress**	Resilience Working Group	Assurance SLT
10b	**Policy/Procedure:** Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	L&D Operational Assurance Operational Support	Apr 2024	• Building upon the Service Exercise Framework, develop a detailed Exercise Plan for Service, Borough, local risks, including multi-agency partners; ensuring all levels of exercises, using differing delivery methods and that all Commanders have to participate in a minimum number for Maintenance of Standards/Competence.	**In Progress**	OPAWG Assurance SLT Resilience Working Group	Assurance SLT
10b	**Policy/Procedure:** Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	LRF L&D	Feb 2024	Integrate Incident Command Training into LRF Courses, for multi-agency experiences.	**In Progress**	OPAWG Resilience Working Group	Assurance SLT
10c	**Quality Assurance:** Ensure evaluation processes are in	AC Professionalism	Operational Assurance	Feb 2024	• Align with evaluation criteria from Operational Preparedness Fire Standard through creation of action plan. Action plan to be monitored through OPAWG.	**In Progress**	OPAWG	Assurance SLT

		Operational Support				Assurance SLT		
	place to capture learning				• Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance, Operational Support, L&D, with oversight from OPAWG.			
			L&D					
10d	**Review:** Create and embed review processes to ensure continuous improvement	AC Professionalism	Operational Assurance Operational Support L&D	Feb 2024	• Align with evaluation criteria from Operational Preparedness Fire Standard through creation of action plan. Action plan to be monitored through OPAWG. • Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance.			

Area for improvement 11: 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.

OWNER: AC Response and AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
11a	**Governance:** Ensure oversight and governance arrangements align with the Operational Preparedness and Operational Learning Fire Standards	AC Professionalism	Operational Assurance	Mar 2024	1. Undertake a review and gap analysis of the Operational Preparedness Fire Standard. **COMPLETE** 2. Create an action plan. 3. Complete outstanding tasks from action plan. 4. Action plan to be monitored through OPAWG and Assurance SLT.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	
11b	**Policy/Procedure:** Ensure policy is aligned with Fire Standards and reflects expectations of SLRF and external partners	AC Response	L&D	Apr 2024	1. Develop and deliver a training package relating to NILO's MTA skills/knowledge, to all operational staff. 2. Multi-agency training in the form of JESIP training, to be completed by tactical commanders, to include the use of National Inter-agency Liaison Officer (NILO)'s . 3. SFRS NILOs training to be conducted with partners within the region. .	**In Progress**	OPAWG Assurance SLT	Assurance SLT	

11c	**Quality Assurance:** Ensure evaluation processes are in place to capture performance outcomes and learning	AC Response	Staff Office L&D JFC Trainer Operational Assurance Operational Support	Jul 2024	1. Introduce reality testing to ensure a clear understating of Service policy position, in regards response to Marauding Terrorist Attack (MTA) situations. Aligned to clear risk assessments, people impact assessments, etc. linked to Joint Operating Procedures (JOP). 2. Deliver a Joint Fire Control specific exercise linked to MTA. 3. Ensure staff complete annual training (Online) regarding MTA. 4. Terror-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan).	**In Progress**	OPAWG Assurance SLT Resilience Working Group	Assurance SLT
11d	**Review:** Create and embed review processes to ensure continuous improvement.	AC Professionalism	Operational Assurance L&D Operational Support	Apr 2024	1. Align with review criteria from the Operational Preparedness Fire Standard. 2. Ensure learning is captured from exercises, local and national incidents, and shared via reports from Operational Assurance. 3. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG.	**In Progress**	OPAWG Assurance SLT	Assurance SLT

Area for improvement 12: The service should make sure it has an effective method for sharing multiple fire survival guidance information with multiple callers and has a dedicated communication link in place.

OWNERS: Head of Data, Digital and Property, AC Professionalism, Assistant Chief Fire Officer (ACFO) Service Support

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
12a	**Governance:** Ensure oversight and governance arrangements align with the Operational Competence Fire Standard expectations.	AC Professionalism	Operational Assurance L&D	Apr 2024	1. Undertake a review and gap analysis of the Operational Competence Fire Standard. 2. Create an action plan. 3. Complete outstanding tasks from action plan 4. Action plan to be monitored by OPAWG and the Resilience Working Group and outcomes reported to Assurance SLT.	**In Progress**	OPAWG Resilience Working Group	Assurance SLT	
12b	**Policy/Procedure:** Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry.	AC Professionalism	L&D (NOG)	Dec 2024	1. Implement NOG for Tall Buildings 2. Establish a clear Evacuation Policy for Tall Buildings (When to change evacuation methods), reflective of current policies and procedures in Joint Fire Control, etc. 3. Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan). 4. Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control. 5. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches.	**In Progress**	OPAWG	Assurance SLT	

12c	**Quality Assurance:** Ensure QA processes align with Operational Competence Fire Standard and NFCC/Grenfell Inquiry expectations.	AC Professionalism	Operational Assurance Operational Support L&D	Apr 2024	1. Check understanding and application of policies and procedures through regular exercising and testing, planned and monitored through the Exercise Framework. 2. Direct specific exercises to test understanding of all aspects of procedures. 3. Monitor e-learning compliance and report to OPAWG. Consider creation of a specific KPI. 4. Operational Support team to check understanding through reality testing on stations and with JFC.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	
12d	**Review:** Ensure continuous improvement processes are built into this work and align with the expectations of the Operational Competence Fire Standard.	AC Professionalism	Operational Assurance Operational Support L&D	Apr 2024	1. Ensure recommendations from exercises are scrutinised, recorded, and monitored at OPAWG. 2. Create ongoing feedback from station-based and JFC personnel. 3. Operational Assurance team to gain learning from East and West Sussex FRSs following exercises, incidents and learning from their FRSs.	**In Progress**	OPAWG Assurance SLT	Assurance SLT	

Inspection key line of enquiry: Making the best use of resources

Area for improvement 13: The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in the MSSP.

OWNERS: AC Response, AC Prevention, AC Protection, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
13a	Deliver swiftly and comprehensively Actions detailed in Area for Improvement (AFI) 3 and 7	AC Prevention (AFI 3) AC Protection (AFI 7)	GC Prevention GC Protection	Dec 2024	1. See description of work detailed in AFI 3 and 7	**In Progress**	ACFO Delivery of Services	Assurance SLT	
13b	Evaluate effectiveness of increased resources in L&D	AC Professionalism	L&D Team	Sep 2024	1. To be established as part of the L&D review.	**Not Started**	ACFO Service Support	Assurance SLT	
13c	Complete review of all Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Jul 2024	1. Review of whole logistics team functions. 2. Review ways of working within the workshops function to provide better effective and efficient use of resources to support legal compliance. 3. Review of all Asset provision across functions to include supplies and stores.	**Not Started**	ACFO Service Support	Assurance SLT	

					4. Review policies and processes to support organisation. 5. Review key stakeholder's responsibilities. 6. Implementation of review recommendations including ongoing performance targets and KPI's.				

Area for improvement 14: The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its CRMP.

OWNER: ACFO Delivery of Services and Service Support, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
14a	Refresh the Performance Management Framework (PMF) to reflect corporate priorities, reaffirm understanding and application across the organisational workforce.	ACFO Delivery of Services and Service Support	Data and Digital Team	TBC	1. Reaffirm individual responsibilities and expectations within PMF e.g. monthly performance meetings in addition to quarterly performance conversations. 2. Review PMF to ensure corporate alignment and performance golden thread. 3. Review quarterly performance workshops and embed in business planning cycle. 4. Include PMF awareness and expectations within management induction programmes. 5. Explore and develop scheme of recognition process to support performance improvements and local ownership. 6. Review time and motion/station routines to update 'Station Work Routines and Standards' policy. 7. Develop a suite of 'Workforce Productivity Measures' (a sub-set of PMF KPIs and reflective of all teams/functions) and process for monitoring/ review explicitly within the PMF and via Performance Conversations.	**In progress**	Assurance SLT	Assurance SLT	

14b	Implement full Asset Management System to increase productivity and ensure efficient processes across Logistic functions.	AC Logistic Support/ Operational Development ACFO Service Support SCC Fleet	Data and Digital Team SCC fleet team Logistics team	Jan 24 TBC	1. Development of key deliverables for both SFRS and SCC. 2. Tender for Fleet Asset Management System 3. Implement the Fleet Asset Management System	**In Progress**	Resources Working Group Assets Programme Board	Assurance SLT	
14c	Review Response-based Teams target setting to develop achievable, but still stretching, targets with end users.	Head of Data, Digital and Property	Data and Digital Team AC Protection	Apr 2024	1. Review existing measures and targets with relevant teams. 2. Develop an enhanced set of measures with clear evidence base..	**In Progress**	Assurance SLT	Assurance SLT	

Area for improvement 15: The service should make sure it effectively monitors, reviews and evaluates the benefits of any collaboration activity.

OWNERS: ACFO Delivery of Services, ACFO Service Support.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
15a	Governance	ACFO Delivery of Services, ACFO Service Support	SLT	Mar 2024	1. Develop a Service Collaboration Strategy 2. Engage with 4F and wider collaboration partners to ensure consistent approach. 3. Articulate clear position and ambitions in 2025 CRMP	**In Progress**	Assurance SLT	Assurance SLT	
15b	Policy/Procedure	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Mar 2024	1. Develop a 'Partnership and Collaborations' Register, to ensure a comprehensive record of joint working and enabling future reviews.	**In Progress**	Assurance SLT	Assurance SLT	
15c	Review and Quality Assure existing Partnerships and Collaborations to either enhance, pause, stop	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Dec 2024	1. Undertake cost/benefit analysis for each partnership/collaboration.	**In Progress**	Assurance SLT	Assurance SLT	

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

Area for improvement 16: The service must ensure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

OWNERS: ACFO Service Support, Chief Fire Officer.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	SLT Corporate Finance	Sep 2024	1. Ongoing process to revise the MTFS. Monthly submission by services of identified pressures and service recommended savings. This included areas for potential investment and potential service reductions. 2. PIAs completed on all potential efficiencies to understand the impact on communities and staff. 3. CLT and Cabinet Away Day/efficiency meetings to scrutinise MTFS submissions across the county and agree the approach to the MTFS. 4. Identification of financial planning assumptions, e.g. rates of inflation and grant funding levels. 5. Future MTFS planning scrutinised by a budget sub-group (Member led). 6. Capital scrutiny through Infrastructure Board, progressing to Capital Programme Panel. 7. Select Committee sign off budget prior to submission to Corporate Leadership Team (CLT)/Cabinet. Budget will go to full council February.	**In Progress**	CLT Assurance SLT Monthly Finance Meetings Select Committee Full Council	Assurance SLT	

					8. CRMP planning underway. Consultation to feedback value for money and meeting community needs.	**In Progress**			
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Corporate Finance	Apr 2024	1. Working with Fire Finance Network to develop benchmarking return. To compare pay budget, non-pay and grants. 2. Develop a productivity and efficiency plan for 23/24.	**In Progress**	Monthly Finance Meeting Assurance SLT	Assurance SLT	
16c	Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property. Corporate Finance	Nov 2023	1. Implement procurement and contract management training. **COMPLETE** 2. Deliver the action plan as an outcome from the contract management internal audit. **COMPLETE** 3. Internal audit to undertake a review of the audit outcomes.. 4. Procurement Plan and Capital Programme reviewed monthly at RWG. **COMPLETE** 5. Contract register reviewed at RWG. **COMPLETE**	**In Progress**	RWG Assurance SLT Monthly Finance Meetings	Assurance SLT	

			Procurement Manager							

Area for improvement 17: The service needs to make sure it regularly reviews and evaluates its fleet and estate strategies to make the most of potential efficiencies

OWNERS: Head of Data, Digital and Property, AC Logistic Support, Operational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Rosenbauer	Mar 2024	1. Collate outcomes from Phase 1 and 2 including user experience. 2. Create end user network specifically relating to the AT project from existing network. 3. Deliver outcomes from internal audit of contract. 4. Look at lessons learned to inform next procurement process.	**In Progress**	Resources Working Group Assets Board	Resources WG	
17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Questar	Mar 2024	1. Complete and implement Telematics Project outcomes. 2. Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet.	**In Progress**	Resources Working Group Assets Board	Resources WG	

| 17c | **Governance**: Develop medium/long term Estates Plan, forming part of overall Assets Strategy. | Head of Data, Digital and Property | SFRS Property Team

SCC Land and Property Team | Mar 2025 | 1. Work collaboratively with SCC land and property team to develop a plan for the SFRS estate. This will include the approach to refurbishment, 'greening' and making best use of our assets as a service and with others. | **In Progress** | Resources WG | Assurance SLT | |

Inspection key line of enquiry: Promoting the right values and culture

Area for improvement 18: The service should monitor secondary contracts to make sure staff don't work excessive hours

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
18a	**Quality Assurance:** Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	Head of POD	POD Comms Team Data and Digital	Dec 2023 and annually thereafter	1. Set up communications to all employees outlining the requirement to do this. 2. Check records regularly and run an annual audit- place on business plan.	**In Progress**	Workforce Working Group	Assurance SLT	
18b	**Quality Assurance:** Increase manager understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	Head of POD	AC Response Unions L&D	Oct 2024	1. Design and deliver basic training on Working Time Regulations to all On -all support officers and middle managers managing on call stations. 2. Design and deliver training to all staff which covers a more in-depth knowledge of working time regs in order to monitor working time of their employees.	**In Progress**	Workforce Working Group	Assurance SLT	

18c	**Quality Assurance:** Ensure all working time is monitored to ensure we align with requirements of the WTR.	Head of POD	Data and Digital Team AC Response	Apr 2024	1. Establish engineered controls in Firewatch to better manage and monitor hours (Audit function) for all required sections of the regulations (4, 10) and Grey book requirements.	**In Progress**	Workforce Working Group	Assurance SLT	
18d	**Review:** Ensuring those who need to opt out commit to this including Flexible Duty System	Head of POD	POD Comms Team Data and Digital	Apr 2024	1. Create a crib sheet outlining the basics on WTR. 2. Run a report to establish which employees have already opted out. **COMPLETE** 3. Communicate out to all current employees inc. those on Flexible Duty System who haven't opted out inviting them to do so alongside crib sheet. 4. Monitor responses to see if the number of those having opted out has increased.	**Not started**	Workforce Working Group	Assurance SLT	
18e	**Review:** Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	Head of POD	POD Data and Digital	Apr 2024	1. Include a letter in the welcome pack requesting people to opt out with guidance as to why we are asking. 2. Record the outputs in Firewatch.	**Not started**	Workforce Working Group	Assurance SLT	

18f	**Policy/Procedure:** Establish guidance taking into account all of the above for managers.	Head of POD	AC response Trade Unions POD	Dec 2024	1. Draw up a guidance document on WTR to support the WTR policy.	**Not started**	Workforce Working Group	Assurance SLT	

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

Area for improvement 19: The service should ensure operational officers use its competence recording system and e-learning platform effectively.

OWNER: Area Commander Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
19a	**Governance:** Ensure governance arrangements align with the Operational Learning Fire Standard and Operational Competence Fire Standards expectations.	AC Professionalism	L&D	Feb 2024	1. Undertake a review and gap analysis of the Operational Learning Fire Standard. 2. Undertake a review and gap analysis of the Operational Competence Fire Standard. 3. Create an action plan. 4. Complete outstanding tasks from action plan. 5. Monitor action plan through OPAWG and Assurance SLT.	**In Progress**	OPAWG	Assurance SLT	

19b	**Policy/Procedure:** Ensure policy and procedures for recording training (including officer training requirements) is aligned with the Operational Learning and Operational Competence Fire Standards.	AC Professionalism	L&D	Apr 2024	1. **Priority action - Short-term specific response to AFI –** L&D to create spreadsheet containing mandatory training for all officers, with most recent dates of completion. 2. Notify all officers who have areas of non-compliance for mandatory training elements. 3. Develop KPIs for this specific AFI to support monitoring and future planning. 4. Link compliance for individuals to access for promotions (or CPD), performance conversations (include on form).	**In Progress**	L&D OPAWG OHSWWG	Assurance SLT	
19c	**Quality Assurance:** Ensure quality assurance processes align with the expectations of the Operational Learning and Operational Competence Fire Standards.	AC Professionalism	L&D Operational Assurance Operational Support	Jun 2024	1. Modernise the content on the system to be current, valid, measurable and auditable. 2. Whole workforce approach so that all training and development is via L&D. 3. Create a visual RAG indicator for individual compliance.	**In Progress**	OPAWG OHSWWG	Assurance SLT	
19d	**Review:** Ensure processes support continuous improvement.	AC Professionalism	L&D Operational Assurance Operational Support	Jun 2024	1. In scope of L&D review/system/monitoring. 2. Create a skills log to monitor/provide oversight of skills mix. 3. Operational Support to perform reality testing.	**In Progress**	OPAWG OHSWWG	Assurance SLT	

Inspection key line of enquiry: Ensuring fairness and promoting diversity

Area for improvement 20: The service should ensure that all staff understand the benefits of equality, diversity and inclusion and their role in promoting it.

OWNER: Equality, Diversity and Inclusion (EDI) Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
20a	**Review:** Review policies and procedures to align with appropriate Fire Standards.	EDI Lead/Head of POD	EDI Team POD and OD Partner	Dec 2024	1. Undertake review of people policies and procedures to ensure alignment with Core Code of Ethics, Leading and Developing People, Leading the Service Fire Standards. 2. Undertake review of above against relevant national reports that may impact our Service.	**In Progress**	EDI Programme Board	Assurance SLT	
20b	**Quality Assurance:** Improve and further develop the understanding of Benefits of EDI and all staff role in promoting it into all our EDI training.	EDI Lead and CRMP/ EDI Engagement Lead	EDI Team Learning and Development Comms Team Staff Support Network Groups POD team	Dec 2024	1. Develop an EDI training package ensuring there is a focus on educating staff about the benefits of EDI and how they can actively promote them in their day-to-day roles. 2. Develop case studies based on lived experiences (including bullying and harassment) to be delivered in a programme of learning. 3. Evaluate the outcomes from the training package.	**In Progress**	EDI Programme Board	Assurance SLT	

20c	**Policy/Procedure:** Implement an Allyship Programme.	EDI Lead	EDI Team Learning and Development Staff Support Network Groups	Oct 2024	1. Research what other FRSs and our partner organisations have in place. 2. Develop the programme. 3. Evaluate the programme.	**Not Started**	EDI Programme Board	Assurance SLT	
20d	**Quality Assurance:** To develop evaluation models to ensure EDI activity is providing the outcomes required.	EDI Lead CRMP and EDI Engagement Lead	EDI Team Programme and Assurance Manager	Aug 2024	1. Will apply logic modelling to understand all activity purpose, strategy and expected results. 2. Create feedback mechanisms that can be objectively reviewed against benchmark data. 3. Develop toolkit to evaluate EDI activities. 4. Implement recommendations from Staff Network Group review.	**Not Started**	EDI Programme Board	Assurance SLT	
20e	PIA mitigating actions monitoring and evaluating	EDI Lead	EDI Team Working Groups	Mar 2024	1. Further develop PIA mitigating action monitoring via all the Working Groups.	. **In Progress**	Working Groups EDI Programme Board	Assurance SLT	

Area for improvement 21: The service should identify and overcome barriers to equal opportunity so that its workforce better represents its community. This includes making sure staff understand the value of positive action and having a diverse workforce. The service should also improve the way it collects equality data to better understand its workforce demographic and needs.

OWNERS: EDI Lead, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
21a	Implement Positive Action Plan to ensure wider awareness and understanding	CRMP and EDI Engagement Lead	EDI Team People and Organisational Development (POD) team	Jun 2024	1. Develop Positive Action Plan 2. Implement the plan. 3. Create Myth Busting Video to address confusion about what Positive Action is and is not. **COMPLETE** 4. Share video in SFRS Staff Newsletter. **COMPLETE** 5. Develop targeted 'have a go' days. **COMPLETE**	**In Progress**	EDI Programme Board	Assurance SLT	
21b	**Quality Assurance:** Evaluate our Positive Action activities.	CRMP and EDI Engagement Lead/ Head of POD	EDI Team Staff Support Network Groups Comms Team POD team	Mar 2024	1. Establish a series of reality testing, to evaluate whether staff understand what Positive Action is and is not. 2. Facilitate interactive workshops and discussions where staff can share their thoughts and concerns regarding positive action and positive discrimination. 3. Conduct regular assessments on positive action and positive discrimination to reinforce knowledge and identify any knowledge gaps. 4. Provide feedback and additional training as necessary. 5. Provide easily accessible resources such as brochures, fact sheets, or online materials that staff can refer to whenever they have questions or need clarification on positive action and positive discrimination.	**Not started**	EDI Programme Board	Assurance SLT	

21c	**Review:** Create Myth Busting Video to address concerns about disclosing EDI data.	EDI Lead and Comms Lead	EDI Team Comms Team	Nov 2023	1. Video to be shared in SFRS Staff Newsletter	**In Progress**	EDI Programme Board	Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead CRMP and EDI Engagement Lead Head of POD	EDI Team POD Team	Sep 2024	1. Evaluate recruitment process following next recruitment campaign 2. Raise awareness of role as a community focused one through testimonials/role models etc 3. Open days and career events aimed at under presented groups- consider career in Fire. 4. Implement Outreach programmes 5. Establish taster opportunities advertised through local support organisations and followed up on with offers of work placements for underrepresented groups. 6. Apply the tie breaker rule in promotions. 7. Review website pages and material. 8. Ensure a robust induction is in place.	**Not Started**	EDI Programme Board	Assurance SLT	

Inspection key line of enquiry: Managing performance and developing leaders.

Area for improvement 22: The service should improve the way staff understand and apply the performance development review process.

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
22a	**Review:** Ensure **all** managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	Head of POD	Service Leadership Team Middle leaders Supervisory leaders Comms Team	Sep 2024	1. Communicate the dates and frequency of conversations to take place. **COMPLETE** 2. Measure outputs both qualitative and quantitative of Performance Conversations. 3. Ensure soundbite training on Performance Conversation for all employees is mandatory.	**In Progress**	WWG-KPIS-(CLT)	Assurance SLT	
22b	**Quality Assurance:** Ensure all managers have Performance Conversation as an objective in their	Head of POD	POD	Apr 2024	1. Communication out to all managers to ensure they are adding this into their Performance conversations.	**In Progress**	WWG	Assurance SLT	

	Performance Conversation.							
22c	**Quality Assurance:** Establish and complete a quality assurance process for Performance Conversations.	Head of POD	Programme Manager POD	Sept 2024	1. Establish a quality assurance process for performance conversations. 2. Implement the assurance process across all areas.	**Not Started**	WWG	Assurance SLT	
22d	**Review:** Ensure quality completion of an individual's performance conversation is an eligibility requirement for promotion or movement into different roles.	Head of POD	POD Project Manager (PM) - People and Culture L&D	May 2025	1. Ensure sufficient guidance is available for managers to refer to when undertaking performance conversations. **COMPLETE** 2. Create a 'mock' environment for managers to carry out performance conversations in a safe environment with support and to increase understanding of their benefit. 3. Best practice examples and coaching on how to improve the outputs and outcomes from these conversations.	**Not started**	WWG	Assurance SLT	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
22e	Produce a Service Video explaining the reasons for, requirements of and myth busting relating to Performance Conversations.	Head of POD	POD Communications Team	Apr 2024	1. Produce content for video. 2. Record video. 3. Communicate the video. 4. Measure outputs and outcomes.	**Not Started**	WWG	Assurance SLT	

Area for improvement 23: The service should assure itself it has an effective way in place for succession planning including senior leadership roles.

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
23a	**Review:** Ensure critical roles are identified for all teams across the Service.	Head of POD	POD Managers	Oct 2023	1. Define criteria for establishing Critical roles. 2. Work with managers to assess all roles and whether they are critical.	**Complete**	WWG	Assurance SLT	

23b	**Governance/Review:**
	
	Establish and embed an approach to succession planning.
		Head of POD	POD
			
			Managers
			
			Learning and Development Team
			
			Comms team.
			
			PM-People and Culture
				Sept 2024
				Apr 2025
					1. Establish an approach to succession planning and identification of critical roles.
					2. Draw up guidance on inclusive succession planning which:
					   o Identifies successors
					   o Evaluates the risk profile
					   o Develops those in pipeline for succession.
						In Progress	WWG	Assurance SLT	

23c	**Review:** Evaluate succession planning process	Head of POD	POD PM - Assurance	Apr 2026	1. Draw up approach to evaluating the success of the succession planning process.	**Not started**	WWG	Assurance SLT	

Area for improvement 24: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of current and future leaders.

OWNER: Head of People and Organisational Development and EDI Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	Head of POD/ EDI lead	POD L&D	May 2025	1. Evaluate current attraction, selection activity. 2. Review how we retain staff within Service to ensure we don't lose them once they have been recruited. 3. Consider approach to succession planning for future leaders. 4. Consider role v rank for those roles which do not have to be operational to be able to recruit externally and bring in specialist skill sets. 5. Consider Direct Entry schemes. 6. Put together learning offer to allow those in house to progress and develop. 7. Identify talent through performance conversations outputs and support the manager to support their development.	**In Progress**	WWG	Assurance SLT	
24b	**Quality Assurance:** Continue to promote the benefits of Career Pathways	Head of POD	POD Managers L&D Comms Team	Dec 2024	1. Ensure they are in Performance Conversations as part of the development discussions. 2. Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams.	**In Progress**	WWG	Assurance SLT	

	across the Service								
24c	**Policy/ Quality Assurance:** Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles.	Head of POD	Learning and Development Team SFRS Together.	Apr 2024	1. Outline a clear framework of requirements for promotion including soft skills as well as those required for the particular role. **COMPLETE** 2. Establish a timeframe for implementation taking into account some of the qualifications will take time to gain.	**In Progress**	WWG	Assurance SLT	
24d	**Quality Assurance:** Understand current workforce diversity and benchmark against others.	Head of POD/ EDI lead	POD EDI lead Comms Team.	Apr 2024	1. Raising awareness of how we use the data to overcome myths. 2. Encourage employees to complete diversity data request. 3. Address current concerns regarding confidentiality at submission of details	**In Progress**	WWG	Assurance SLT	

24e	**Review:** Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.	Head of POD	Learning and Development Team Communications Team PM- People and Culture SCC Careers Team	Dec 2025	1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning. 2. Set up a network with other Fire and Rescue Services to allow for external secondments and 'swaps' to other services for a limited period of time.	**Not Started**	WWG	Assurance SLT	
24f	**Governance:** Integrate the use of the Phase 3 Direct Entry Programme, into Service Workforce Planning.	Head of POD	NFCC SFRS colleagues in other services Comms Team	Dec 2026	1. Engage with NFCC and pilot programme in Surrey.	**In Progress**	WWG People and Culture Programme Board	Assurance SLT	
24g	**Review:** Evaluate impact of all of	Head of POD	PM-Assurance POD	Dec 2026	1. Use evaluation tool to assure processes.	**Not started**	WWG	Assurance SLT	

	the above approaches.								

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COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

Date: 4 December 2023

A New Draft Vision Zero Road Safety Strategy and 20 mph Speed Limit Policy

Purpose of report: To inform and seek the views of the Select Committee on the new draft Surrey RoadSafe Partnership Road Safety Strategy based on the principles of a 'Vision Zero' Safe System approach, including a new policy for 20 mph speed limits.

Introduction:

1. In recent years the annual number of road casualties killed or seriously injured on Surrey's roads has not reduced. Surrey has some of the highest numbers of pedestrian and cycling road casualties of any local authority in Great Britain, with most of these resulting from collisions with motor vehicles in urban 30 mph speed limit areas. Alongside this data, high vehicle speeds are a prime concern of Surrey's residents.

2. Therefore, a new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy has been developed in collaboration with Surrey Police (including the Police and Crime Commissioner), Surrey Fire and Rescue and National Highway colleagues. The new strategy (presented in **Annex 1**), follows on from previous strategies in 2012 and 2018, and adopts the best practice Vision Zero and Safe Systems approach. This includes a new target for reducing collisions where someone is killed or seriously injured by 50% by 2035. and a new policy for a more flexible approach to implementing 20 mph speed limits.

Introduction

3. Whenever there is a road collision reported to the police resulting in personal injury, the details are recorded by each police service using a national standard format. This data is then compiled nationally to inform national road safety policy and interventions. It is also shared with the local highway authority who use computer mapping to identify locations and patterns of collisions on the road network to prioritise casualty reduction highway improvements, and to analyse overall trends in the data[1]. Casualties are categorised as either fatal,

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[1] Summary data is available for viewing on www.crashmap.co.uk and national data (including an interactive dashboard) is available here: Road accidents and safety statistics - GOV.UK (www.gov.uk)

serious, or slight depending on the severity of the injury suffered, using standard definitions.

4. Summary analysis of the trend in the total annual numbers of fatal, serious, and total number of road casualties on Surrey's roads has shown that:

- The longer-term reduction in fatal casualties has stalled in recent years.
- The trend in the combined total of fatal and serious casualties has remained mainly static since 2020, with some recent increases due mostly to recent changes in the recording method use by the police.
- Overall, the total number of road casualties continues to decrease.

5. Considering this data, the County Council and partners need to do things differently if we are to be successful in reducing fatal and serious casualties in the future. Therefore, the County Council has worked together with Surrey Police (including the Police and Crime Commissioner), Surrey Fire and Rescue and National Highways to create the new Surrey RoadSafe Partnership Vision Zero Road Safety Strategy presented in **Annex 1**.

6. The new draft strategy includes a summary analysis of the trend in road casualties, proposes a new casualty reduction target, and describes a new flexible approach to implementing 20 mph speed limits. This meets our commitment within our Local Transport Plan 4 to develop a new road safety strategy for Surrey, building on the best practice Vision Zero and Safe Systems approach, replacing the previous Surrey Road Safety Strategy that has now expired.

Vision Zero and Safe Systems

7. Our new Vision Zero based strategy puts people at its centre, coming from the belief that every road death or serious injury is preventable. It is built upon 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.
- It is a shared responsibility between stakeholders (road users, road managers, vehicle manufacturers, etc) to take appropriate actions to ensure that road collisions do not lead to serious or fatal injuries.

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, for example vehicles, infrastructure, 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. The approach is a

shared responsibility (road users, highway managers, enforcement agencies and vehicle manufacturers) to act to ensure that road collisions do not lead to serious or fatal injuries. A Safe System approach has five pillars that work together to minimise risk, namely:

- Safe roads and streets
- Safe speed
- Safe vehicles
- Safe road users and behaviours
- Post collision care

9. A Vision Zero approach to road safety was endorsed by the intergovernmental conference on road safety in 2019 which resulted in the Stockholm Declaration for a 50% reduction in fatal and serious collisions by 2030, compared to 2020[2]. To achieve a similar ambitious reduction in road casualties in Surrey, we will need to work toward roads that are designed with a 'forgiving' infrastructure, that recognises the vulnerability of human beings and the mistakes they make. This includes setting speed limits and managing vehicle speeds to an appropriate level for the different types of roads and their use by vulnerable road users such as people walking, wheeling, cycling and riding horses.

Our Vision Zero Target

10. The new draft strategy outlines a vision for there to be zero death or serious injury on Surrey's roads by 2050. In the early 2000s there were 60 to 70 fatal collisions per year in Surrey, whereas in more recent years that number has reduced to 20 to 30 collisions per year. Therefore, we believe that this vision zero target will be challenging, yet achievable.

11. To work toward Vision Zero by 2050 we have set an interim target for a 50% reduction in people being killed or seriously injured (KSI) by 2035 with reference to a baseline average for 2019 and 2022. We have selected these two years for the baseline because they are more likely to represent the typical annual number of KSIs in Surrey, because these years were unaffected by COVID (unlike 2020 and 2021) and were less affected by a change in the police reporting system (unlike 2018). We have also set the year 2035 for the target because by the time our final strategy is published in 2024, we will be several years into the current decade.

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[2] Stockholm Declaration - RoadSafetySweden

Speed Management and a New Approach to 20 mph Speed Limits

12. There is overwhelming research evidence that faster motor vehicles increase the risk of collision and make the consequences worse[3]. Concern over vehicle speeds is a frequently mentioned highway issue raised by Surrey's residents.

13. In June 2022 the Cabinet Member with responsibility for Road Safety allocated an additional £3million over three years to help tackle excessive vehicle speeds and road safety on Surrey's roads[4]. This funding is being invested in more average speed cameras, spot speed cameras, traffic calming and junction improvements at the sites with the worst speeding and collisions. At the time of writing several new average speed camera schemes have just been (or are just about to be) implemented across the county.

14. The County Council has already embarked on a proactive, strategic review of rural speed limits with the aim of replacing all the existing 60 mph national speed limits on rural roads with lower speed limits that are set at a more appropriate level more in keeping with the use and nature of the road. The first of these were implemented in September 2023.

15. To realise the ambition of the Vision Zero road safety strategy there also needs to be an enhanced focus on reducing speeds in town centres, residential areas, and village centres, especially near schools, where the exposure to risk for people walking, wheeling, and cycling is greater. For example, in 2022 nearly half of all Surrey's road casualties (49%) were located on 30 mph speed limit roads most of which are in built up areas. Also, 81% of pedestrian casualties took place on 30 mph speed limit roads with nearly all involving collision with a motor vehicle. Similarly, 69% of cycling casualties took place on 30 mph speed limit roads, with 79% of these resulting from collisions with a motor vehicle.

16. Most leading international and national organisations that advocate for road safety, public health and climate change also advocate for lower 20 mph speed limits in urban areas. This was also endorsed in the Stockholm Declaration. Therefore, we want to allow greater flexibility to implement more 20 mph speed limits across a greater number of Surrey's roads, especially in town centres, village centres, residential areas and near schools where people want them. This is because lower speeds, especially where there are more people walking, wheeling, and cycling, will provide a range of benefits including:

    - Reduced risk and severity of collisions, especially for people walking, wheeling and cycling

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[3] Road Crash Trauma, Climate Change, Pollution and the Total Costs of Speed: Six graphs that tell the story | GRSF (roadsafetyfacility.org)
[4] Cabinet Member for Transport, Infrastructure and Growth Decisions - Monday, 27 June 2022.

- Making places easier and more pleasant to walk, wheel and cycle
- Reduced noise and air pollution

17. Our new approach to 20 mph limits is presented in detail within the new draft Surrey RoadSafe Vision Zero Road Safety Strategy and has been developed with consideration to the following principles:

- Any new 20 mph speed limits must be supported by local people and the local County Councillor.
- We do not advocate a blanket approach and recognise that some main roads should remain at 30 mph.
- We will only implement 20 mph speed limits that are predominantly self-enforcing to retain credibility with road users. Therefore, we will only use additional supporting measures where existing speeds are higher.
- There should be no expectation that Surrey Police would be required to provide additional enforcement across Surrey's road network over existing levels to make any new 20 mph limits work.
- Any new speed limit will be evaluated to check how successful it has been in reducing speeds, and if necessary further supporting measures will be considered to improve compliance.

Financial and Value for Money Implications

18. The Department for Transport publish the average value of prevention per reported casualty and per reported road collision for Great Britain every year, for use in cost benefit calculations. The most recent data published in September 2022 is presented in **TABLE 1** below.

19. In recent years, within Surrey there have been between 24 to 36 fatal collisions per year. The resulting estimated value of preventing these fatal collisions would be between £50million to £76million, and there would be further substantial savings from reductions in serious and slight injury collisions too.

Table 1: Average value of prevention per reported casualty and per reported road collision: Great Britain

Severity	Cost per casualty (£)	Cost per collision (£)
Fatal	2,114,526	2,342,203
Serious	237,614	270,421
Slight	18,318	27,320
Average for all severities	83,752	112,243
Damage only	-	2,522

20. It can be seen that reductions in road collisions and casualties can result in large savings to society, though it should be noted that these savings do not necessarily accrue to the organisations undertaking the investment.

Conclusions:

21. The Council proposes to set a target of zero, or as close as possible, fatalities and serious injuries by 2050 with a 50% reduction by 2035. We propose to achieve this by developing and implementing a new Surrey RoadSafe Partnership Vision Zero Road Safety Strategy for Surrey based on the principles of the 'Vision Zero' and a Safe System approach. This includes a new 20 mph speed limit policy.

22. If approved by the Cabinet on 19 December 2023, it is proposed that the new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy, including the new 20 mph speed limit policy, will be published for public consultation starting in January for a period of ten weeks. The results of the consultation and any recommended changes to the strategy and 20 mph policy will then be brought back to Cabinet in the Spring for final approval.

Recommendations:

23. That the views of the Select Committee on the new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy, including a new draft 20 mph speed limit policy, be provided to the Council's Cabinet in advance of Cabinet considering this matter on 19 December 2023.

Next steps:

24. The draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy including a new draft 20 mph speed limit policy will be presented to Cabinet on 19 December 2023. If agreed by Cabinet, draft new strategy will be published for public consultation in January for a period of 10 weeks. The comments received will be analysed and a new strategy with amendments will be brought back to the Cabinet for final approval in May 2024.

Report contact

Duncan Knox, Road Safety and Sustainable School Travel Team Manager

Contact details

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Sources/background papers

Pedestrian safety in areas of deprivation - Report and review of the research, June 2021, RoSPA, Birmingham
www.crashmap.co.uk
Road accidents and safety statistics - GOV.UK (www.gov.uk)
Local Transport Plan 4
Surrey Road Safety Strategy
Stockholm Declaration - RoadSafetySweden
Managing speeds on Surrey's roads - Surrey County Council (surreycc.gov.uk)
Road Crash Trauma, Climate Change, Pollution and the Total Costs of Speed: Six graphs that tell the story | GRSF (roadsafetyfacility.org)
Cabinet Member for Transport, Infrastructure and Growth Decisions - Monday, 27 June 2022.

Annex 1: Draft Surrey RoadSafe Vision Zero Road Safety Strategy

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Surrey RoadSafe
Vision Zero Road Safety Strategy
2024 to 2035

Draft November 2023

CONTENTS

Foreword

Matt Furniss, Cabinet Member for Transport and Infrastructure, Surrey County Council

As the Cabinet Member with responsibility for road safety, I am acutely aware of the impact that road collisions and personal injuries have on individuals, families and local communities. One life lost on our roads is one too many. Our aim is for all deaths and serious injuries from road collisions to be eliminated, something I am sure all our residents would agree with.

Surrey County Council continues to make road safety a top priority, with significant progress and investment already in place right across Surrey. However, with an average of between 20 and 30 fatalities on Surrey's roads in recent years, as well as many hundreds of serious injuries, more needs to be done to reduce death and serious injury on our roads.

I am therefore delighted to endorse this new Surrey RoadSafe Partnership Road Safety Strategy that has 'Vision Zero' at its heart. This new strategy aims to eliminate all traffic fatalities and serious injuries, while increasing safe, healthy, equitable mobility for all. We will deliver on this ambition by working collaboratively with the police, the Office of the Police and Crime Commissioner, Surrey Fire and Rescue and National Highways, with our collective work focussed through the Surrey RoadSafe Partnership.

Road safety, including the speed of traffic, is often raised by residents as a matter of concern. My aim is to ensure that Surrey County Council does all that it can to make the roads, streets, towns and villages of Surrey safer for everyone, be they walking, wheeling, cycling or driving.

Lisa Townsend, Police and Crime Commissioner for Surrey

As both the Police and Crime Commissioner for Surrey and national lead for roads policing and transport for the Association of Police and Crime Commissioners, I am excited to share the Vision Zero Road Safety Strategy – a collective commitment for there to be zero serious injuries or fatalities on Surrey's roads by 2050. While ambitious, I firmly believe the aim for zero road deaths and serious injuries is the only acceptable goal, recognising that each life lost on our roads can have a devastating impact on so many people.

Surrey is home to some of the busiest and most dangerous stretches of motorways in Europe, with thousands of vehicles using our county's roads every day. Whilst there has been an overall decrease in fatal casualties since the early 2000s, recent

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years have seen a plateau in this downward trend in Surrey. This demonstrates that working together, there is still significant action we need to take in order to drive those figures down further.

The Surrey RoadSafe Vision Zero Road Safety Strategy represents a substantial opportunity to work collaboratively with key stakeholders, providing a comprehensive five-pillar approach to reduce risk, enhance road safety, and protect the lives of our residents. I commend the strategy and look forward to working with our partners across Surrey in making our roads safer for everyone to use."

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1. Introduction

1.1. Road collisions resulting in death or injury have a devastating impact on victims, families, friends, and co-workers. As well as the pain, grief and suffering endured by those directly associated with road collisions, the fear of road danger affects whole communities. Busy roads carrying fast moving motor vehicles can deter people from walking, push scooting or cycling for local journeys, travelling to and from school or work, and can make places less pleasant to live and visit. The most vulnerable in society such as children, older people and those with disabilities can be the most adversely affected by the consequences of collisions and the fear of road danger.

1.2. Throughout the world and across the UK, governments, local authorities, and police forces are adopting the latest best practice Vision Zero and Safe Systems approach to road safety. This best practice approach, the recent update to the Highway Code, and Surrey County Council's Local Transport Plan 4 all highlight the need to prioritise the needs of people walking, wheeling and cycling. This will improve road safety, support active travel, and will protect the most vulnerable so that no-one is left behind.

1.3. Fatal and serious collisions have not reduced in Surrey over recent years, and our previous road safety strategy has expired. Therefore, the Surrey RoadSafe Partnership consisting of Surrey County Council (including Surrey Fire and Rescue Service), Surrey Police, the Police and Crime Commissioner for Surrey, and National Highways have collaborated to develop our new strategy presented here. Our vision is for there to be zero fatalities or serious injuries on Surrey's roads by 2050. To work toward this 2050 vision, we have set a new target to reduce fatal and serious road casualties by 50% by 2035 (compared with a combined 2019 and 2022 baseline average). This target will be challenging for us to meet, so to be successful we will need to work together even more effectively, do some things differently, do more of the things we know that work and if necessary, implement new initiatives. It will be vital for this to be underpinned by effective data analysis and research. The Strategy presented here describes how we intend to do this.

2. Links to Key Policies and Corporate Objectives

2.1. Resources devoted to the enforcement of road traffic law to improve road safety will contribute to the objectives of the Police and Crime Plan for Surrey to tackle crime, deny criminals the use of the road and help our communities to feel safe and confident when travelling on our roads.

2.2. Improving road safety and enhancing residents' confidence to walk, wheel or cycle (including school journeys) will contribute to the objectives of Surrey

County Council's [Local Transport Plan 4](#) and contribute to [National Highway's Strategic Plan](#) vision of connecting the country safely and reliably by reducing the congestion associated with road collisions. It will also reduce carbon emissions, air and noise pollution, thus supporting the objectives of [Surrey's Climate Change Strategy](#). It will improve the health and wellbeing of people living in Surrey and using Surrey's roads thus supporting the objectives of [Surrey's Health and Wellbeing Strategy](#) for improving community safety.

3. What is Vision Zero?

3.1. The Vision Zero and Safe Systems approach derives from the [Stockholm Declaration](#) which was the culmination of the Third Global Ministerial Conference on Road Safety in 2020. It is now being adopted by governments, local authorities and police throughout the world as the best practice approach to road safety and reducing road casualties. 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 these main principles:

- 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; and
- It is a shared responsibility between stakeholders (road users, road managers, vehicle manufacturers, etc.) to take appropriate actions to ensure that road collisions do not lead to serious or fatal injuries

3.2. A Safe System approach has five pillars that work together to minimise risk, namely:

- Safe speed
- Safe road users and behaviour
- Safe roads and streets
- Safe vehicles
- Post collision response

3.3. The Surrey RoadSafe Partnership Vision Zero Road Safety Strategy adopts the five pillars in the Safe System approach. It has been developed collaboratively by the organisations in the Partnership who are responsible for improving road safety in Surrey. The work under these pillars will be underpinned by data, research evidence and evaluation so we know what is working and what we need to do to reduce road casualties.

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4. Working Together

4.1. The organisations involved in the delivery of road safety interventions within Surrey that have developed this strategy are:

- Surrey County Council (including Surrey Fire and Rescue Service)
- Surrey Police (with oversight by the Police and Crime Commissioner)
- National Highways (who look after the strategic road network of motorways and trunk roads)

4.2. For our organisations to work together effectively we need a clear decision-making process and defined responsibilities. The aim will be for the Surrey RoadSafe Partnership to be able to take decisions in an agile and timely manner so that we can take advantage of new opportunities and encourage innovation in response to road safety problems on our road network. Surrey's Police and Crime Commissioner has recently become the national lead for road safety for the Association of Police and Crime Commissioners, and Surrey's Chief Fire Officer has recently become the national lead for road safety for the National Fire Chief's Council, so we have a unique opportunity to generate fresh impetus to delivering road safety improvements in Surrey.

4.3. We will renew meetings of a Partnership Governance Board with senior decision makers from each organisation to oversee the delivery of this strategy and casualty reduction progress. The Board will be asked to approve a business and investment plan to support effective road safety interventions. The Board will also be responsible for approving a communications plan for behaviour change road safety campaigns and publicity in support of the strategy.

4.4. We will renew meetings of a Strategy and Delivery Group consisting of key colleagues in each organisation who are responsible for the day-to-day delivery of road safety interventions, services, and communications. This group will be responsible for developing and delivering the road safety interventions described within this strategy and for reporting progress, data and evaluation to the Governance Board.

We will renew the Surrey RoadSafe Partnership. This will be achieved by:

- Convening a new Surrey RoadSafe Partnership Governance Board of senior decision makers

- Convening a new Strategy and Delivery Group of key colleagues responsible for road safety in each organisation

- Agreeing a new Memorandum of Understanding and Terms of Reference for the for the Surrey RoadSafe Partnership, Governance Board and Strategy and Delivery Group

- Developing a new business and investment plan for approval by the Surrey RoadSafe Partnership Governance Board

- Developing a new communications plan for approval by the Surrey RoadSafe Partnership Governance Board

5.   Data Insights and Target Setting

Headline Trends in Road Casualties

5.1.   It can be seen from Chart 1 below that in recent years since 2015, the annual number of fatal collisions in Surrey has fluctuated between 24 and 36. This is roughly half the annual total that there used to be in the years 2000 to 2007 when the annual number fluctuated between 73 and 52. While this reduction over the longer term is welcome, in recent years the ongoing reduction in fatal casualties has stalled. There is a similar pattern in the data for Great Britain as a whole.

Chart 1

Trend in Fatal Road Casualties in Surrey
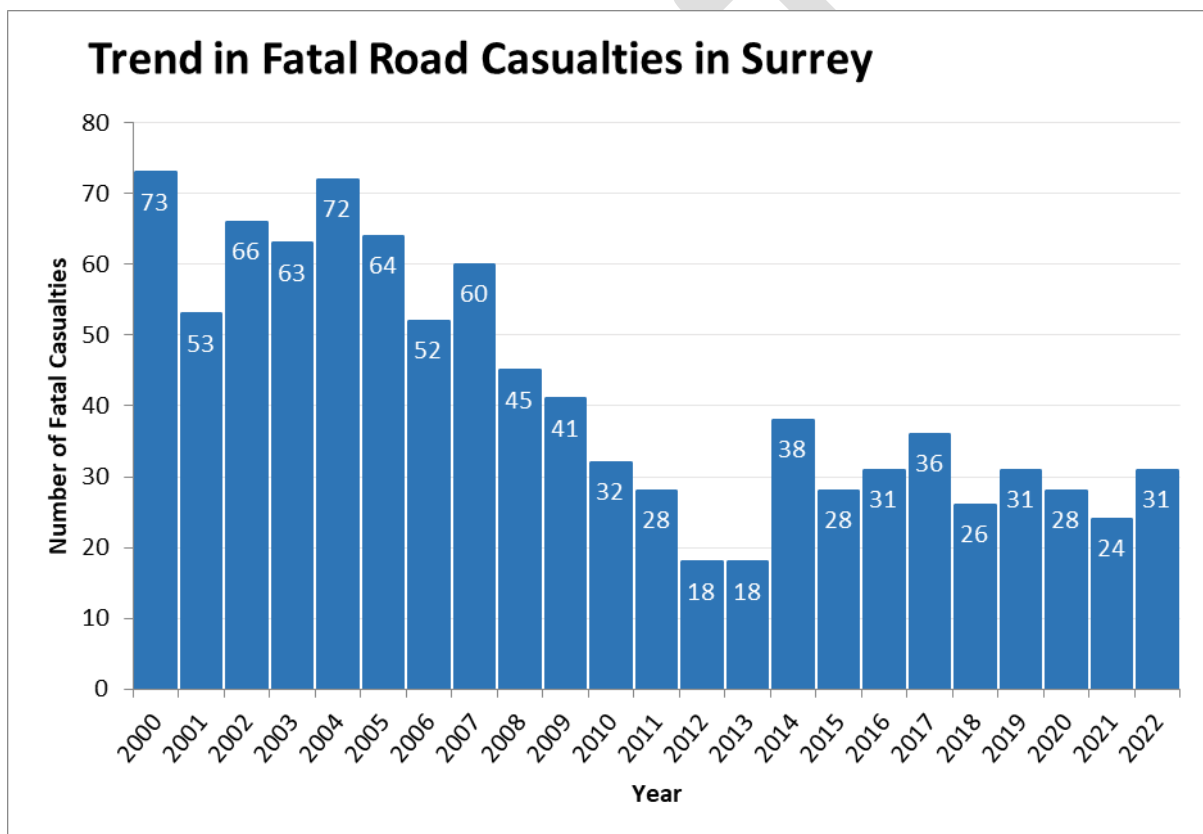
5.2.   Chart 2 overleaf shows the fatal and serious injuries combined. There has not been a reduction in serious injury casualties over the longer term, and in recent years there have been increases. It is important to note that the reason for some of the increases in recent years is due in large part to the adoption of a new injury-based data reporting system by the police and the roll out of mobile data portals used by police officers to record the details of a collision rather than a desk-based form. This has resulted in several injuries that would have previously been recorded as slight now being recorded as serious. This is confirmed by the data in Chart 3 which shows that there is an ongoing long term downward trend in the total number of casualties, despite the increases in

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serious injuries in some of the recent years. For example, there was an increase of 70% in the combined total of fatal and serious injuries between 2017 and 2018 when the recording system was altered, while the total number of casualties continued to decrease.

5.3. The trend in road casualties in 2020 and 2021 was also affected by the impact of COVID restrictions resulting far fewer motor vehicle journeys and changes in the patterns and volume of walking and cycling. The years 2019 and 2022 are therefore more likely to be representative of the typical number of people killed or seriously injured (KSI) annually in Surrey.
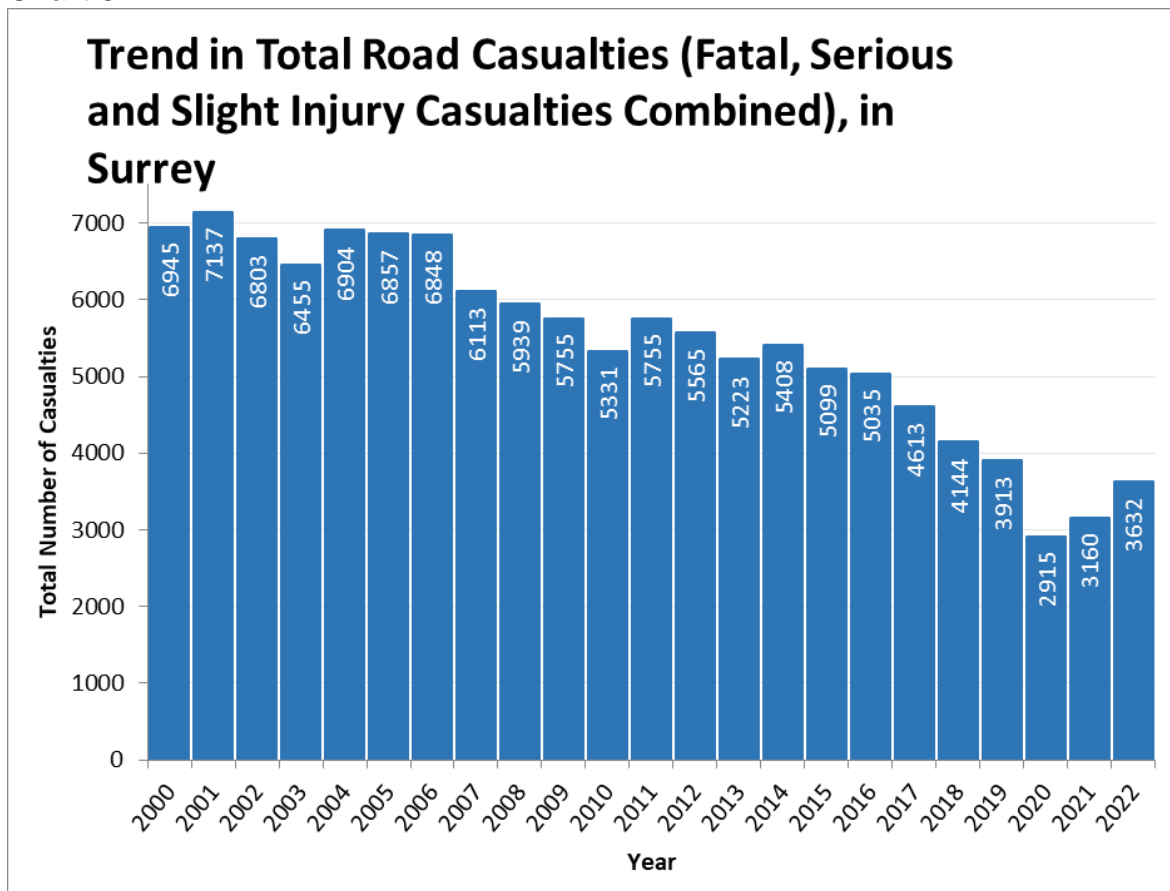
Chart 2

Trend in Fatal and Serious Road Casualties (Combined) in Surrey

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Chart 3

Trend in Total Road Casualties (Fatal, Serious and Slight Injury Casualties Combined), in Surrey
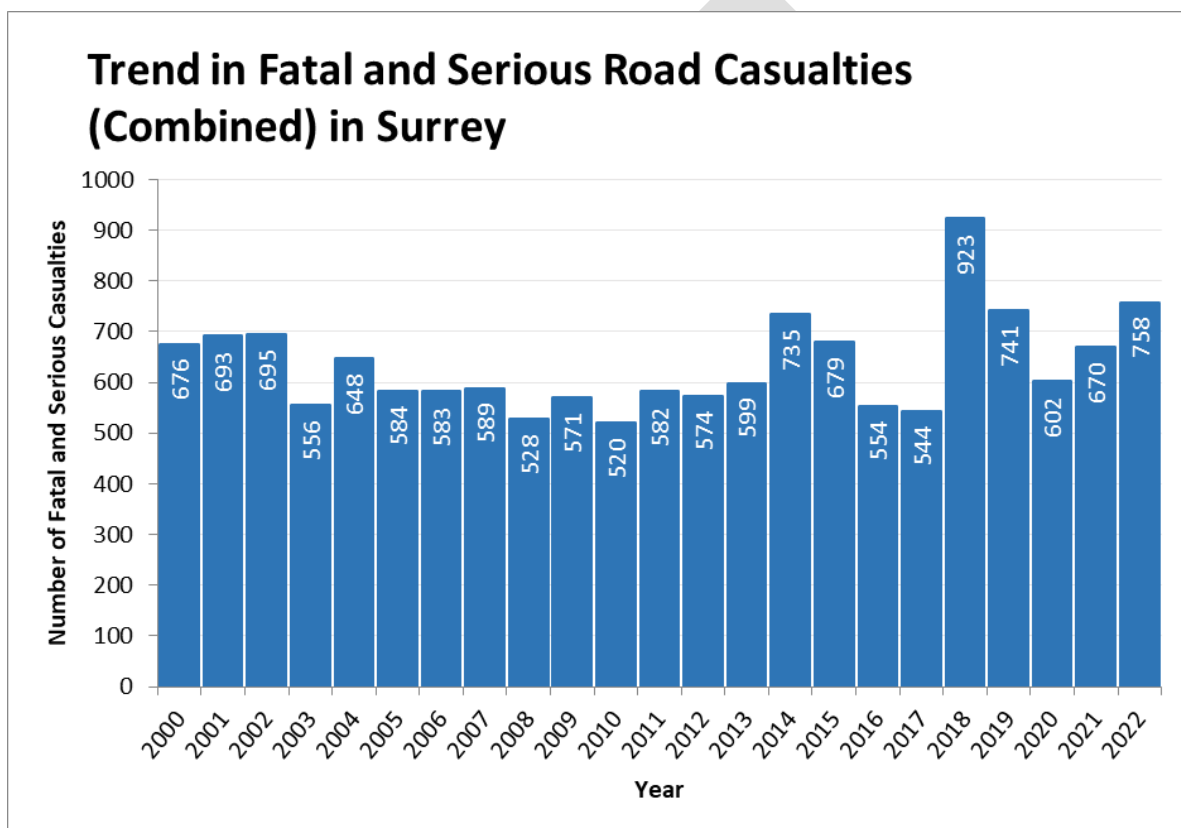
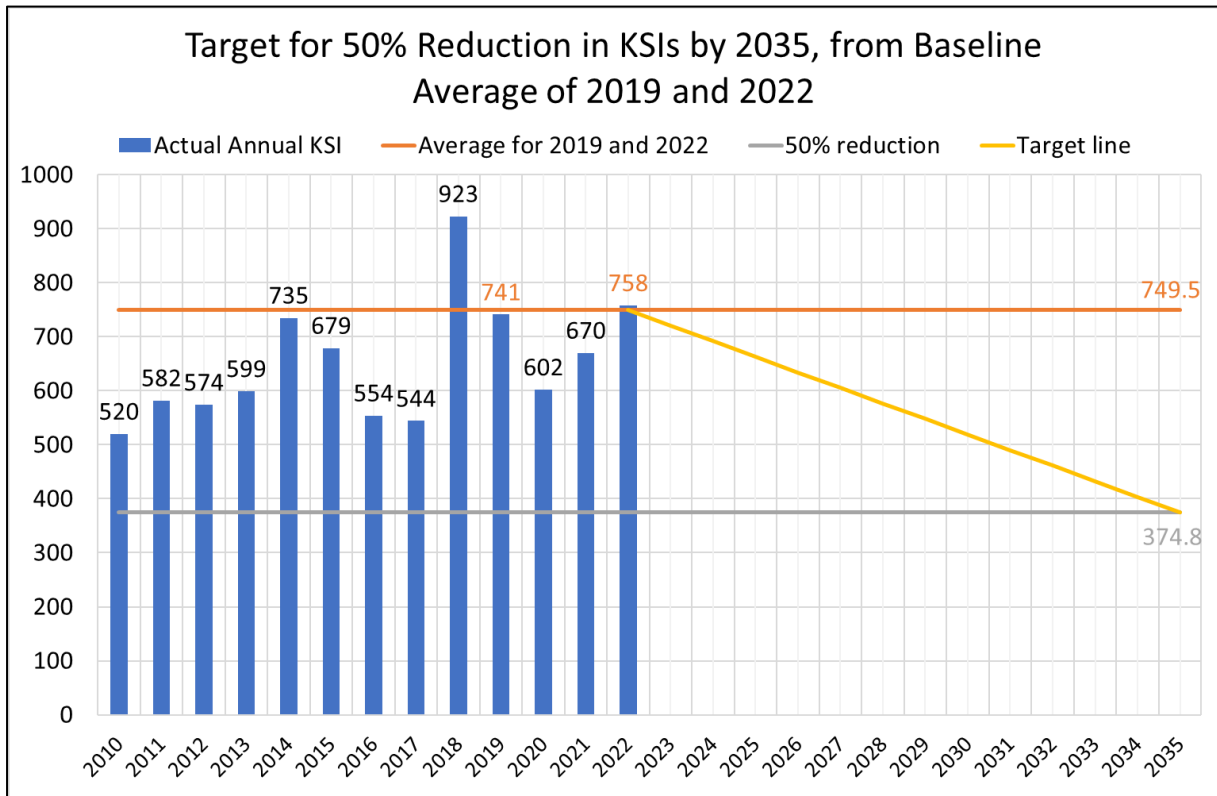### Target Setting

5.4.   The Stockholm Declaration calls for a 50% reduction in deaths and injuries from 2020 to 2030 as a milestone towards Vision Zero (no deaths or serious injuries) by 2050. Chart 4 shows how we propose to apply a similar target in Surrey using a baseline average for the years 2019 and 2022 for the number of KSI casualties. We have selected these two years for the baseline because they are more likely to represent the typical annual number of KSIs in Surrey as these years were unaffected by COVID (unlike 2020 and 2021) and were less affected by the change in the police reporting system (unlike 2018). We have also set the year 2035 as the target year because by the time this strategy is published in 2024, we will be several years into the current decade already.

> **The Surrey RoadSafe Target:**
>
> **A 50% reduction in KSIs by 2035 (compared to a baseline average of 2019 and 2022). This means we are aiming for a reduction from 758 to 375 KSIs by 2035.**

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Chart 4

Target for 50% Reduction in KSIs by 2035, from Baseline Average of 2019 and 2022

Legend: ■ Actual Annual KSI ── Average for 2019 and 2022 ── 50% reduction ── Target line

Actual Annual KSI values:
- 2010: 520
- 2011: 582
- 2012: 574
- 2013: 599
- 2014: 735
- 2015: 679
- 2016: 554
- 2017: 544
- 2018: 923
- 2019: 741
- 2020: 602
- 2021: 670
- 2022: 758

Average for 2019 and 2022: 749.5
50% reduction: 374.8

Detailed Data Analysis and Monitoring

5.5. The five pillars of the Safe Systems approach and the interventions that the Surrey RoadSafe Partnership will undertake will need to be underpinned by detailed analysis of road traffic collisions to inform upon the nature and extent of road casualties in Surrey. Our interventions will be evaluated and/or based on national or international best practice, evidence, and research so we know what is working and what we need to do to reduce road casualties.

5.6. For example, more detailed analysis has revealed that Surrey has some of the highest numbers of pedestrian and cycling road casualties of any local authority in Great Britain, with most of these resulting from collisions with motor vehicles in urban 30 mph speed limit areas. In 2022, nearly half of all Surrey's road casualties (49%) were located on 30 mph speed limit roads (most of which are in built up areas). Also, 81% of pedestrian casualties took place on 30 mph speed limit roads with nearly all involving collision with a motor vehicle. Similarly, 69% of cycling casualties took place on 30 mph speed limit roads, with 79% of these resulting from collisions with a motor vehicle. It is also notable that about half of Surrey's KSI casualties live in postcodes outside of Surrey.

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We will develop summary data reports/factsheets that will be updated on a periodic basis covering a range of topics including, but not limited to the following:

- Monitoring progress towards the 2035 target, identify what is working, and what we need to do to meet it

- By severity (e.g. fatal, serious, slight)

- By road user type (e.g. pedestrians, cyclists, motorcyclists, drivers)

- By demographic (e.g. older road users, young drivers, children)

- By Fatal Five (drink and drug driving, speed, mobile phone, seatbelts, careless driving)

- By each of the Safe Systems pillars

- Comparison with Great Britain and other local authorities

6. Highlights of the Surrey RoadSafe Vision Zero Strategy

Introduction

6.1. In the following sections we present the ambitions, activities and interventions we will undertake under each of five pillars of the Safe System. We highlight below some of the main elements of our strategy where we are embarking on new initiatives or where significant new investment has been allocated.

Strategy Highlights

- **20 mph Speed Limits** Within this strategy we present our new policy and approach to 20 mph speed limits. The aim is to have a more flexible policy, (not a blanket approach), that will facilitate the implementation of 20 mph schemes across Surrey's residential areas, town centres and near schools where this is supported by local people. This is vital if we are to tackle the high number of pedestrian and cycling casualties across Surrey, most of which currently take place on 30 mph speed limit roads in built up areas.

- **Enhanced Speed Management** In July 2022 Surrey County Council's Cabinet Member responsible for road safety approved additional funding of £1million per year for three years for use in tackling some of the worst speeding hotspots and sites with a history of collisions. This is being invested in traffic calming schemes, junction improvements, average speed cameras, and spot speed cameras. We will aim to successfully tackle the 33 worst sites by 2030.

- **Review of Rural Speed Limits** In 2022 Surrey County Council embarked on a rural speed limit project whereby rural roads with an existing 60 mph national speed limit are being reviewed with the intention of reducing the speed limits to a level more in keeping with the use and geometry of the road, and at a speed that most drivers are already travelling. We will aim to review and replace all of the 60 mph national speed limit roads in Surrey with new lower limits where appropriate, by 2028.

- **3rd Party Reporting Using Video** Increasing numbers of road users are using vehicle mounted or body worn cameras. Surrey Police provide a process for road users to submit video footage of examples of alleged driving offences so, if necessary, the evidence can be used to pursue prosecutions. We will provide additional advice and guidance on how to submit quality footage to aid prosecutions.

- **Secondary School Pre-Driver Education** From the academic year 2023/24 Surrey Fire and Rescue Service will disseminate the latest best practice intervention DriveFit pre-driver workshops throughout Surrey's sixth forms and colleges.

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- **Feetfirst: Walking Training** In 2022 Surrey County Council introduced a new pedestrian training initiative for year 3 children (aged 7-8 years), available to all schools in Surrey. There are about 13,000 children in a single year group across Surrey. Our aim will be to increase the take up of this offer so that at least three quarters of all children across this age group receive this training each year by 2030.

- **Cycle Training** Currently Surrey is one of the biggest Bikeability providers in the Great Britain, with just under half of the target age group of Children for Level 1 and Level 2 Bikeability courses receiving training (a total of nearly 11,000 pupils). The Bikability Trust have set a national target for 80 percent of the target age group to have taken a Level 2 course by 2025. We will work with the Bikeability Trust to agree how we can best increase the reach of Bikeability across Surrey towards this target.

- **Road Safety Outside Schools** In July 2022 Surrey County Council's Cabinet Member responsible for Road Safety approved additional funding of £1million per year for three years for use in implementing schemes outside schools to improve road safety and overcome barriers to active travel. This is being invested in signalised crossings, zebra crossings, wider footways, traffic calming and Surrey's first "School Street".

- **Local Cycling and Walking Infrastructure Plans** By the end of 2023 Surrey County Council will have developed LCWIPs for all of Surrey's eleven Boroughs and Districts. These will form the basis for bids to Active Travel England for new infrastructure to make walking and cycling safer and easier.

- **A25 Dorking to Reigate Department for Transport Safer Roads Fund** In April 2023 the DfT provided a £1.8 million grant to reduce the risk of collisions along the 8.4km route of the A25 between Dorking and Reigate. This will be invested in speed management, safer roadsides, junction improvements and cycling and walking facilities by the end of the financial year 2024/25.

- **Media Campaigns and Publicity** The Surrey RoadSafe Communications team will be renewing the Partnership Communications Strategy for 2024-26. This document will stand as the foundation for all elements of communications and engagement within the partnership, establishing our aims and objectives, principles and key messages/themes that will run throughout our work.

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7. Safe Speeds

Introduction

7.1. There is overwhelming research evidence that reducing vehicle speeds successfully will reduce the likelihood and severity of collisions. Slower motor vehicle speeds will support more walking, wheeling, and cycling too. This will make communities more pleasant places to live and will help sustain local shops and businesses. Concerns over vehicle speeds are frequently mentioned by Surrey's residents.

7.2. Our approach to Safer Speeds will focus on the following:

- Setting appropriate speed limits
- Improving compliance with speed limits

7.3. Our aim is to set speed limits that are successful in managing vehicle speeds and are appropriate for the main use of the road, considering especially the needs of vulnerable road users. The desire for lower speeds must be balanced against the need for reasonable journey times and the position of each road within the road network hierarchy.

7.4. We will renew our focus on improving compliance with speed limits through additional investment in speed management measures. These will include highway improvements such as traffic calming as well as average speed cameras, and spot speed cameras. This will be supported by enforcement operations, and media and publicity campaigns to set the expectation and social norm of safe driving within the speed limit, and in accordance with the road conditions.

Our Ambition for Safe Speeds

- Our roads will have appropriate speed limits considering the road network hierarchy and the use of the road by vulnerable road users to support active travel.

- There will be a high level of compliance with speed limits.

- Surrey road users will understand the risks and implications of driving too fast and will therefore travel at appropriate speeds to the conditions and within posted speed limits.

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Setting Appropriate Speed Limits

7.5. **20 mph Speed Limit Policy** To realise our Vision Zero ambition, we will enhance our focus on reducing speeds in town centres, residential areas, and village centres, especially near schools, where the exposure to risk for people walking, push scooting, and cycling is greater. For example in 2022, nearly half of all Surrey's road casualties (49%) were located on 30 mph speed limit roads (most of which are in built up areas). Also, Surrey has among the highest number of pedestrian and cyclist road casualties of any local authority, and it is notable that 81% of these pedestrian casualties took place on 30 mph speed limit roads, with nearly all involving collision with a motor vehicle. Similarly, 69% of cycling casualties took place on 30 mph speed limit roads, with 79% of these resulting from collisions with a motor vehicle.

7.6. Most leading international and national organisations that advocate for road safety, public health and climate change also advocate for 20 mph speed limits in urban areas. This was also endorsed in the Stockholm Declaration. Therefore, we have reviewed our approach to implementing 20 mph speed limits and present a new policy in Annex A.

7.7. Our new policy provides a more flexible approach to implementing 20 mph speed limits that are supported by local people. We do not advocate a blanket approach and recognise that some main roads outside the centre of towns could remain at 30 mph. Our approach requires that additional supporting measures will be required on some faster roads for the 20 mph limit to be respected without the need for additional police enforcement.

7.8. **Rural Speed Limit Review** The national default speed limit on single carriageway rural roads (without street lighting) is 60 mph. This 60 mph default speed limit is inappropriate for most minor rural roads because driving at this speed on such narrow and winding country lanes would be dangerous. Surrey County Council has already embarked on a proactive, strategic review with the aim of replacing all the existing 60 mph national speed limits on rural roads with lower speed limits. The new lower limits are being set at a more appropriate level in keeping with the use and nature of the road and the speed at which most drivers are travelling at. The first of these were implemented in July 2023. Our aim will be for all existing national speed limits roads throughout Surrey to have been reviewed and new lower speed limits implemented where appropriate by the end of 2028.

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Improving Compliance with Speed Limits

7.9. **Speed Management Plans** We will continue to maintain local speed management plans for each of Surrey's eleven Districts or Boroughs. This means that whenever there are concerns about speeding at any location, we will go and measure the vehicle speeds. The data on vehicle speeds will be reviewed alongside data on road collisions resulting in injury recorded by the police, to ascertain the extent and nature of the speeding and road safety problem at each site. Through the Surrey RoadSafe Partnership, Surrey County Council and Surrey Police road safety specialists will meet to discuss and agree which sites need the most attention, and what the most appropriate intervention will be. A description of the types of intervention that we will use are described in Annex B.

7.10. In June 2022 the Surrey County Council Cabinet Member with responsibility for Road Safety allocated a total of £3million to help tackle excessive vehicle speeds and road safety on Surrey's roads. This money is being invested in traffic calming, junction improvements, average speed cameras and spot speed cameras at the sites with the worst speeding and collisions, identified through the speed management plan process. We will aim to tackle the worst 33 high priority speeding and casualty problem sites by implementing permanent solutions to improve compliance with the speed limit at all these sites by 2030. This list will continue to be reviewed on an ongoing basis as new sites emerge that become a greater priority.

7.11. At the time of writing several schemes have already been implemented or are due to be implemented in the coming months, listed in Appendix C. Our approach will ensure that traffic calming and engineering measures are always considered first, and then speed cameras will only be considered if traffic calming or other engineering solutions are not viable.

7.12. **Media and Publicity Behaviour Change Campaigns** Our work on improving compliance with the speed limit at specific locations through engineering or enforcement measures will be supplemented by media and publicity campaign work to maximise their impact. This will seek to highlight the risks and implications of driving too fast, both to the individual and the community.

7.13. As well as publishing up-to-date speed camera enforcement data on the Surrey RoadSafe website, the partnership Communications Team will also continue its role of sharing enforcement news/updates from Surrey Police Officers working within the Casualty Reduction and Vanguard Road Safety Teams on various social media platforms. This will highlight the need for safer speeds and reaffirm the message that speeding will not be tolerated.

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7.14. Public engagement events will also be utilised to encourage behavioural change towards safer speeds and highlight the risks of speeding. We will also continue to support national campaigns focused on speed compliance, and will use data and detailed evaluation to improve our methods in the future.

We will set appropriate speed limits by:

- Adopting a new approach to 20 mph speed limits.

- Reviewing all 60 mph national speed limits on rural roads in Surrey and replacing them with a lower limit where appropriate by the end of 2028.

We will improve compliance with the speed limit by:

- Maintaining speed management plans for all of Surrey's eleven Districts or Boroughs to identify and tackle the sites with the worst speeding and casualty problems.

- Targeting the top 33 high priority speeding and casualty problem sites that have been identified through the speed management plan process by 2030. The list will be reviewed on an ongoing basis.

- Undertake media and publicity campaign work to highlight the risks and implications of driving too fast.

8.   Safe Road Users

Introduction

8.1.   To realise our Vision Zero ambition, we will aim to have competent road users who abide by the rules of the recently updated [Highway Code](#). All road users should behave with respect and courtesy towards other road users, with particular attention being paid to vulnerable road users such as people walking, wheeling, cycling or riding horses.

8.2.   We will seek to achieve this through effective enforcement of road traffic law. This will be undertaken by specialist police teams dedicated to improving road safety, and effective processing of videos of offences submitted by road users using vehicle mounted or body worn cameras. Where appropriate errant motorists will be offered the opportunity to attend a rehabilitation course offered through the National Driver Offender Retraining Scheme as an alternative to the usual fine and penalty points.

8.3.   Education of young people as they start to become frequent road users as pedestrians, cyclists or motorists will also form an essential part of our approach. Each of our school-based road safety education and training courses are offered to different age groups so that children will have the opportunity for more road safety education and training every few years as they grow older.

8.4.   We will produce a comprehensive road safety communications plan setting out how we will use media and publicity campaigns to highlight the need for safe driving and to highlight the consequences of not doing so. This will focus on the "Fatal Five" behaviours that research has shown are most frequently associated with road traffic collisions and will dovetail with national road safety enforcement and communications campaigns. Care will be taken to use positively framed messaging rather than shock or fear as the latter has been shown to be ineffective in influencing behaviour.

Our Ambition for Safe Road Users

- Road users will be competent, abide by the rules of the highway code, and will be safe and respectful, especially towards vulnerable road users.

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Enforcement

8.5. **Police Road Safety Enforcement Operations** Surrey Police will continue to follow the National Police Chiefs' Council operations campaign calendar. For every campaign the Surrey RoadSafe Partnership communications team will commission a week of media and publicity prior to the week of enforcement, with further follow up week of media and publicity. The campaign themes include vulnerable road users and all "Fatal Five" offences (Drink/Drug driving, speeding, distracted driving, not wearing a seatbelt, and careless driving). While all Surrey's Police Officers will contribute to enforcement of road traffic law to improve road safety, there are several teams in Surrey Police who have a dedicated remit to enforce road traffic law, improving road safety and reducing road casualties, described in Annex D. Some examples of the campaigns and activities that will be undertaken in Surrey include:

- **Operation Limit** is one of the longest running campaigns focussing on drink/drug driving, taking place for 5/6 weeks in the winter and one week in the summer.
- **Operation Downsway** focusses on motorcycle safety with police officers targeting specific areas where they see an increase in motorcyclists between April and September. The police officers will educate and enforce specifically focusing on the antisocial use of all motor vehicles.
- **Operation Close Pass** focuses on vulnerable road users for example cyclists and horse riders. This operation involves plain clothed police officers riding a bicycle working together with nearby police officers who are notified if motorists drive too close to the cyclist or commit other motoring offences.
- **Operation Tutelage** is a national police-led operation working together with partners to reduce the impact of untaxed, uninsured, untraceable, and unsafe vehicles.
- **Operation Tramline** is a National Highways owned operation which Surrey Police support, approximately. five times a year. Focussed on enforcing road safety by targeting drivers who are not in proper control of their vehicle on the strategic road network. As the "Tramline Truck" cab is much higher than a car, it gives the officers a clearer view down into vehicles and across to other drivers of larger HGVs.

8.6. Enforcement campaigns will be supported by our social media platforms to help to amplify national and local messaging. The messaging shared will often come with guidance of how to behave to keep all safe on the roads and then also the penalties that can be occurred. During the weeks of enforcement, comms will highlight the vehicle stops which are specific to the campaign running at that time.

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8.7. **3rd Party Reporting** Increasing numbers of road users are using vehicle mounted or body worn cameras. Surrey Police provide a process for road users to submit video footage of examples of alleged driving offences so, if necessary, the evidence can be used to pursue prosecutions. This offers a fantastic opportunity to improve the safety of all road users, especially cyclists and equestrians if motorists become aware that close passes or aggressive driving in the vicinity of such vulnerable road users could be filmed and submitted as evidence in prosecutions. We will review the advice and guidance on how to submit quality footage to Surrey Police to aid prosecutions.

8.8. **National Driver Offender Scheme Courses** Surrey police will continue to offer a range of courses through the National Driver Offender Retraining Scheme. These are offered to motoring offenders if they are eligible instead of the usual fine and penalty points. The number of referrals will depend upon the amount of enforcement, the number of offences detected and how many motorists are eligible and decide to take up the offer of a course. The range and number of courses offered in Surrey are summarised below:

Type of course	Number of completed courses from Surrey referrals in 2022
National Speed Awareness Course.	22,717
Safe and Considerate Driving	139
National Motorway Awareness Course.	16,402
What's Driving Us?	2,391
RiDE*	1

* In 2023 the RiDE course was replaced with NRRAC (National Rider Risk Awareness Course).

8.9. In addition to courses described above that are offered as an alternative to a fixed penalty and points, there are also courses offered as an alternative to non-endorsable offences show below:

Type of course	Number of completed courses from Surrey referrals in 2022
Safe and Considerate Cycling	1
Your Belt Your Life	133

Road Safety Education and Training in Primary Schools

8.10. **Feet First: Walking Training** Surrey County Council offer Feet First: Walking Training to all Surrey's Primary Schools. It is aimed at year three children (aged 7-8), providing them with practical road safety skills and preparing them for independent travel. The scheme also promotes the benefits of travelling actively to school for personal health and wellbeing, and how walking helps to improve

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air quality and tackle climate change as an alternative to car travel for short journeys.

8.11.   The service was first introduced during the 2021/22 academic year during which over 2,500 pupils were trained, with another 4,760 pupils being trained during the subsequent 2022/23 academic year. There are typically 13,500 young people in each of the year groups across Surrey's schools. Therefore, we will aim to expand so that this training is provided annually to 75% of the year group (approximately 10,000 children), by 2030.

8.12.   We are also developing a further walking training extension course that will be targeted at year five pupils (aged 9-10) This course will be designed to dovetail with the Level two Bikeability cycle training course delivered to year six pupils (aged 10-11) and will equip pupils with the necessary skills ready for the transition to secondary school. This course is being developed for year five pupils in preparation to moving up to year six when some children are allowed to walk to school without adult supervision. We will aim to launch this new course to schools during the academic year 2024/25.

8.13.   **Cycle Training** Surrey County Council's Cycle Training Team offer the Bikeability national cycle training programme to all schools across Surrey. For Bikeability Level one, riders learn to control and master their cycles in a space away from traffic, such as a playground. The course is typically three hours delivered in a single day for year four (aged 8-9) pupils. Bikeability Level two takes place on local streets. Riders learn how to deal with traffic on quieter roads, progressing to roads that are a little busier if they can. The course is typically seven and a half hours over five days, usually for year six (aged 10-11) pupils, although it is also delivered in year five, year seven, and as a holiday course. In the academic year 2022/23 training was provided to 4,660 pupils at Level one, and 6,257 pupils at Level two, which means Surrey are one of the biggest providers in Great Britain. This work is undertaken by over 70 fully qualified cycling instructors.

8.14.   The Bikeability Trust have a set a new national target to reach 80% of the target population for Bikeability Level 2 by 2025. There are typically 13,500 young people in each of the year groups across Surrey's schools, so this new national target would require us to nearly double the current level of provision, which would require recruitment and training of substantial numbers of new cycling instructors. Therefore, we will work with the Bikeability Trust to agree a plan for reaching this target as soon as practical.

8.15.   The cycle training team is also developing a programme of "independent riding to school" for secondary school students and "community cycle training" for adults. The latter has been enabled by a short-term grant from Active Travel

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England and aims to reduce cycling casualties among adults who constitute the greatest number of cycling KSI casualties.

Education and Training in Secondary School, Sixth Forms and Colleges

8.16. **Road Safety Drama Workshops (ages 11 to 16)** In previous years Surrey County Council offered two road safety drama workshops to all secondary schools across Surrey. The first of these was disseminated to year seven (aged 11-12). This is the first year in secondary school when many students have recently become independent travellers and therefore are more prone to becoming injured while walking due to inexperience and risk taking. Another drama workshop was offered to year 11 students (aged 15-16) and focused on the fact that this is a year where students prepare for college, sixth form or work, and are therefore could be exposed to increased peer pressure and risk due to being the passenger of a new inexperienced driver or are starting to consider becoming a driver themselves.

8.17. At the time of writing, we are aware that the Department for Transport is working on a new "Good Practice Guide for Road Safety Education" which we hope will be published soon. Therefore, we will review our workshops to ensure they still represent the latest best practice in accordance with the new guidance due to be published by the Department for Transport. We will roll out renewed workshops in the academic year 2024/25.

8.18. **DriveFit (ages 16 to 18)** Young drivers, aged 17 to 24, are more likely to be involved in a road traffic collision than most other age groups. Nationally, young people hold 8% of car driving licences, but account for 20% of those killed or seriously injured on the roads.

8.19. Therefore, from the academic year 2023/24 Surrey Fire and Rescue Service will disseminate the latest best practice intervention DriveFit throughout Surrey's sixth forms and colleges. This consists of a 40-minute film or series of shorter films delivered in the classroom followed by a 45-minute workshop. The film uses a talk show style interview format where expert guests provide information, demonstrations, and tips about how pre-drivers, learner and newly qualified drivers can best manage the learning to drive process as well as the risky driving behaviours associated with speeding, tiredness, mobile phone use and intoxicated driving.

8.20. DriveFit was developed as part of the RAC Foundation - Pre-driver Theatre & Workshop Education Research (PdTWER) project which found that DriveFit delivered longer lasting benefits without the negative emotional impacts of the Safe Drive Stay Alive intervention that had been delivered by Surrey Fire and Rescue Service and partners previously.

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BikeSafe

8.21. Surrey Police will continue to provide BikeSafe courses. This is a national, police run motorcycle initiative, aimed at working with motorcycle riders in a relaxed environment to raise awareness of the importance and value of progressing onto accredited post-test training. BikeSafe workshops involve an observed ride with a police-graded motorcyclist or approved BikeSafe observer covering rider attitude, systematic methods, collision causation, cornering, positioning, overtaking, observation, braking, hazard perception and use of gears. In 2022, there were 13 public sessions and two internal staff sessions organised with 175 attendees. In addition to this, six sessions were held for Army, Navy and Air Force personnel with 42 attendees.

Powered Two-Wheeler Interventions Research

8.22. National Highways has commissioned a research project with the aim of improving understanding of motorcycle road safety risk and the interventions in place to address that risk in the Southeast Region. The project consists of two main parts; the first is a "deep dive" into the data available relating to motorcycle casualties and collisions, exploring both the locations that collisions occur and the locations where casualties live. It also looks at journey type, seeking to understand which user groups are particularly over-represented in the data. The second will be to investigate and review interventions and mitigations already being delivered in the region. At the time of writing the results of this study were scheduled to be published in Autumn/Winter 2023. The results of the study will be used to consider whether there are additional interventions available that could be delivered in Surrey.

Media and Publicity Behaviour Change Campaigns

8.23. We will renew the Surrey RoadSafe Communications Strategy for 2024-26. This strategy, to be submitted to the Governance Board for approval, will underpin every aspect of communications work within the partnership from public engagement events, supporting national Police enforcement operations led by National Police Chiefs Council (NPCC) and National Roads Policing Operations Investigation and Intelligence, national media campaigns (e.g. Project EDWARD, Brake Road Safety Week, Department for Transport THINK!), as well as bespoke data-led campaigns focusing on vulnerable road users and road safety concerns within Surrey. These campaigns will adopt the use of consistent messaging styles, using behavioural change techniques and educational principles to educate and engage with all road users effectively. They will then be followed by thorough evaluations, with the aim to review and understand strengths of initiatives and lessons learned for future improvements within Partnership communications.

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8.24. Surrey RoadSafe communications work will continue highlighting the risks and implications of committing the "Fatal Five" offences that most frequently cause death and serious injuries on our roads, supporting the work of the Surrey Police Vanguard Road Safety Team and Casualty Reduction Officers:

- **Distracted driving** (driving while using a mobile phone or other device, eating, drinking or other activities that are taking the driver's attention from the road)
- **Excessive and inappropriate speed** (either exceeding the speed limit, or driving too fast for the conditions in bad weather for example)
- **Drink and drug driving** (driving whilst over the prescribed limit of alcohol and drugs)
- **Failing to wear a seatbelt** (as a driver or passenger, or incorrectly secured car seats)
- **Careless and inconsiderate driving** (e.g. risky overtaking, driving while tired, driving too close to the vehicle in front, close passes of people cycling or riding horses, not paying attention to road signs, failure to stop or give way, jumping red lights, lane hogging, failure to signal)

We will improve road user skills and behaviour by:

- Continuing to provide comprehensive enforcement of road traffic laws following the NPCC campaign calendar and operations targeting the "Fatal Five" by a range of police teams, supported by media and publicity.

- Provide additional advice and guidance on how to submit quality video footage to aid prosecutions of third-party reporting of traffic offences.

- Continuing to provide a range of National Driver Offender Rehabilitation courses in place of the usual penalty for a range of road traffic offences.

- Expanding Feet First Walking Training so that the training is provided to 75% of year three children (aged 7-8) annually (10,000 children) by 2030.

- Developing a Feet First Walking Training Extension course for older year six children (aged 9-10) and launch the course to schools during the academic year 2024/25.

- Expanding Bikeability Level 2 courses so that the training is provided to 80% of children before they leave primary school.

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- Review our secondary school-based road safety drama workshops and launch new interventions during the academic year 2024/25.

- Launch DriveFIT pre driver road safety education course across Surrey's Sixth Forms and Colleges during the academic year 2024/25.

- Continue to provide Bikesafe motorcycle training courses.

- Producing a communications plan for approval by the Surrey RoadSafe Governance Board by April 2024.

9.   Safe Roads and Streets

Introduction

9.1.   The Safe Systems approach asserts that it is the responsibility of highway engineers to design roads and streets to be as forgiving as possible to reduce the risk of collision, and to reduce the severity of the consequences when mistakes are made by road users.

9.2.   In built up areas this will mean designing streets to ensure lower speeds, providing safe crossing points and/or restraining motorised traffic where there are more people walking, wheeling and cycling in town centres, residential areas and near schools. We will seek opportunities to provide segregated cycling infrastructure or to integrate cycling into mixed traffic as safely as possible.

9.3.   In rural areas this will mean managing speeds to levels that will reduce the risk of collisions and the risk of serious injury in the event of collisions. We will aim to separate streams of traffic, delineate bends, and protect roadsides in case vehicles lose control. Junction layouts will be improved to be simple and easy to use with good visibility.

9.4.   Effective maintenance will be vital to ensure enduring safety of our highway infrastructure.

Our Ambition for Safe Roads and Streets:

- Our roads and streets will be designed and well maintained so that they are more forgiving of mistakes made by road users as well as supporting active travel.

Road Safety Working Groups

9.5.   Surrey County Council's Road Safety Engineering Team will host Road Safety Working Group meetings every six months for each of Surrey's 11 Districts and Boroughs. The Surrey RoadSafe Partnership collision database will be interrogated to identify locations and routes where there have been greater numbers of personal injury collisions so that these will be tabled for discussion at the meetings. The data will be analysed to highlight any patterns in the collisions that could be tackled by Safe Systems highway improvements or enforcement. The meetings will include Police and County Council road safety and highway specialists so that the results of the collision data analysis will be combined with local knowledge and site visits.

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9.6. Through this process we will invest an annual budget (currently £200,000) in low-cost highway improvement schemes with the greatest potential to reduce collisions at the worst collision hotspots throughout the county. In the past this has resulted in typically 20 schemes being delivered each year that reduce collisions by 30 percent on average at the treated sites.

9.7. We will also consider opportunities to invest in more substantial schemes using the additional £3million to help tackle excessive vehicle speeds and road safety on Surrey's roads that was announced by the County Council Cabinet member in July 2022. Further schemes might be possible by making them a condition of planning consent for developers, through bids to Surrey's Boroughs and Districts for Community Infrastructure Levy (CIL) funding, or as part of larger major schemes funded by central government.

Road Safety Outside Schools Schemes

9.8. Surrey County Council has a "Road Safety Outside Schools" policy, which sets out a process to investigate concerns over road safety or barriers to walking, wheeling, push scooting or cycling on the roads in the vicinity of schools. At the time of writing, there have been visits to over 160 school sites (there are approximately 500 schools in Surrey in total) resulting in suggestions for highway improvements at over 50 schools. The assessments are ongoing with new schemes being conceived on an ongoing basis.

9.9. Additional funding of £1million per year for three years was announced by the County Cabinet Member in July 2022 for investment in these schemes. Further schemes are being implemented using CIL funding and from funding allocated by local members. The schemes include signalised crossings, zebra crossings, traffic calming, footway widening and parking controls. This investment will also be used to implement Surrey's first pilot "School Street" during the academic year 2023/2024.

A25 Dorking to Reigate Department for Transport Safer Roads Fund

9.10. The Department for Transport have provided a £1.8 million grant to reduce the risk of collisions resulting in injury (especially fatal or serious injury) along the 8.4km route of the A25 between Dorking and Reigate. The proposals seek to address deficiencies in the safety "star-rating" of the highway infrastructure using the iRAP assessment process provided by the Road Safety Foundation. The scheme consists of the following main elements that will be implemented by the end of the financial year 2024/25:

- Speed management measure including average speed cameras and a new lower 30 mph speed limit in Dorking.
- Improvements for pedestrians and cyclists within Dorking and Reigate.

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- An improvement to the junction with Brockham Lane.
- Protecting roadsides using raised-rib edge of carriageway line markings, and high containment kerbs.
- Central hatching to separate opposing flows of traffic to reduce the risk of head on collisions.

Road Safety Audit

9.11. Surrey County Council's road safety engineering team undertake typically 200 road safety audits of highway schemes of various sizes each year and will continue to provide this service. A road safety audit is a systematic process for checking the road safety implications of highway improvements and new road schemes. The process is vital for ensuring that the risk of road collisions and their severity is minimised whenever a new road scheme is designed, built, and comes into use.

Healthy Streets Design Guide

9.12. The Healthy Streets for Surrey design guide was published in May 2023 for developers to follow. We will use the guide to encourage developers to raise the standard of street design, creating streets which are safe, support active travel, green, beautiful, and resilient.

Highway Improvement Programmes and Maintenance

9.13. Surrey County Council have a range of highway improvement and maintenance programmes to meet the objectives of the County Council's Local Transport Plan 4 (to make journeys across the county easier, more predictable, and safer), summarised below:

9.14. **Local Cycling and Walking Infrastructure Plans** Local Cycling and Walking Infrastructure Plans (LCWIPs) are ten-year plans for investing in walking and cycling. Surrey County Council is working on developing an LCWIP for all of Surrey's 11 District and Boroughs by the end of 2023. These plans will then form the basis for bidding for investment in infrastructure from Active Travel England. More information can be found here: Active Travel Fund for roads and pavements - Surrey County Council (surreycc.gov.uk)

9.15. **Integrated Transport Schemes** In February 2022 the County Council Cabinet established an Integrated Transport Scheme budget of £3million per year to allow County Councillors to nominate highway improvements in their Division in response to local concerns. More information on schemes to be delivered during 2024/25 can be found here: Countywide ITS Fund Cabinet Member Report - Sept 2023.pdf (surreycc.gov.uk)

9.16. **Local Street Improvements** Surrey County Council is developing a programme of local street improvements. The aim is to plan, design and create safer, healthier, and more attractive local environments that encourage more walking, wheeling and riding and increase opportunities to live and work locally. More information can be found here: How we will be making improvements to streets in your area - Surrey County Council (surreycc.gov.uk)

9.17. **Major Transport Schemes** Surrey County Council is working on several multi-million-pound major transport projects. More information can be found here: Major transport projects - Surrey County Council (surreycc.gov.uk)

9.18. **Maintenance of Highway infrastructure** Information on how Surrey County Council repairs potholes and maintains roads, pavements, lights, signals, signs, trees, grass, hedges and drainage can be found here: Roadworks and maintenance - Surrey County Council (surreycc.gov.uk)

We will make our roads and streets safer by:

- Hosting Road Safety Working Groups every six months for each of Surrey's Boroughs and Districts to identify and diagnose road safety problems and develop solutions for the worst collision hotspots throughout the County.

- Implementing low-cost highway improvement schemes with the greatest potential for reducing road collisions using an annual budget of £200,000.

- Implement a £3million programme of "Road Safety Outside School" infrastructure schemes to improve road safety and overcome barriers to more walking, wheeling, push scooting and cycling for school journeys.

- Implement the £1.8 million A25 Dorking to Reigate Department for Transport Safer Roads Fund Scheme by the end of the financial year 2024/25.

- Continue to undertake road safety audits of all new highway schemes.

- Promote the use of the new Healthy Streets for Surrey design guide by developers.

- Continue to implement highway improvement and maintenance programmes with the aim of making journeys across the county easier, more predictable, and safer.

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10. Safe Vehicles

Introduction

10.1. As a result of improvements in design standards and advances in technology a range of secondary safety features have been introduced in vehicles to reduce the risk and severity of collisions. As well as improving the safety of vehicle occupants these advances have also helped to reduce the risk of injury to vulnerable road users that may be impacted by a collision.

10.2. It is essential that we ensure that vehicles that use surrey's Road network meet the correct road safety and environmental standards. We will do this by educating drivers and businesses, so they know how to check and maintain their vehicles, and through enforcement of the correct standards.

Our Ambition for Safe Vehicles:

- Vehicles in Surrey will be well maintained and designed to reduce the harm to road users in the event of a collision.

- People and businesses using vehicles on Surrey's roads will know how to check and maintain their vehicles.

- More vehicles will pass the annual MOT test at first presentation.

Education

10.3. Surrey RoadSafe will use media and communications campaigns to educate drivers on the vehicle safety checks that they should be undertaking, and how to do them. For example, we will highlight additional vehicle checks that drivers should undertake during periods of bad weather. This will include public engagement events including motorway service stations in collaboration with National Highways.

10.4. We will promote the Tyre-Safe and Driving for Better Business initiatives that provide advice on checking and maintaining vehicles and vehicle fleets, and will signpost parents to guides on purchasing and fitting child car seats correctly.

Enforcement

10.5. All Surrey Police Officers have the capability and training to carry out safety checks on vehicles being used on the roads including checking tyres, lights and insurance. Such checks can be carried out as part of each officer's normal patrol duty or as part of specific road traffic operations.

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10.6. Surrey Police's Vanguard team, Roads Policing Unit and Casualty Reduction team have extra powers to immediately prohibit any vehicle presenting specific dangerous defects from being driven on a road. The Surrey RoadSafe social media channels will be used to highlight such cases to make road users aware of the enforcement taking place to act as a deterrent.

10.7. In addition to this, additional checks on goods vehicles can be facilitated through the Police Commercial Vehicle Unit separately or in conjunction with the DVSA (Driver and Vehicle Standards Agency) at compliance check events at several sites in Surrey. These events will look at roadworthiness, load security, licensing, and driver hours.

We will improve the safety of vehicles by:

- Undertaking media and publicity campaigns to educate drivers on the vehicle safety checks that they should be undertaking, especially during bad weather.

- Undertake public engagement events to educate and show drivers how to undertake vehicle checks, for example at motorway service stations in collaboration with National Highways.

- Promoting the Tyre-Safe and Driving for Better Business initiatives and signposting parents to guides on buying an fitting child car seats correctly.

- Enforcement of correct vehicle maintenance and safety standards by Surrey Police officers, especially the specialist Vanguard Team, Roads Policing Unit and Casualty Reduction Officers.

- Using the Surrey RoadSafe social media channels to highlight examples of enforcement of vehicles maintenance and safety issues, to educate and act as a deterrent to other motorists.

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11. Post Collision Response

Introduction

11.1. Once a collision has occurred, our strategy for improving our post collision response focuses on the following main themes:

- Fast response
- Investigation
- Care for victims

Our Ambition for Post Collision Response:

- There will be a fast and effective multi-agency response to collisions

- Fatal collisions and the most serious collisions are investigated in detail, and any findings acted on

- Collison victims and their families are supported.

Fast Response

11.2. Once a collision has occurred, getting to it quicky is vital to reduce the risk of death and to care for those seriously injured. We will use the methodology published by the National Fire Chiefs Council to identify locations of higher risk by type of road, so that the emergency services can ensure that they have the most appropriate resources in the right places to ensure a swift response.

11.3. We will also promote the use of the eCall crash notification scheme. This works by an eCall equipped car establishing a connection with the emergency services when it has been involved in a collision. The system can also be activated by pushing a button in the vehicle which can be used by the occupants or bystanders, even if it's the eCall system in an unaffected vehicle. This aids in alerting emergency services quickly even when the location is unknown, and drastically cuts response times.

11.4. After arriving at an incident Surrey Fire and Rescue Service will continue to use the latest technology and operational procedures to ensure a swift and safe extrication of a casualty.

11.5. We will undertake media and communications work to provide advice to drivers on what to do to allow emergency vehicles to pass by safely and efficiently. We will also provide advice to road users on what to do in the event of a collision before emergency services arrive.

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Investigation

11.6. Surrey Police will undertake detailed investigation of fatal and very serious collisions. This will highlight any immediate need to rectify defects in the highway infrastructure that might have contributed to the incident. These will then be rectified urgently by Surrey County Council on local roads, or by National Highways on the strategic road network.

11.7. In the longer term more substantial highway safety schemes will be implemented if any fatal or serious collision is part of a pattern of similar incidents at the same location or on the same stretch of road through the Road Safety Working Group process described in section 9.

Care for Victims

11.8. Road collisions resulting in death or injury have a devastating impact on victims, families, friends, and co-workers. We will provide information to bereaved families to highlight support that is available to them from organisations such as Brake and Road Peace.

We will improve our post collision response by:

- Undertaking risk assessment using the National Fire Chief's Council guidelines to identify locations of higher risk so that emergency services can ensure that they have the most appropriate resources in the right places.

- Promote the use of the eCall crash notification scheme.

- Fire and Rescue Service will continue to use the latest technology and operational procedures to ensure a swift and safe extrication of a casualty.

- Providing advice and information to motorists on how to let emergency vehicles pass by safely and efficiently.

- Providing advice to road users on what to do in the event of a collision before emergency services arrive.

- Surrey Police will investigate fatal and very serious collisions in detail. Any highway defects that might have contributed to any such incident will be rectified urgently.

- Providing information to bereaved families on the support that might be available to them from organisations such as Brake and Road Peace.

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Annex A: A New Approach to 20 mph Limits

1. Overarching Principles

1.1. We want to allow greater flexibility to implement 20 mph speed limits. The aim is to have a more flexible policy, (not a blanket approach), that will facilitate the implementation of 20 mph schemes across Surrey's residential areas, town centres and near schools where this is supported by local people and local County Councillor. This is because lower speeds (especially where there are more people walking, wheeling, and cycling) will provide a range of benefits including:

- Reduced risk and severity of collisions, especially for people walking, wheeling and cycling
- Making places easier and more pleasant to walk, wheel and cycle
- Reduced noise and air pollution

1.2. Our approach has been developed with consideration to the following principles:

- Any new 20 mph speed limits should be supported by local people and the local County Councillor(s).
- We do not advocate a blanket approach and recognise that some main roads could remain at 30 mph.
- We will only implement 20 mph speed limits that are predominantly self-enforcing and therefore retain credibility with motorists. Therefore, if necessary we will use additional supporting measures where existing speeds are higher.
- There should be no expectation that the police would be required to provide additional enforcement across Surrey's road network over existing levels to make any new 20 mph limits work.
- Any new speed limit will be evaluated to check how successful it has been in reducing speeds, and if necessary further supporting measures will be considered to improve compliance.

2. Types of Roads Where 20 mph Could be Implemented

2.1. In urban areas (with a system of streetlighting) 20 mph speed limits could be considered for any road, though it is recognised that some primary streets (as defined by the Healthy Streets for Surrey design guide) could remain as 30 mph, and some cases 40 mph might remain appropriate for some main roads. High Streets, residential areas and the roads near schools are the locations where 20 mph speed limits would be particularly desirable to make it safer, easier, and more pleasant for people walking, wheeling or cycling.

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2.2. Careful consideration should be given to providing consistency of speed limit over a wider area of similar roads – for example, it would not be cost effective to implement a 20 mph speed limit only on the road immediately outside a school if there are many similar adjoining roads in a residential area that children are travelling on to get to the school. Instead, consideration should be given to implementing the 20 mph speed limit on similar roads across the adjoining residential area.

2.3. In rural villages, 20 mph speed limits could be considered for village centres. However, this might not be feasible for some more strategic roads that carry large volumes of traffic, especially heavier good vehicles, if the existing speeds are above 28 mph. This is because traffic calming would ordinarily be required to get the speeds down successfully, but traffic calming on such roads is unlikely to be acceptable, especially if there are residential properties nearby that could be affected by the noise and vibration caused by large numbers of larger vehicles traversing traffic calming features.

2.4. For some sites it might be helpful to consider a "buffer" of 30 mph limit from a higher speed limit prior to the 20 mph speed limit. A 20 mph speed limit could be considered for rural narrow country lanes where the existing speeds are compliant with the thresholds described below.

3. Existing Speed Thresholds for New 20 mph Speed Limits

3.1. New 20 mph speed limits using signs alone will be allowable if the existing mean average speeds are 24 mph or less. This is because the implementation of the new lower limit is very likely to be successful in bringing speeds down to a level close to the new 20 mph limit.

3.2. If the existing mean average speeds are between 25 mph and 28 mph, then "light touch" supporting measures will be required to ensure that vehicle speeds are reduced successfully. These could consist of (but not limited to), additional speed limit carriageway roundels, electronic vehicle activated signs and enhanced speed limit gateways. The combination of the new lower limit and the additional supporting measures are very likely to be successful in bringing speeds down to a level close to the new 20 mph limit.

3.3. If the existing mean average speeds are greater than 28 mph then physical engineering measures will be required to ensure that vehicle speeds are reduced successfully. These could consist of (but are not limited to), traffic calming in the form of humps, cushions, raised road tables, road narrowing, chicanes and priority give way pinch points. In some cases, a narrowing of the road using segregated cycle tracks could achieve the speed reduction required to support a new lower 20 mph speed limit.

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4. Length of Speed Limit

4.1. Ordinarily the minimum length over which a speed limit should apply would be 600m. This is to ensure that there are not too many changes in speed limit over a short length of road that would otherwise be confusing to motorists when travelling through at faster speeds. However shorter stretches of 20 mph limit or 30 mph limit (to a minimum of 300m long), will be allowed because these changes in speed limit will be more obvious to motorists when travelling at lower speeds. This will provide greater flexibility to introduce shorter stretches of 20 mph or shorter "buffers" of 30 mph on the approach to new 20 mph limits from higher speed limits.

5. Speed Surveys

5.1. Speed surveys will be required to assess the feasibility of implementing a new 20 mph speed limit on a road or a series of roads. Speed surveys might not be necessary on all the roads across a residential area if a smaller number of the faster roads can be selected as being representative of the area (if the threshold is met on the faster road, then it will certainly be met on the other similar slower roads). There might be some cul-de-sacs, narrower roads, and roads where there is extensive parking where the speeds might be obviously slower where additional surveys will not be necessary.

6. Consultation

6.1. We believe it is important that local people are fully aware of any proposals to introduce new 20 mph speed limits on the streets where they live. With any new speed limit there is a legal requirement to display notices on-street and in local newspapers to make people aware of the proposals so that they can provide comments. As with all speed limit proposals the police will be consulted and their views recorded.

6.2. We will go over and above these legal minimum requirements. Further details on the process we will use to consult on individual 20 mph schemes will be developed in due course to be consistent with expectations we are setting across other forms of engagement. Options could include installing large temporary posters on the roads affected, through dissemination of information on the proposals through local social media, and through posting of leaflets to the properties fronting the affected roads. Local people will be able to provide comments via an online portal, or through posting their comments back to the County Council. For larger schemes consideration will be given to holding face to face public engagement events if desired by the local County Councillor.

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6.3. In developing new 20 mph schemes, we will use best practise techniques to ensure that local residents can have their say on changes to their community, with the local County Councillor involved at all stages. We will do so by using the Council's Consultation and Engagement for Highway Improvements and Safety Schemes guide. This is a good practice guide that will be used to ensure all views on proposed changes receive due consideration.

6.4. Feedback from the public and stakeholder consultation on our new draft Surrey RoadSafe Road Safety Strategy, including this draft 20 mph speed limit policy, will also help us refine and shape what good engagement and consultation looks like.

7. Evaluation

7.1. Following the implementation of a new 20 mph speed limit, follow up surveys of speeds will be undertaken to check on the success of the scheme in reducing speeds at least three months after implementation. If the average mean speeds are not reduced to 24 mph or less, then further supporting measures should be considered to improve compliance with the speed limit. An alternative might be to return the speed limit back to the original level.

8. Exceptions

8.1. On occasion there may be some examples where there may be good reasons to implement a lower 20 mph speed limit that does not quite comply precisely with all the requirements described above. In such cases where Officers or the local County Councillor would like to apply an exception to the above rules, then the proposal can be submitted to the Cabinet Member responsible for road safety to take the final decision. The Cabinet Member will consider the views of Officers, the local County Councillor, and the police alongside the results of public consultation.

9. Funding

9.1. Surrey County Council has a range of budgets and programmes of highway improvements that could be utilised for implementing new 20 mph speed limits:

- Central Road Safety Scheme budget
- Central Road Safety Outside Schools budget
- Funding from Active Travel England for cycling or walking schemes
- Integrated Transport Scheme budget for Local County Councillors to nominate highway improvement schemes in their Division
- County Councillor individual highway allocations
- Local Street Improvements programme

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- Major Transport Schemes
- Funding from property developers as a condition of planning consent
- Community Infrastructure Levy

Annex B: Speed Management Measures

Traffic Calming

These are measures designed to slow drivers down by physically restricting vehicles and making it uncomfortable for drivers and passengers if their vehicle is driven too fast.

Vertical traffic calming can consist of speed cushions, humps and raised road tables. Horizontal traffic calming can consist of road narrowing, priority give way pinch points and chicanes.

Traffic calming is very effective at reducing speeds in 30 miles per hour or 20 miles per hour speed limit areas but cannot be used on higher speed limit roads. Vertical traffic calming is not usually considered for more strategic routes with larger volumes of traffic and heavy goods vehicles where the road is close to residential properties because of the possibility of noise and vibration.

Permanent Safety Camera Enforcement

Permanent safety cameras are considered at locations where there has been a long-term problem with drivers speeding that has not been possible to solve through other means, and where traffic calming measures are infeasible. There are several types of safety camera:

Average speed cameras are used to encourage compliance with the speed limit over a longer length of road. The cameras are deployed to measure the time at which a vehicle enters and exits a zone to work out the average speed. They are usually deployed at locations where there are few entry and exit points and no stop or give way lines within the zone.

Spot speed cameras are used to encourage compliance with the speed limit over a shorter stretch of road in the immediate vicinity of the camera. These are also used on sections of motorway in Surrey to provide enforcement of the variable speed limit.

Combined speed and red-light violation cameras are deployed at junctions where both speeding drivers and drivers ignoring red traffic signals are a problem.

Our policy on the use of speed cameras (agreed in partnership with Surrey Police) was approved by the Cabinet in September 2021.

Police Enforcement

Safety camera vans are used to deter speeding at sites that require regular enforcement, and where there is room at the side of the road to position the vehicle. Where there isn't room for a camera van, the police are able to provide enforcement using hand-held laser equipment.

Enforcement of speeding is also regularly undertaken via patrol cars, along with enforcement other driving offences such as driving while under the influence of drink

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or drugs, careless or inconsiderate driving, dangerous driving, driving while using a mobile phone, and document offences. Enforcement is now also being undertaken via police officers using pedal cycles too.

Vehicle Activated Signs

These are electronic signs that light up to warn drivers of hazards or to remind them of the speed limit if they are approaching too fast.

As of 2023, there are approximately 650 VAS in Surrey including on the approach to almost all our speed cameras. Monitoring shows VAS helps drivers keep to the speed limit and this effect is on-going.

Community Speed Watch This is a scheme managed by Surrey Police to allow volunteers to monitor the speed of passing vehicles using a hand-held speed detection device. The volunteers record the details of speeding vehicles, and then the police will issue a letter to the vehicle owner, advising them of the dangers of speeding, and reminding them of the law. Further action will be undertaken by the police for repeat offenders. Training and equipment are provided by the police who will also undertake an assessment of suitable locations for the volunteers to operate from.

Annex C: Priority Schemes 2023 to 2025

Highway improvements

Schemes implemented in 2023

- B2032 Pebble Hill Road junction with Headley Common Road, Headley, junction improvement implemented in June 2023.
- A247 Clandon Road junction with A3 slip road, West Clandon, junction improvement implemented in February 2023.
- A31 Farnham Bypass speed limit reduction, Wrecclesham, implemented in July 2023.

Due for implementation during financial year 2023/24

- A2044 Woodhatch Road, Reigate, traffic calming scheme
- D6362 Mustard Mill Road, Staines, traffic calming scheme
- B377 Feltham Road, Ashford, traffic calming scheme

Due for implementation in during financial year 2024/25

- To be confirmed

Safety Camera Schemes

Schemes implemented in 2023

- A217 Dover's Green Road, near junction with Dovers West. Spot speed camera implemented in February 2023

Due for implementation during financial year 2023/24:

- B374 Brooklands Road, Weybridge. Average speed camera enforcement from Wellington Way to Hanger Hill
- B374 Brooklands Road, Weybridge. Average speed camera enforcement from Wellington Way to Byfleet Road
- A23 Horley Road, Earlswood. Spot speed camera enforcement adjacent to junction with Prince Albert Square
- A25 Shere Road, Newlands Corner. Average speed camera enforcement from Newlands Corner to Sherbourne
- B382 Old Woking Road, Sheerwater. Average speed camera enforcement from Pyrford Common Road to Sheerwater Road roundabout
- A281 Birtley Road, Bramley. Average speed camera enforcement from Park Drive to southern 30 mph boundary

Due for implementation during financial year 2024/25

- A25 Reigate Road between Dorking and Reigate. Average speed camera enforcement of 40 mph limit (DfT Safer Roads Fund Scheme)

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- A24 Horsham Road between Dorking and Beare Green. Average speed camera enforcement.
- A322 Bracknell Road junction with New Road, combined speed and red-light camera upgrade.
- A283 Petworth Road, Witley. Average speed camera enforcement from junction of A286 Haslemere Road to Chichester Hall.
- A283 Petworth Road, Chiddingfold. Average speed camera enforcement from near junction with Skinners Lane to near junction with Turners Mead.

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Annex D: Police Teams Working on Road Safety

The Surrey RoadSafe Partnership has dedicated teams specifically focused on road safety enforcement, education and engagement. They are:

Safety Camera Team: Responsible for the enforcement of speed, red light and "red x" offences recorded by static cameras across the county, as well as speed offences recorded by three Mobile Enforcement Officers. The team processes the offences and associated correspondence, prepares court files where necessary and includes specialist enquiry officers to investigate individuals who choose to frustrate or obstruct the process.

Divisional Casualty Reduction Officers: Two police officers per division, provide a dedicated Casualty reduction enforcement and education resource, capable of being tasked to support local neighbourhood command with casualty reduction initiatives and speed management plan sites.

Central Casualty Reduction Officers: Focused on fatal five enforcement at mainly priority speed sites, identified from the speed management plan process. In addition, they also support the NPCC campaigns with targeted enforcement and engagement.

Mobile Enforcement Officers: Three police staff with designated powers operating speed detection equipment within a Mobile Enforcement Van. Strategically positioned at designated sites throughout Surrey which are collaboratively identified by Surrey Police and Surrey County Council from the speed management plan.

Traffic Management Officers: Have delegated authority to be the point of contact between National Highways, Local Authorities and Divisions/Districts regarding Traffic Regulation Orders, Highway works, events, planning and new road schemes. Provide appropriate advice and consultation at the partnership speed management plan meetings and road safety working group meetings.

In addition to these resources, all Surrey's Police Officers will contribute to enforcement of road traffic law to improve road safety. There are several teams in Surrey Police who have a dedicated remit to enforce road traffic law, improving road safety and reducing road casualties, described below.

Road Policing Unit (RPU): A collaborated function across both Surrey and Sussex Police areas. Their role has three core responsibilities: responding to emergencies on the road including killed or seriously injured (KSI) collisions, reducing killed or seriously injured collisions through fatal 5 enforcement and tackling criminals using our roads. They provide the force's primary pursuit resolution capability and working alongside Tactical Firearms they are the forces primary capability to tackle organised crime group level criminality using the roads of Surrey. The Road Policing Unit has recently taken a lead role in introducing frequent proactive operations/ days of action across the force area to target the road traffic offences often linked to wider criminality. This aspect is key is a significant number of killed or seriously injured collisions are caused by criminals either carrying out serious offences or on their way to/from an offence.

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The RPU alongside Vanguard also provide the force a capability to tackle Anti-Social behaviour on our roads which in turn leads to killed or seriously injured collision reduction.

Vanguard Road Safety Team: Two sergeants and ten police officers supported by a researcher to target the "Fatal Five" offences which contribute to killed or seriously injured collisions. They do this by delivering additional traffic enforcement, targeting specific collision hotspot locations around the county and by targeting specific individuals where information or intelligence suggests their driving causes a risk of harm to themselves and/or others. In addition, they provide a dedicated provision to assist in addressing vehicular based antisocial crime.

Item 9 (ii)

Under Standing Order 12.3 the Cabinet Member for Highways and Community Resilience, Kevin Deanus, moved a proposal. The proposal was as follows:

That the motion below by Will Forster be referred to the Communities, Environment and Highways Select Committee for the purpose of consideration and making recommendations to the Cabinet or the Council for decision.

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.

Will Forster made the following points:

- Noted that the motion sought for the Council to commit to agreeing that one day it would have a road safety policy where no one is killed or seriously injured on Surrey's roads, following in the footsteps of other local authorities.
- Questioned why in the twenty-first century, in the UK, in Surrey a huge number of people were killed or seriously injured on Surrey's roads, that number had largely been unchanged for ten years.

- Stressed that the Council needed to agree that it was unacceptable and would have such a policy, designing out accident black spots.
- Noted that in referring the motion to the select committee, it would not look at whether such a policy should be enacted, but it would look at the detail of how to enact such a policy, the exact timetable and resource needed to meet that ambition.

In speaking to his proposal, the Cabinet Member for Highways and Community Resilience:

- Noted that Vision Zero followed the principle that it was neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling; he was sure that every Member would support that principle.
- Noted that the aim of Vision Zero was to achieve a highways system with no fatalities or serious injuries involving road traffic, that approach started in the 1990s in Sweden and had been adopted across the UK; those local authorities had set different targets of achieving that for example, 2041 in London and 2050 in Kent.
- Noted that in Surrey 53.4% of those tragically killed or seriously injured were from the county, that showed that a partnership approach of all partners at the regional, national, and international levels was vital.
- Highlighted that the Council's Chief Fire Officer on 1 March 2023 became the Road Safety Lead for the National Fire Chiefs Council.

Will Forster confirmed that he was in support of the referral of the motion to the Communities, Environment and Highways Select Committee.

The proposal to refer the motion was put to the vote and received unanimous support.

Therefore, it was **RESOLVED** that:

The motion be referred to the Communities, Environment and Highways Select Committee for the purpose of consideration and making recommendations to the Cabinet or the Council for decision.

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

Monday 4 December 2023

HIGHWAYS SERVICE BRIEFING ON ROAD SAFETY AND VISION ZERO MOTION

Purpose of report: To brief Members of the Communities, Environment and Highways Select Committee on the Original Motion regarding Road Safety and Vision Zero submitted to the meeting of the County Council on 23 March 2023.

Introduction:

1. Will Forster submitted a motion to a meeting of the County Council held on 23 March on the topic of road safety and Vision Zero. It was resolved that this Motion be referred to the Communities, Environment and Highways Select Committee for the purpose of consideration and making recommendations to the Cabinet or the Council for decision.

2. This report provides a briefing from the Highways and Transport Service to the Select Committee in response to the points raised in the Motion. Each clause within the Motion is responded to in turn below.

Adopt a Vision Zero "Safe System" approach to road danger reduction.

3. Surrey County Council's Highways and Transport Service agrees with the need to adopt a Vision Zero "Safe System" approach, noting that this is a commitment already included within the Surrey Transport Plan ([LTP4](#)). To deliver on this commitment, a new draft Vision Zero road safety strategy has been developed in collaboration with Surrey Police, the Police and Crime Commissioner, Surrey Fire and Rescue Service and National Highways who are working together through the Surrey RoadSafe Partnership.

4. The draft road safety strategy is scheduled to be presented to the Communities, Environment and Highways Select Committee on 4 December. This scrutiny will enable the comments of the Select Committee to be taken into consideration when the road safety strategy is presented to Cabinet on 19 December. Cabinet will be asked for approval to proceed with a public and stakeholder consultation on the draft strategy starting in January for a period of ten weeks.

Work closely with partners and stakeholders to take a whole system approach, working together on infrastructure, behaviour, technology and legislation to achieve this change.

5. The draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy has been developed collaboratively by all the organisations that form the Surrey RoadSafe Partnership, that collectively are responsible for improving road safety in Surrey. The draft strategy adopts the international best practice Safe Systems approach that puts people at its centre, coming from the belief that every road death or serious injury is preventable. It is built upon these main principles:

    - 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; and
    - It is a shared responsibility between stakeholders (road users, road managers, vehicle manufacturers, etc.) to take appropriate actions to ensure that road collisions do not lead to serious or fatal injuries

6. A Safe System approach has five pillars that work together to minimise risk, namely:

    - Safe speed
    - Safe road users and behaviour
    - Safe roads and streets
    - Safe vehicles
    - Post collision response

7. The work under these pillars will be underpinned by data, research evidence and evaluation so we know what is working and what we need to do to reduce road casualties.

Set a target date for there to be zero fatalities and severe injuries on Surrey's roads.

8. The draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy includes the vision for there to be zero fatalities and severe injuries on Surrey's Roads by 2050. There is an interim target of a 50% reduction in people killed or seriously injured (KSI) by 2035 (compared to a baseline average of 2019 and 2022). This means we are aiming for a reduction from 758 to 375 KSIs by 2035.

> **Embed Vision Zero in all relevant Surrey County Council policies, including, but not limited to, implementing the fourth Local Transport Plan (LTP4).**

9. Our LTP4 includes a commitment to develop a Vision Zero Road Safety Strategy and to work towards 20 mph speed limits in residential areas and shopping streets. The objectives of the draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy meet this commitment and emphasises the need to reduce the risk of collisions involving vulnerable road users and reduce speeds to make walking, wheeling, and cycling safer, easier and more attractive. In doing so, it will also reduce carbon emissions, air and noise pollution, thus supporting the objectives of Surrey's Climate Change Strategy. It will improve the health and wellbeing of people living in Surrey and those using Surrey's roads, thus supporting the objectives of Surrey's Health and Wellbeing Strategy for improving community safety.

> **Instruct officers to bring a paper to Cabinet within six months to address how these points will be achieved.**

10. Officers are presenting the new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy to Cabinet on 19 December, seeking approval to proceed with public and stakeholder consultation beginning in January 2024 and running for ten weeks.

> **Conclusions:**

11. A new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy will be presented to Cabinet on 19 December 2023, seeking permission to proceed with public and stakeholder consultation beginning in January 2024. The strategy was developed in collaboration with key partners and follows the best practice Safer Systems approach. It contains a vision and an interim target to work towards zero fatalities and serious injuries. The draft strategy is aligned with and supports the objectives of County Council's LTP4, Climate Change Strategy and Health and Wellbeing Strategy.

12. Therefore, all of the points contained within the Motion on Road Safety and Vision Zero tabled on 23 March 2023 have been addressed, albeit slightly later than the six-month deadline proposed in the motion.

> **Recommendations:**

13. A summary of the recommendation for each resolution in the motion is detailed in the table below:

Resolution	Service recommendation
Adopt a Vision Zero "Safe System" approach to road danger reduction.	A new Vision Zero Road Safety Strategy has been drafted and will be published for public and stakeholder consultation in January 2024, subject to approval by Cabinet on 19 December 2023.
Work closely with partners and stakeholders to take a whole system approach, working together on infrastructure, behaviour, technology and legislation to achieve this change	A new Vision Zero Road Safety Strategy has been drafted in collaboration with key partners and follows the Safe System approach.
Set a target date for there to be zero fatalities and severe injuries on Surrey's roads	The new draft Vision Zero Road Safety Strategy includes a vision for there to be zero fatalities and serious injuries on Surrey's roads by 2050. It includes an interim target for there to be a 50% reduction in KSIs by 2035 (compared to a baseline average of 2019 and 2022). This means we are aiming for a reduction from 758 to 375 KSIs by 2035.
Embed Vision Zero in all relevant Surrey County Council policies, including, but not limited to, implementing the fourth Local Transport Plan (LTP4).	The new draft Vision Zero Road Safety Strategy meets the commitment in the LTP4 to create such a strategy. The new strategy is aligned with and contributes to the objectives of the County Council's Climate Change and Health and Wellbeing strategies.
Instruct officers to bring a paper to Cabinet within six months to address how these points will be achieved.	Officers are presenting the new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy to Cabinet on 19 December. That report will seek approval to proceed with public and stakeholder consultation beginning in January 2024 and running for ten weeks

Select Committee Recommends

14. The Service recommends that the Select Committee responds to the motion as follows:

The Communities Environment and Select Committee recommends that Surrey County Council notes that:

i)   A new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy will be presented to Cabinet in December 2023 to seek

permission to proceed with public and stakeholder consultation beginning in January 2024.

ii)   A new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy will also be presented to the Select Committee on 4 December to enable their comments to be taken into consideration by Cabinet.

iii)   The strategy was developed in collaboration with key partners and follows the best practice Safer Systems approach, inclusive of a vision and an interim target to work towards zero fatalities and serious injuries.

iv)   The new draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy is aligned with and supports the objectives of County Council's LTP4, Climate Change Strategy and Health and Wellbeing Strategy.

v)   All of the points contained within the original Motion on Road Safety and Vision Zero tabled on 23 March 2023 have been addressed, albeit slightly later than the six-month deadline proposed.

Report contact

Duncan Knox, Road Safety and Sustainable School Travel Team Manager

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Sources/background papers

Agenda item - ORIGINAL MOTIONS - Surrey County Council (surreycc.gov.uk)

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COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

MONDAY, 4 DECEMBER 2023

Partnerships, Prosperity & Growth Update

Purpose of report:

This report provides a progress update on the economic opportunities set out within Surrey's Economic Strategy. It explores how these will evolve in the coming years through the "LEP integration" process and provides a deep dive into the council's "Programme for housing" to help address one of the main barriers to growth.

Introduction:

1. This is a cover page that accompanies a detailed report in the form of a slide deck, which addresses the points outlined above.

2. A more concise presentation that summarises key points from the report will be delivered during the committee meeting.

Recommendations:

The committee are asked to:

1. Consider the implications of the LEP transition of functions due to be implemented April 2024 and provide input to shape the approach.

2. Comment on and contribute to shaping the development of SCC's Programme for Housing.

Report contact

Michael Coughlin, Executive Director, Partnerships, Prosperity and Growth
Dawn Redpath, Director of Economy & Growth

Contact details

dawn.redpath@surreycc.gov.uk, 07812488160

Sources/background papers

Surrey's Economic Future: Our 2030 Strategy Statement

'Pathways to Employment – Surrey Careers Hub', Cabinet report (25 July 2023)

'Local Enterprise Partnership (LEP) Integration', Cabinet report (31 October 2023)

'CoStar Capital Funding Approval', Cabinet report (31 October 2023)

Partnerships, Prosperity & Growth Update

Communities, Environment, and Highways Select Committee – 4 December 2023

SURREY COUNTY COUNCIL

Purpose of the item: *To provide the committee with:*

- *An update on progress to deliver on the economic opportunities set out within Surrey's Economic Strategy.*
- *Discuss how this will evolve as a result of the "LEP integration" process.*
- *Deep dive into housing as one of the main barriers to growth.*

The committee are asked to:

- Consider the implications of the LEP transition of functions due to be implemented April 2024 and provide input/ recommendations to shape the approach.
- Comment on and contribute to shaping the development of SCC's Programme for Housing

Our strategic context

Surrey's Economic Future (Strategy and Delivery Plan) sets the context for Surrey's economy and identifies four key priorities to support Surrey's growth:

1. **Growing the leading edge**: supporting the growth of Surrey's innovation economy

2. **A 'whole place' approach** to growing and sustaining quality places

3. **Maximising opportunities for all** within a balanced, inclusive economy

*** Capturing the potential of a greener economy (cross-cutting and embedded across the other priorities)**– including, support for low carbon and environmental goods and services sector and the wider adoption of lower carbon technologies.

An ambitious delivery programme has been established to move the focus from strategy development towards the tangible delivery of outcomes to support growth. The following slides provide progress updates on the key elements of the delivery plan based on the priorities above.
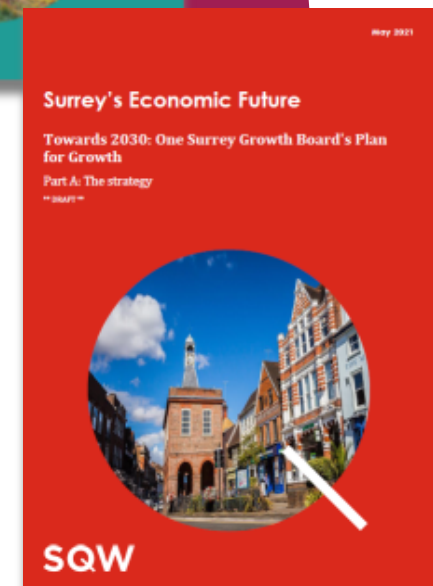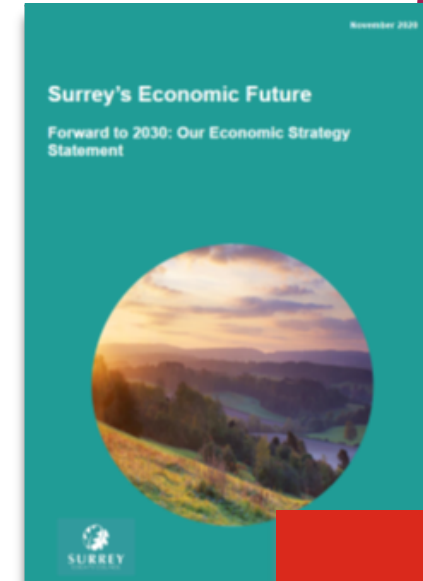
Our operating context

Government recognising the important role Upper Tier Local Authorities (UTLAs) play in understanding their local economies and **providing leadership on the priorities that will help support sustainable economic growth**.

The council is **well placed to take on these new responsibilities and functions** and respond effectively to deliver improved outcomes for our local residents and businesses.

➢ A **clear set of priorities and work programme to support economic growth** in Surrey – *Surrey's Economic Future*

➢ Developed the council's **strategic position through strengthening partnership arrangements** – One Surrey Growth Board, Surrey Business Leadership Forum and Surrey Skills Forum

➢ **Invested in, developed and supported capacity and expertise** within the Economy & Growth team

➢ **Working with others across the SE region**, to promote wider interests in a co-ordinated manner

However, the operating context remains uncertain and challenging:

Local government finances – particularly relevant for some of Surrey's District and Boroughs, which will impact their capacity to support this agenda and potentially prioritising resources into "statutory services".

"Health of Surrey economy" – as we return to some level of "normality" following the pandemic, but now faced with historically high inflation, interest rates, and increased cost of living challenges for residents – see data slides in Annex

General election – Uncertainty that a potential change in government and / or policy direction will bring to the local economic growth agenda.

LEP Integration

The future integration of LEP functions, assets and responsibilities (from April 2024) represents a significant change and opportunity for the council and will be a catalyst for shaping how the Economy & Growth team continues to deliver against *Surrey's Economic Future*.

This will include:

- **Strategic economic planning –** The council will become the recognised lead for setting the economic priorities and agenda for partners at a county-wide strategic level.

- **Growth Hub –** Develop and enhance the council's wider business-facing presence and support offers, which will include refreshed branding and online platform.

- **Careers Hub –** already integrated and further details included later in these slides.

- **Business voice and representation –** "Embed a strong, independent, and diverse local business voice into local democratic institutions."

Business engagement

Key activity and progress	Looking ahead
• Regular engagement takes place with the region's major employers and high growth SMEs to understand challenges and opportunities for their businesses. To date 437 businesses have been met. • **SCSC Inspire Surrey** – engagement with cyber businesses to participate in Inspire Surrey programme to raise awareness of cyber roles in communities. Held a roundtable for **the heads of 10 major video game studios** in the region, to discuss opportunities to overcome barriers to growth. • A Skills workshop held to bring together games company representatives and FE/HE institutions to **share ideas on how we can collaborate on addressing the industry's skills and recruitment challenges**. • **Strategic review of business support –** research with local businesses, delivery providers and stakeholders to understand Surrey's business support existing supply and future demand and how SCC can help fill the provision gaps in the future.	A Surrey Growth Hub **will launch in April 2024** as part of the government's LEP transition to upper tier authorities. The strategic review of business support in Surrey **will inform the delivery model and service specification design** for the new Growth Hub. This is likely to involve a mixture of provision. In addition, the Review will enable consideration of the **region's business support gaps and support needs** which could be implemented if / when additional business support funding is secured.

SURREY
COUNTY COUNCIL

Inward investment

Key activity and progress	Looking ahead

• **Surrey Commercial Prospectus –** in draft design stage **with 18 investment opportunities (target of 15) initially identified, 8 from East Surrey.** Further work being undertaken to identify sites within district and borough Local Plans, which may increase number of opportunities.
 	
Held a **venture capitalist / angel investor roundtable** bringing together senior London-based investors who live in Surrey, to discuss **opportunities to better enable business access to finance**. The meeting generated ideas for addressing identified finance gaps around later rounds of seed funding.
 	
• Providing **operational insights and data assistance to support University of Surrey** with their commissioned inward investment research.
	• Publication (and launch) of **Surrey Commercial Prospectus** and associated marketing plan including a Surrey presence at UKREiif 2024.
	
	• **Progression of key actions to emerge from ARUP commercial sites report**, including:
	  • Establish Live register of Local plan sites
	  • Convene commercial agents network
	  • Develop pipeline of supply-side investment opportunities to promote via Invest in Surrey

Supporting key clusters

Key activity and progress	Looking ahead

• **Joint Innovation Delivery Programme (JIDP)** with regional innovation partners and national innovation agencies.
 	
Cluster development programme continues:
• Surrey Cyber Security:
  • **9 events** held with **246 attendees**
  • **300+ cluster members** and **275 LinkedIn followers**
  • **70 students** engaged in cluster events
  • **1 Cyber Cup** awarded to the region's top university
• Games:
  • Successful **£1.5m GAIN funding bid** (with Uni of Surrey and UCA) to establish a Games Innovation Hub on University of Surrey campus.
  • Joint study commissioned with UCA to explore **how to grow the Surrey Games Sector** can be supported beyond Guildford.
• Creative Industries:
  • Industry Working Group formed to take forward **'Creative Surrey' cluster initiative** agreed at initial roundtable of creative businesses
 	
• **£3m CoSTAR funding approved** at October Cabinet to part fund a new CoSTAR satellite studio and incubator space on RHUL's campus.
	• Establish CoSTAR legal, governance and project management arrangements to **enable pre-construction work to commence before the end of the financial year**
	
	• Launch Games GAIN project and **progress development of Games Innovation Hub** on University of Surrey campus.
	
	• Launch **Cyber Security business support programme** – Cyber Runway from January (2024)
	
	• **Progression of key actions to emerge from ARUP commercial sites report**, including:
	  • Map existing commercial space provision (co-working; incubator space; Start up / Move on space; Accelerator space; Science Innovation Park space + others etc)
	  • Identify gaps in existing provision
	  • Test the market for potential solutions.

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Skills and employment

Key activity and progress	Looking ahead
• Development of **Surrey Skills Plan**, launched in Nov 2022, setting out strategic vision of skills system in Surrey and how employers, training providers and other partners can work together to deliver a future pipeline of talent. • **Surrey Careers Hub established**, taking on responsibility from LEPs on 1st September 2023, contracted to work with 95 schools and colleges (more detail on next slide) • **Festival of Skills** delivered on 23rd November, with 80 exhibitors and over 1500 students engaged. This followed previous skills events – Horley jobs fair, Green Skills summit, Camberley careers fair • Worked with partners to develop **Local Skills Improvement Plan (LSIP),** with a £6m Improvement Fund bid submitted to support delivery. • £1.8m funding for **joint Hampshire and Surrey Skills Bootcamps secured** with focus on retrofit and construction, cyber and digital / marketing sectors. • SCC and DWP **Partnership Agreement** to align activity supporting those who are at risk of being left behind. • **Heat pump training pilot** delivered with East Surrey College. • Facilitated new **Level 6 Lab Technician degree apprenticeship** to support talent delivery in Life Sciences. • Supported work to deliver c£1.5m of **apprenticeship levy transfer** to help provide 148 apprenticeship starts. • Green careers material developed and distributed and successful delivery of **Teacher Encounters** programme. • Successful Carrington School Insight day – two more projects with care leavers and Surrey Choices.	• Bid for £2.3m for Skills Bootcamps, with a focus on digital, green, engineering, and health and social care sectors. If successful, delivery starts in April 2024. • More skills and careers events, including focus on adult learners and re-skillers. • Work with Communities Partnerships and Prevention's team on successful rollout of £6m Individual Placement Support in Primary Care (IPSPC) programme. • Continue delivery of Multiply funding to support increase in adult numeracy skills, including use of Rebel Business School business start-up courses.

Surrey CAREERS HUB | **THE CAREERS & ENTERPRISE COMPANY**

SURREY COUNTY COUNCIL

Surrey Careers Hub

The Careers & Enterprise Company (CEC) have set five national priorities to inform the local objectives and areas of focus for each Careers Hub. We have submitted a Strategic Hub and Delivery Plan for 23/24 to CEC for review.

CEC Priorities

Examples of planned SCH activity

Improve careers provision
- In-person learning & development for Careers Leaders, Link Governors and Enterprise Advisors.
- Commission the build and launch of a Hub website

Drive more high-quality employer experiences
- Cornerstone Employer group mobilised to support Hub Delivery Plan
- Teacher Encounters workplace visits (SCC priority and growth sectors)

Amplify vocational routes
- Student and employer case studies/impact stories
- Promotion of Provider offer and support in partnership with ALPS ALPHI

Focus on disadvantage
- Strategic place-based focus and engagement on key disadvantaged wards
- Collaboration & consultation with Surrey Youth Voice on co-design of projects

Connect careers provision to local economies
- LSIP partnership working, supporting LSIF projects
- Future skills CEAIG linked to LSIP and SCC Skills Plan priority sector work

Towns partnerships

Key activity and progress	Looking ahead
• Town Partnership approach approved by Cabinet and conversations with partners ongoing to agree roll-out. • Horley – **£6m of collective funding secured and initiated delivery of shared priorities** including high street public realm scheme, local jobs fair, local communications, and integration of Horley Crew in local Horley Town Management Group. • Chertsey – initial engagement with Runnymede, delivery of **community engagement reaching over 200 residents** to initiate local vision work, growing and supporting a local partners network of key stakeholders. • Leatherhead – initial engagement with Mole Valley to agree scope and membership of local taskforce. Building **strong local network** of stakeholders and **identifying shared priorities** for the town.	• Continue **ongoing internal strategic support to inform the future SCC towns approach** through the newly established Place and Communities Transformation Board. • Further partnership development with D&Bs to **launch local taskforce in Chertsey and Leatherhead** and identify shared priorities and joint delivery plans with local partners for both town centres.

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COUNTY COUNCIL

Economic infrastructure

Key activity and progress	Looking ahead
• Strategic support to **Surrey Infrastructure Steering Group**, bringing together Place Directors from all authorities in Surrey. • Strategic input across **Joint Infrastructure Groups** with D&Bs to broaden remit to include socio-economic infrastructure. • Strategic support to Environment Agency and multi-partner workshops to shape socio-economic benefits of **River Thames Scheme.** • Strategic economic response to inform consultations of key infrastructure developments, such as **Gatwick and Heathrow**. • **Commercial sites supply-demand analysis** completed with an action plan now reflected across our work plan for inward investment, innovation and cluster development. • Seeking collaboration with partners to pursue a **collective call to government** to collectively convene around Surrey's housing crisis.	• Agree **shared economic infrastructure priorities with D&Bs**. • Embed **socio-economic infrastructure considerations in partnership discussions** with D&Bs. • Develop **metrics for socio-economic benefit analysis** as part of future River Thames DCO submission in 2024. • Strategic **development of partnership with NHS to explore potential integration of health provision** across key towns. • Agree and design **an investment plan for Longcross** in the M3 Enterprise Zone through the relevant business rate return to realise the creation of a high- performance cluster. • Deliver a Housing, Accommodation and Homes Strategy for Surrey which **will enable greater collaboration across the organisation to strengthen the Council's impact** – see Deep Dive slides for further details.

Deep dive:
Delivering a Housing, Accommodation and Homes (HAH) Strategy for Surrey – SCC's Programme for Housing

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COUNTY COUNCIL

Context

- The HAH Strategy provides an evidenced-based picture of the severe housing crisis in Surrey and included a Call to Govt and Call to Action for all partners to respond to and enact.

- These slides set out the SCC response to the HAH Strategy and action being taken in respect of the housing challenges.

- The HAH strategy identified affordability, especially for essential workers, as a key priority, for businesses and public services. A policy decision is required from Cabinet to enable a new area of activity to progress, for the provisions of essential worker accommodation.

- Various SCC services are already engaged in HAH activity and are delivering ambitious programmes of work, but there is potential for greater collaboration across the organisation to strengthen SCC's impact. The SCC Programme for Housing intends to provide a strategic oversight, identify synergies and facilitate the improved co-ordination of workstreams in different directorates, to exploit cross-service opportunities and maximise SCC's impact in tackling the issues set out in the HAH Strategy.

Latest Position and Next Steps

Strategy development → **Delivery**

Housing, Accommodation and Homes Strategy
Developed by Inner Circle Consulting

Cabinet approval for Strategy
March 2023

Call to Government
Developed in partnership with borough and district authorities

Call to Government
Due to be sent in October/November 2023

Continued work to influence national policy

Call to Action
Development of SCC's own response and action plan

Call to Action
Seek Cabinet approval for the SCC's Housing, Accommodation and Homes Programme for Housing
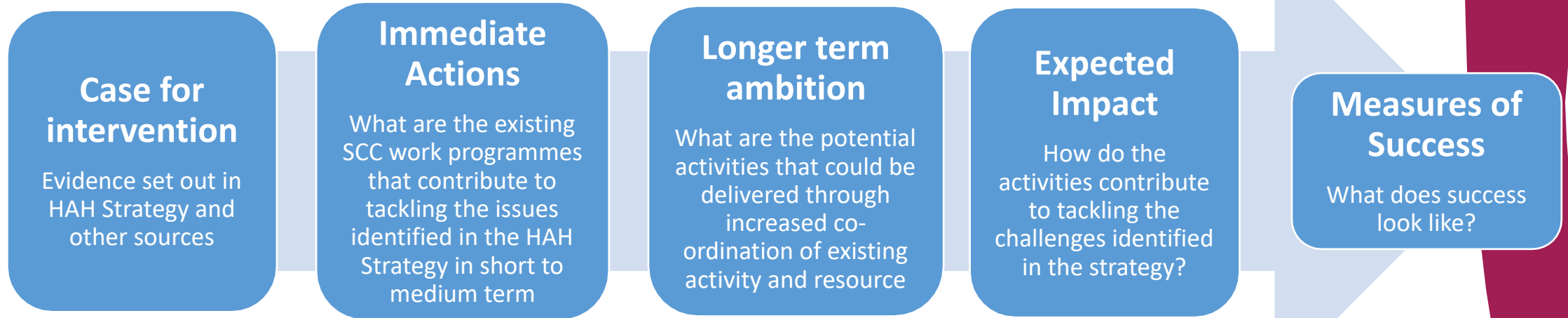**December 2023**

Taking forward the delivery of the SCC Programme for Housing

Continued engagement and partnership working

SCC's Programme for Housing: SCC's response to the Call to Action

The Call to Action has been refined to establish a SCC Programme for Housing in response to the recommendations set out within the HAH Strategy. It focuses on SCC led activity and/or SCC direct delivery, as separate from the responsibilities of borough and district authorities, as the local planning authority.

Each of the actions set out in the Programme for Housing will be considered through the following lens:

Case for intervention
Evidence set out in HAH Strategy and other sources

Immediate Actions
What are the existing SCC work programmes that contribute to tackling the issues identified in the HAH Strategy in short to medium term

Longer term ambition
What are the potential activities that could be delivered through increased co-ordination of existing activity and resource

Expected Impact
How do the activities contribute to tackling the challenges identified in the strategy?

Measures of Success
What does success look like?

A majority of the workstreams included in the Programme for Housing are existing work programmes with prior approval from Cabinet/ relevant approvals in place, except for the **Essential Worker Accommodation Programme** which is a new workstream that requires Cabinet approval.

A policy decision is required from Cabinet for SCC to support the provision of Essential Worker Accommodation through its residential company, Halsey Garton Residential

SCC Programme for Housing

The table below sets out the key workstreams which have been identified and the lead directorate for this work

Theme	Partnership working together across boundaries and sharing of best practice	Realising the potential of Local Authority Assets	Providing suitable accommodation to meet a diverse range of needs	Planning for Place	Achieving Net Zero Carbon
Work Programme	• Surrey Place Ambition (EIG) • Joint Strategic Needs Assessment (Public Service Reform and Public Health) • Forums for the sharing of best practice (cross organisation)	• Surrey Strategic Estates Network, One Public Estate partnership (EIG) • Mapping of local authority assets (EIG) • Disposal of SCC assets to support the delivery of the Housing Strategy (EIG)	• Surrey Homes for Surrey Children (Children, Families and Lifelong learning) • Accommodation with Care and Support Programme (Adult Social Care) • Developing an approach to Essential Worker Accommodation (EIG)	• Surrey Infrastructure Delivery Plan programme (EIG) • Surrey Local Transport Plan and Local Streets Improvement Programme (EIG) • Surrey Place Ambition (EIG)	• Household Decarbonation Loan Schemes (EIG) • One Stop Shop for Domestic Retrofit (EIG)

In addition to SCC's Programme for Housing, there is an ongoing role for SCC in facilitating work between organisations and lobbying for the key points identified within the Call to Government

Annex

High-level Economy Indicators Being Tracked

The council's economic growth agenda is strongly linked to responding to external socio-economic factors – there is a need to track these wider and high-level trends to understand the state of the Surrey economy and potential areas of focus for improvement and intervention.

Strategic Priority	Metric	Targeted Position set by One Surrey Growth Board in 2021	2020	2021	2022
Growth	Surrey GVA	18% increase to £52.2 by 2030, from 2019 baseline	£42.7bn	£45.6bn	Future data sets release dates TBC
Growing our leading edge	Employment in Knowledge Intensive Industries	1 percentage point increase in number of jobs held by employees in knowledge intensive industries across Surrey, to 131,000 by 2030	123,000	125,000	Future data sets release dates TBC
Business landscape	High Growth Businesses	Maintain 5% of active businesses to be High Growth businesses to 2030	4.1%	3.2%	Future data sets release dates TBC
	New businesses formed	Return business birth rates to pre-pandemic levels of 7,465 by 2030	6,630	6,940	Future data sets release dates TBC
	Survival Rate of Newly Born Enterprises over a 2-year Period	Based on pre-pandemic (2019) new business and survival rates, 2-year period - 1st year - 95.4% - 2nd year - 74.6%	1st year – 95.4% (2019 enterprises)	2nd year – 74.6% (2019 enterprises)	N/A
			N/A	1st year – 93.1% (2020 enterprises)	2nd year – 67.9% (2020 enterprises)
Sustainable placemaking	Gigabit Capability	Gigabit Capability Coverage to be 40% coverage by 2030	16.9%	70.7%	76%
	Housing Affordability	Improve housing affordability ratio from 11.4 to 10.5, bringing Surrey closer to the South East, by 2030.	11.57	12.56	12.36
Inclusion	Claimant Count	Claimant count to return to 1.1% within 3 years.	4%	2.4%	2%
	Inactivity rate	Return numbers of those economically inactive to pre-pandemic rate of 121,800 (Apr 2019-Mar 2020)	(113,200 Jan-Dec 2020)	(129,300 Jan-Dec 2021)	139,700
	NEET/activity not known	Return to previous trend level pre-pandemic between 2016/17 and 2019/20 of 4.5%, within 5 years, also bringing Surrey in line with other English county authorities	3.80%	9.50%	7.90%

Item 10

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT
COMMITTEE

SURREY
COUNTY COUNCIL

MONDAY 4 DECEMBER 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 2023/24 (Annex A).
3. The RT tracks recommendations made by the Committee (Annex B).
4. The FWP includes regular items, task and reference groups updates and the additional items the Select Committee would like to engage with in coming months. This approach should enable the Select Committee to consider planning and resourcing for its scrutiny and overview work across the year whilst retaining enough flexibility to consider essential additional items as needed from time to time. There should be no more than two task groups taking place concurrently.

Recommendations:

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

Next Steps:

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

Clare Madden
Scrutiny Officer | Democratic Services | Law and Governance
Surrey County Council | clare.madden@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
7 Feb 2024	Progress Report	**1. Delivering in Partnership Towns - Update**	To provide the Select Committee with a progress report and update on the Committee's recommendations.	The Committee to review progress and provide oversight and feedback.	Empowering communities Growing a sustainable economy so everyone can benefit.	Denise Turner-Stewart, Cabinet Member for Communities and Community Safety Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth Marie Snelling, Executive Director Customer and Communities
	Progress Report	**2. Your Fund Surrey Update**	To provide the Select Committee with a progress report on YFS allocations, changes to the scheme since Committee scrutiny in December 2022 and a response to the Committee's recommendations.	The Committee to review the performance and development of this scheme and provide oversight and feedback.	Empowering communities	Denise Turner-Stewart, Cabinet Member for Communities and Community Safety Marie Snelling, Executive Director Customer and Communities

		Performance Update	**3. Environment, Transport and Infrastructure (ETI) Performance Report** Note: Deferred item. Originally scheduled for July 2023	To provide the Select Committee with performance information on the Environment, Transport & Infrastructure directorate.	The Committee to review the performance, provide oversight and feedback.	Empowering communities Growing a sustainable economy so everyone can benefit. Enabling a greener future	Matt Furniss, Cabinet Member for Cabinet Member for Highways, Transport and Economic Growth Katie Stewart, Executive Director for Environment, Growth, Land, Property and Infrastructure
		Scrutiny	**4. Minerals and Waste Local Plan**	To receive an update report on the work that has been completed this year on the Minerals and Waste Local Plan. The report will also include proposals for future comms and engagement and set out the work to be done next year on the Minerals and Waste Local Plan.	The Committee reviews the progress made on the Minerals and Waste Local Plan. The Committee can also feed into the proposals that will be set out for next year's work.	Empowering communities Growing a sustainable economy so everyone can benefit	Natalie Bramhall, Cabinet Member for Property, Waste and Infrastructure Matt Furniss, Cabinet Member for Cabinet Member for Highways, Transport and Economic Growth Katie Stewart, Executive Director for Environment, Growth, Land, Property and Infrastructure
	29 April 2024	TBC	**Land Management Policy (including Sustainable Food Strategy & Motion to Council)**	Subject to developments and outcome of GRFG or possible Workshop	Motion referral from Council* (Lance Spencer Motion)		Natalie Bramhall, Cabinet Member for Property, Waste and Infrastructure Katie Stewart, Executive Director for Environment, Growth, Land, Property and Infrastructure
		TBC	**Road Safety Strategy – Consultation Results**				Matt Furniss, Katie Stewart,

	TBC	STP Delivery Plan				Matt Furniss, Katie Stewart,

	Scrutiny	**Summary of the Traffic Regulation Orders** Note: This is a deferred item, originally due to be considered at Committee on 5th July.	To provide an update of Traffic Regulation Orders authorised since April 2022.	The Committee to provide its feedback.	Empowering communities Growing a sustainable economy so everyone can benefit.	
	Scrutiny	**ITS (Integrated Transport Schemes) Review**	To receive a report on Integrated Transport Scheme.	The Committee to provide its feedback.	Enabling a greener future	
	Scrutiny	**Members Highways Budgets** Note: This is a deferred item, originally due to be considered on 5th July.	To provide the Select Committee with a review of the first year of individual funding.	The Committee to provide its feedback.	Empowering communities Growing a sustainable economy so everyone can benefit.	

ITEMS NOT SCHEDULED:

TBC		**Review of Parking Enforcement**	Requested by Committee.	To be covered in ETI perf update.		
TBC		**Review of Greener Futures Engagement Strategy**	Requested by Committee – Recommendation from July Session.	To be covered in next Climate Change GF Update 2024		

| TBC | | **Ringway Contract Update** | Requested by Committee.
Could be taken via written update? ETI to revert | To be covered in ETI perf update. | | |
| TBC | | **The Nature recovery strategy** to include countryside, rural matters and land management and the nature recovery strategy | Subject to developments and outcome of GRFG or possible Workshop | Motion referral from Council* | | |

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July 2023

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RECOMMENDATIONS

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
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. 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.	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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5 July 2023	Green Finance Strategy [Item 6]	**CEHSC49/23:** Endorses the approach set out in the updated Greener Futures Finance Strategy including continued focus and commitment to the County Council's organisational target to become net zero by 2030 and preparations to deliver the 2050 target.				
5 July 2023	Green Finance Strategy [Item 6]	**CEHSC50/23:** Fully supports the commitment to ensuring financial risk to the Council is effectively identified and managed and the processes outlined for achieving this, in particular the annual 2 step review process which focuses on effective management of financial risk; and approves the recommendation for the Council to adopt option 4 to proactively generate income to offset costs.				The Greener Futures Group Manager noted the Committee's support 25/09/23.
5 July 2023	Green Finance Strategy [Item 6]	**CEHSC51/23:** Recommends that the Council achievements to date towards the net zero 2030 target be publicised to Surrey Members at all tiers by the end of August 2023.				A document based on the Council's achievements aligned to the progress made against the 2030 net zero carbon target was shared with all SCC members on 22 September 2023.
5 July 2023	Green Finance Strategy [Item 6]	**CEHSC 51/23:** Welcomes the review of effective communications and steps to				The Greener Futures Group Manager has committed to an update on progress

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		improve engagement with residents on Net Zero; and urges consideration of online and offline communications, as well as opportunities to use Councilors to disseminate messages locally.				to the committee in early 2024 which will include an update on the Communications and Engagement approach and strategy. 25/09/2023.
5 July 2023	Green Finance Strategy [Item 6]	**CEHSC52/23:** Requests an update to the Committee on progress in early 2024 including on the Communications & Engagement Strategy.				The Greener Futures Group Manager has committed to an update on progress to the committee in early 2024 which will include an update on the Communications and Engagement approach and strategy. 25/09/2023.
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	**CEHSC53/23:** Commends the commitment to improvement work in hand to implement the HMICFRS inspection 2021.				
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	**CEHSC54/23:** Ask SFRS to report back to Committee once the latest HMIC Inspection report is received; and to agree a date for follow-up scrutiny.				Inspection report received and circulated with Committee. Agenda item for 4 December Full Committee.
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	**CEHSC55/23:** Works with SFRS to arrange a programme of site visits for Committee Members.				Service visit was booked for October but cancelled due to availability. SFRS will identify a date in early 2024.

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5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	**CEHSC 56/23:** Welcomes the progress made overall and in particular the significant progress made at Surrey Council level and the range of achievements to date including 6kt reduction in carbon emissions, £2.5M of annual bill savings, £5M of additional funding and 0.3MW of solar power.				
5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	**CEHSC 57/23:** Recognises the challenging national policy context and the difficulty changing attitudes locally but urges continued drive and ambition in those areas that Surrey does control including Council building retrofit, aspects of EV rollout, solar PV on schools and leased buildings and carbon literacy training for Council staff.			Dec 2023	A response will be provided by 1 December.
5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	**CEHSC 58/23:** Recommends that a greater sense of prioritisation of projects (based on impact/cost) is reflected in Delivery Plan documentation given the resource constraints the Council is facing over the medium-term financial			Dec 2023	A response will be provided by 1 December.

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		period. This will help decision makers assess what matters most and which areas of slippage are of greatest concern. Changes to be made by *December 2024* and considered by the Greener Futures Reference Group.				
5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	**CEHSC 59/23:** Recommends governance structure be revisited including role and future of the Greener Futures Board, by end 2023.			Dec 2023	A response will be provided by 1 December.
5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	**CEHSC 60/23:** Endorses the proposed approach to developing the plan, specifically that it will include *a prioritised programme of measures and interventions* supported by a clear *prioritisation process* and *funding strategy*. These will be vital in maximising the effectiveness of spend and ensuring carbon reductions can be maximised in a resource constrained environment.			Dec 2023	A response will be provided by 1 December.

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5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	**CEHSC 61/23:** Supports the proposed annual progress report and ongoing involvement of the Select Committee and the alignment of the Surrey Transport Plan Delivery Plan cycle to the Climate Change Delivery Plan (noting that the former is the single most critical component of the latter and that if it fails, so too does the Climate plan).			Dec 2023	A response will be provided by 1 December.
5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	**CEHSC 62/23:** Recommends that an update is provided to members on progress aligning Highways Maintenance and Inspection policies and procedures with LTP4 by end 2023; and that this be combined with the update that the Cabinet Member has already committed to provide Council members on the Task & Finish Programme (Streets and Environment Services) if appropriate.			Dec 2023	A response will be provided by the Director for Highways and Transport by the end of December 2023.

Actions

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5 July 2023	Questions And Petitions [Item3]	Chairman asked for the Assistant Director to respond in writing to Helen Monroe's supplementary question and for the written response to be shared with the committee.	Richard Bolton Assistant Director of Highways Operations & Infrastructure	Response has been circulated with the Committee.	Response has been circulated with the Committee 7 November 2023.
5 July 2023	Green Finance Strategy [Item 6]	The Vice-Chairman asked ETI Directorate to organise a Membership Development Session on the democratic landscape around Net Zero and Greener Futures including how all the Boards relate to each	Katie Stewart Executive Director for Environment Transport and Infrastructure	Membership Development Session has been scheduled for the 13th of November	Membership Development Session took place the 13th of November.

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		other and decision-making comes together.			
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	The Committee asked the Chief Fire Officer to provide the committee with a list of schools that aren't taking up the offer of school engagement visits.	Dan Quin Chief Fire Officer	Response has been circulated with the Committee.	Response has been circulated with the Committee 7 November 2023.
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	Chief Fire Officer to confirm on the implementation of the wildfire awareness events in Chobham and inform the committee of the dates they have and will occur.	Dan Quin Chief Fire Officer	Response has been circulated with the Committee.	Response has been circulated with the Committee 7 November 2023.
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	SFRS to provide statistics on deaths related to fire, road, and water that Surrey has had for the last 5 years.	Dan Quin Chief Fire Officer	Response has been circulated with the Committee.	Response has been circulated with the Committee 7 November 2023.

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5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	SFRS to provide the wildfire statement to the Committee	Dan Quin Chief Fire Officer	Response has been circulated with the Committee.	Response has been circulated with the Committee 7 November 2023.
5 July 2023	Surrey Fire And Rescue Service Performance [Item 7]	SFRS and Democratic Services to set up a meeting/site visit for members education regarding what SFRS does in depth.	Tina Thorburn + Emily Wilkinson	Service Visit will be booked in for early 2024.	Service Visit will be booked in for early 2024.
5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	The Executive Director for Environment, Transport and Infrastructure to hold a discussion with Cllr Jan Mason on street lighting in her area turning dimmer over time.	The Executive Director for Environment, Transport and Infrastructure – Katie Stewart		Response has been circulated with the Committee 7 November 2023.
5 October 2023	Climate Change Delivery Plan Annual Update [Item 5]	The Strategic Transport Group Manager and Cllr Catherine Baart to hold a discussion on the Gatwick Airport expansion plan.	The Strategic Transport Group Manager – Paul Millin		Response has been circulated with the Committee 7 November 2023.

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5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	The Cabinet Member for Transport, Infrastructure and Growth will share the response regarding guidance and the carbon reduction toolkit from the Secretary of State and the Transport Minister when received.	The Cabinet Member for Transport, Infrastructure and Growth – Matt Furniss		The Cabinet Member provided a response which was shared with the Committee on 7 November 2023. The response from the Secretary of State and the Transport Minister will be shared once received. 10/10/2023.
5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	The Cabinet Member for Transport, Infrastructure and Growth to share with the Committee the cost to residents of EV charging pavement gulleys currently being	The Cabinet Member for Transport, Infrastructure and Growth – Matt Furniss		Response has been circulated with the Committee 7 November 2023.

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		piloted under project Trojan.			
5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	The Strategic Transport Group Manager to hold a conversation with Cllr Richard Tear on on-demand busses.	The Cabinet Member for Transport, Infrastructure and Growth – Matt Furniss		Response has been circulated with the Committee 7 November 2023.
5 October 2023	Surrey Transport Plan (Ltp4) [Item 6]	The Cabinet Member for Transport, Infrastructure and Growth to advise Cllr Jan Mason on actions to improve road safety for Danetree Primary School.	The Cabinet Member for Transport, Infrastructure and Growth – Matt Furniss		Response has been circulated with the Committee 7 November 2023.

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