Notice of Meeting

Communities, Environment and Highways Select Committee

Date & time	Place	Contact	Interim Head of Paid Service
Wednesday, 17 July 2024 at 10.00 am	Council Chamber, Woodhatch Place, 11 Cockshot Hill, Woodhatch, Reigate, RH2 8	Dilip Agarwal, Scrutiny Officer Tel: dilip.agarwal1@surreycc.gov.uk	Michael Coughlin 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 Dilip Agarwal.

Elected Members

Catherine Baart (Earlswood & Reigate South), John Beckett (Ewell), Luke Bennett (Banstead, Woodmansterne & Chipstead), Liz Bowes (Woking South East), Stephen Cooksey (Dorking South & the Holmwoods), Andy MacLeod (Farnham Central), Jan Mason (West Ewell), Cameron McIntosh (Oxted), Lance Spencer (Goldsworth East & Horsell Village) (Vice-Chairman), Richard Tear, Buddhi Weerasinghe (Lower Sunbury & Halliford) and Keith Witham (Worplesdon) (Chairman) Mark Sugden (Vice-Chairman)

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: 29 APRIL 2024

(Pages 7 - 30)

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 *(11 July 2024).*
2. The deadline for public questions is seven days before the meeting *(10 July 2024).*
3. The deadline for petitions is 14 days before the meeting.

5 **UPDATED VISION ZERO ROAD SAFETY STRATEGY (INCLUDING A NEW APPROACH TO 20 MPH SPEED LIMITS)** (Pages 31 - 108)

Purpose of report: This report presents an updated version of the Surrey RoadSafe Vision Zero Road Strategy. The strategy has been amended following feedback from a ten-week public consultation.

6 **SURREY FIRE AND RESCUE SERVICE PERFORMANCE** (Pages 109 - 274)

Purpose of report: For members to consider and comment on the services performance and progress following the outcomes of the inspection carried out by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in Spring 2023.

7 **YOUR FUND SURREY UPDATE** (Pages 275 - 298)

Purpose of report: To provide Members of the Select Committee with an update on the Your Fund Surrey community grant programme, presented for scrutiny.

8 **UTILITIES IMPLEMENTATION UPDATE**

Purpose of item: For the Select Committee to hear a verbal update regarding work underway to implement actions and improvements following the Committee sessions with Energy and Water Utility companies.

9 **VERGE-CUTTING PROGRAMME UPDATE**

Purpose of item: For the Select Committee to hear a verbal update regarding the current performance and status of the verge-cutting programme and to provide an opportunity for members to ask questions.

10 **RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 299 - 324)

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: 15 OCTOBER 2024**

The next public meeting of the committee will be held on 15 October 2024 in the Council Chamber, Woodhatch.

Michael Coughlin
Head of Paid Service
Published: Tuesday, 9 July 2024

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Thank you for your co-operation

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MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 10.00 am on 29 April 2024 at Council Chamber, Woodhatch Place, 11 Cockshot Hill, Woodhatch, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 17 July 2024.

Elected Members:

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

*present
r= Remote Attendance

12/24 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from John Beckett.

13/24 MINUTES OF THE PREVIOUS MEETINGS: 7 FEBRUARY 2024 [Item 2]

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

14/24 DECLARATIONS OF INTEREST [Item 3]

None received.

15/24 QUESTIONS AND PETITIONS [Item 4]

No questions or petitions.

16/24 SURREY CONNECT DIGITAL DEMAND RESPONSIVE TRANSPORT SERVICE (DDRT) [Item 5]

Witnesses:

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

Key points raised during the discussion:

1. The Chairman asked what could be done to increase the number of registered users of the Digital Demand Responsive Travel (DDRT) Service. The Assistant Director for Strategic Transport explained that the number of people using the service varied across the different DDRT zones, primarily due to population differences. Every household and business received publicity about the DDRT service before it started. Ongoing promotion and publicity were needed, which was part of the communication plan being developed. Local initiatives were being looked at to try to encourage greater ridership, such as through discounts and group travel offers.

2. A Member asked how successful the DDRT's communication plan had been. The Assistant Director for Strategic Transport explained that numbers were rising in terms of people subscribing and using the scheme. Work was being done with the communications team, and the University of Surrey to see how to increase DDRT usage.

3. A Member raised that Mole valley's DDRT service was set up as a door-to-door service, rather than a stop-to-stop service, and asked if this remained. The Assistant Director for Strategic Transport explained that this was part of the learning. DDRT was offering essential door-to-door trips but was now only offering a stop-to-stop service. If a new 'stop' was desired, it could be assessed and made available to residents. The Stop-to-stop service made services more available for residents.

4. A Member raised that between 10-15% of the cost of running DDRT services was recovered. The Member asked what the realistic cost recovery ambition was once the services were established, and if there was an indication of how much, per journey, the Council was subsidizing for the Mole Valley District. The Assistant Director for Strategic Transport noted that DDRT

was not introduced to become a commercial offer. DDRT was successful in areas with relatively low levels of public transport. As DDRT became more established and optimised, it was reasonable to achieve between 20-25% of cost recovery in running the service.

5. A Member asked what proportion of the £4.85 million (m) budget for DDRT was being funded through government funds, and if there was any further Government Rural Mobility Funding available. The Assistant Director for Strategic Transport explained that the Rural Mobility Fund grant, allocated to Mole Valley's DDRT service, was a 2-year grant finishing in May 2024, and would be fully utilised. Bus Service Improvement Plan (BSIP) Phase 2 funding was the other source of funding, where around £2.4m would be applied for DDRT for the current and next financial year of 2025/26.

6. The Member asked if the DDRT funding was sustainable, and if the Council could continue the service if there was no further government funding. The Assistant Director for Strategic Transport explained that there had been transparency over what the current costs of DDRT were, and the future ambitions for more DDRT across Surrey, which was fed into the medium-term financial plan.

7. The Cabinet Member for Highways, Transport and Economic Growth explained the Cabinet was committed to DDRT, and funding was put aside for it in the budget. The Council was not aiming for DDRT to break even. The Council was providing public transport services in non-commercial areas to ensure no one was left behind and was meeting the transport, climate change and emissions targets. DDRT was not cheaper than subsidizing a fixed bus route, but it was more flexible and targeted to residents. DDRT's budget was less than the subsidised fixed bus network, which currently stood at £11 million, which conveyed DDRT's value for money. The Mole Valley programme was the best performing government subsidized programme in the country and with time other DDRT areas would grow to this level.

8. The Member asked what happened before the DDRT schemes were introduced in September 2023, and referred to the West Guildford scheme, where there had been an approximately 45% increase in the number of passengers journeys every week, compared to before DDRT was introduced. The Assistant Director for Strategic Transport explained that following the

public and stakeholder consultation, there were several socially necessary services that were subsumed into DDRT. Data could be retrieved on those services in terms of passenger numbers and provide a comparison in the DDRT zones. In terms of engagement, the strategic transport team would be surveying users to understand journeys were made before DDRT.

9. In relation to the Council funding and operating many bus services in Surrey, a Member asked if thought was being given to establishing the Council's own Bus franchise. The Assistant Director for Strategic Transport explained that through the national bus strategy, 'Bus back better', published in March 2021, all local transport authorities in England were asked to assess, as part of the BSIP, if there was a want to explore franchising or an enhanced partnership model for bus operation. The Council chose to establish the enhanced partnership model. The county deal framework conveyed an opportunity that local authorities, including Surrey, could consider bus franchising. The Initial step for bus franchising would be securing approval from the Secretary of State. The cost the franchising model was significant, and no County Council to date had implemented one. Around 70% of bus journeys in Surrey were made on commercial services, without Council involvement.

10. A Member asked what the target number of passengers per day that DDRT was aiming for to achieve value for money. The Member also asked what the other measures of success were. The Assistant Director for Strategic Transport explained that the measures of success for DDRT were being developed, which would include things such as passenger satisfaction ratings. It was also about understanding the improved geographical accessibility for residents. Currently, the average number of passengers per operating hour across all the DDRT services was 1.55. A target had been set for 2.5 and 3 passengers per operating hour. The current rate for customer satisfaction was 95%. The completed performance targets would return to the committee.

11. A Member asked If there were opportunities to transport children to a place where they could get a commercial bus or a safe walking route to school. The Assistant Director for Strategic Transport explained that DDRT was not a school transport service. DDRT could be used to get to other modes of transport, such as a train station to help with school travel. Most children in mainstream education who were entitled to travel assistance were travelling on buses and coaches, which was the most cost

effective. Most taxis procured by the Council for travel assistance were for children being educated in a special education needs (SEND) setting. It was not simple to use DDRT vehicles for SEND children due to the safeguarding and support measures required. If DDRT was used for home-to-school transport, it would take it out of service for a period in the morning and afternoon, preventing other residents form using DDRT, defeating the rational of DDRT.

12. A Member reference the service *Chatterbus* which offered school transport services. The Assistant Director for Strategic Transport explained that *Chatterbus* had a different operating model, choosing to provide a transport to a local school for a period in the morning. This was working well, but *Chatterbus* was not a DDRT service.

13. Regarding safe routes to school, the Assistant Director for Strategic Transport explained a review of safe routes to schools was underway, which was looking at individual schools across the county in terms of entitlement of children and routes to see if there was an opportunity to make some of the routes safer by interventions which were not necessarily high cost, such as rights of way that could be opened up for children travelling to school.

14. The Cabinet Member for Highways, Transport and Economic Growth added there was a piece of work being done with operators to see if the use of DDRT could be maximised. There was a distinct pattern in Mole Valley of people using the DDRT service for medical appointments, rather than a taxi or a fixed bus route.

15. A Member asked about the publicity and communications plan behind the DDRT service. The Assistant Director for Strategic Transport explained a more detailed communications plan could be brought back to the committee for scrutiny. All the contact detail for Surrey Connect were on the public website, and the e-mail address where people could request an additional pick-up point in the locality was surreyconnect@surreycc.gov.uk.

16. A Member raised an issue in Chobham with accessing appointments at the Chobham and West End Medical Practice. The Assistant Director for Strategic Transport explained that this was a known problem and the Strategic Transport team had been discussing how this could be improved.

17. A Member asked if there was an analysis showing the catchment areas for specific geographical locations not using the DDRT service. The Assistant Director for Strategic Transport explained that these areas would be identified in the communications plan, to increase DDRT usage. If Members felt there was a cohort of residents that needed to receive more publicity, this could be reviewed. Opportunities to slightly extend the operating area of DDRT, to bring in a new community that would not adversely impact how the service operated in terms of efficiency, could be reviewed.

18. A Member asked what options existed for extending more regular services during the afternoon. The Assistant Director for Strategic Transport explained that there was the same number of vehicles in all DDRT areas operating throughout the day. All Surrey Connect services were currently operating from 7.00am to 7.00pm Monday to Friday and 8.00am to 6.00pm on a Saturday. Therefore, the afternoon period was still well-served. In some areas more vehicles were being introduced, increasing the ability of users using DDRT.

19. The Member suggested the team could look at doing more regular routes or frequent services during the afternoon when there were rail strikes. The Assistant Director for Strategic Transport explained this was difficult as resource needed to be available to provide the replacement service, with often little notice of a rail strike timetable. It was more complicated with an overtime ban. Work was done with operators to see what could be done in these situations, but it was difficult to respond.

20. A Member asked what the timeframe was for the roll out of DDRT in the areas of Elmbridge, Reigate and Banstead and Spelthorne. The Assistant Director for Strategic Transport explained that the areas in the report had already started to be looked at to see what the opportunities for DDRT were. The expanded DDRT services, the areas of which could not yet be shared, would start in 2025, likely in September.

21. A Member raised that the Padam (booking and scheduling software), feedback option did not allow users to feedback when they could not book a DDRT bus. The Member asked what the capacity of the DDRT service was and how the capacity could be increased without that feedback option. The Assistant Director for Strategic Transport noted that a learning point was around when a resident was unable to book a trip on DDRT, how would this be known and how could it be learnt from. This was

currently being worked on with Padam. Another learning point was around short-term cancellations, which the team needed to work out how to deal with these. Part of this was about improving understanding among residents around providing more notice of cancellations. Once these learning points were resolved, the availability and utilisation of the DDRT service would improve.

Actions:

1. To bring back the communications plan to the committee for scrutiny, once completed.

2. Assistant Director of Strategic Transport to provide figures on the cost of DDRT's per passenger trip in Mole Valley.

3. Assistant Director of Strategic Transport to share comparative data on the passenger numbers from the socially necessary services that were subsumed by DDRT, before and after DDRT was in place.

4. Assistant Director of Strategic Transport to share the results of a future survey on how DDRT passengers were making journeys before DDRT was in place.

5. Performance targets for DDRT, once completed, to be presented to the Select Committee for scrutiny.

Resolved:

The Committee agreed the following recommendations:

I. Recommends and **supports the development of a clear set of performance measures, targets and metrics** around take up of the service to provide Cllrs and residents clarity over the success of service take-up and on where to focus communications or other efforts to encourage take-up; as well as clarity over where targets are not being met so that decisions around value for money can be made.

II. Supports the **development and implementation of a communications plan** to support the introduction of the new Surrey Connect DDRT services which will be vital to growing patronage on existing and new services and agrees the recommendation that this be bought back to the Committee for scrutiny at a date to be agreed with officers.

III. Notes that this is an expensive service benefiting a relatively small number of people and that **ongoing monitoring of the success and take up of the service is therefore critical** and

requests that the Committee is kept up to date on progress and that a report is submitted in 6 months' time *(by end October 2024).*

IV. **Encourages further exploration of opportunities to expand and maximise use of the service** to address resident needs for example to access medical appointments.

17/24 BUS SERVICE IMPROVEMENT PLAN UPDATE [Item 6]

Witnesses:
Matt Furniss, Cabinet Member for Highways, Transport and Economic Growth
Katie Stewart, Executive Director for Environment, Growth, Land, Property and Infrastructure
Lucy Monie, Director for Highways and Transport
Paul Millin, Assistant Director for Strategic Transport

Key points raised during the Discussion:

1. In reference to the twelve national priorities for Bus Service Improvement set by the Department of Transport (DfT), the Chairman asked what the priority areas were for improvement in Surrey. The Assistant Director for Strategic Transport explained that the most important areas to residents was looked at to invest and improve. Previous consultations undertaken in Surrey, asking for resident's opinions on Bus Service Improvement investment plans and the Bus Service Improvement plan (BSIP), and the results of your *bus journey* survey, highlighted resident's desire for buses to be more reliable, run where and when people wanted to travel, were frequent and had fares set at an attractive level for regular and new customers. The key issue for bus operators was the need for more bus priority measures that supported bus reliability. These, along with the greener futures priority, focussing on decarbonizing public transport and investment in electric and hydrogen fuel cell buses were the priority areas for the BSIP and Council investment.

2. A Member asked if there was a scoring mechanism for funding schemes in accordance with the priority areas. The Assistant Director for Strategic Transport explained there was not a scoring criterion, but there was a governance framework with an enhanced partnership board and a stakeholder reference group. The two big bus operating companies sat on the board along with a Small to Medium sized Enterprise (SME) that were representing the interests of all bus operators. Investment was

going into bus priority measures to improve reliability and bus enhancements alongside bus operators which made buses more attractive and frequent, helping to grow patronage. Investment was going into the fare offer, such as the Surrey link card introduced in 2023 to support residents aged 20 and under to access half the adult bus fare. There was investment into more zero-emission buses, as part of greener future priorities and more real time information so residents could make better travel choices. There was hope that more government funding would be received and there had been previous success with £7.8 million of BSIP funding going to Surrey.

3. Regarding consultation, a Member asked which stakeholders had been involved, with particular reference to Members. The Member also asked about the Surrey Enhanced Partnership and Stakeholder Reference Group (SRG) and how it informed the 2024 BSIP update. The Assistant Director for Strategic Transport explained there would have usually been more engagement with Members, but the BSIP timeline, with draft guidance published end of January 2024 with a deadline of 12 June 2024, took away this opportunity. The priorities of that were hoped to be achieved was consistent across the previous BSIPs and had not changed. What was updated in the current BSIP was additional investment, along with the current position with the investment planned in 2021 and 2023.

4. Regarding SRG, the Assistant Director for Strategic Transport explained that it had been invaluable and included representatives from bus operators, disability groups, County Councillors, Borough and District Councillors and officers, who were consulted on the BSIP update. This was part of the agreed governance of the Enhanced Partnership. The DfT had confirmed there was no longer an expectation on councils to update BSIPs annually. Further updates were only required when something significant had occurred, such as significant investment or changes to the local bus network. This change would allow for a more detailed consultation.

5. The Member added that communication with Members was an opportunity for engagement and Members were a good communication vehicle. The Assistant Director for Strategic Transport agreed and explained where individual changes to bus route were made all individual relevant members were contacted and encouraged to promote the changes locally. There had been member development seminars on BSIP. The Director for Highways and Transport added that corporate colleagues were

expected to be worked with to produce a communications plan that cut across a lot of the bus services. There would be an opportunity in this to ensure more was done to engage members and to reference how members were provided with opportunity to promote the bus services and changes around it.

6. A Member asked what the challenges were with the Enhanced Partnership arrangements and if the governance and stakeholder feedback mechanisms were working well. The Assistant Director for Strategic Transport explained that since the partnership started in November 2022, it had been effective in making key decisions, which were channelled through the Enhanced Partnership Board, such as the Surrey link card. It had also supported the expansion of DDRT and the programme for bus priority measures. The board looked less at performance against the BSIP, and the targets set, which was the responsibility of the Council officers who then reported it back to the DfT. The SRG had broad representation but could be more representative. Work was underway with the Surrey Minority Ethnic Forum to encourage other groups to work with them. Work was being done with colleagues in the Customer and Communities directorate to try to increase young people's engagement and give them a voice on the SRG. In terms of how the governance was framed going forward, the regulation of board and SRG meetings to three a year was being proposed. SRG meetings were likely to take place in January, June, and September, with at least one in the evening to encourage greater uptake. Board meetings would follow one month on from the respective SRG meeting. The performance of the Enhance Partnership Board and SRG meetings would like to be focussed on more, along with the achievements the Council and partners were delivering against the BSIP targets. In summary, there was more that could be done, but the enhanced partnerships were still relatively new and there was a want to get more people engaged, particularly younger people and people from minority groups.

7. In reference to the recommendations from the Bus User Group, a Member asked if there was a list of bus stops where changes would be made, such having the curbs look at and what the deadline/target was to make the changes. The Member also asked if there was a timeline for introducing audio announcements for bus stops. The Assistant Director for Strategic Transport explained that the Strategic Transport Team could pull together a list. Regarding audible announcements at bus stops, it was an initiative within the overall enhanced

partnership scheme. It was currently not funded but would remain on the agenda. The Director for Highways and Transport added that there were regulation changes to the information provision on buses. There was a requirement for bus operators to provide facilities for announcing bus stops, which was to be introduced over the next two years, but it was subject to the age of the bus.

8. A Member asked how likely it was that the Capital and revenue request totalling £45.2m capital and £30.1m revenue, submitted in 2021 would be met by government. In addition, the Member asked if this was assumed to be unlikely, what element of the BSIP would be prioritised. The Assistant Director for Strategic Transport explained that there was no guarantee that funding would be made available from government. A case would continue to be made to government for investment in Surrey, which would be supported by the Council's track record on delivery. Surrey was benefiting from funding from the Zero Emission Bus Regional Areas (ZEBRA) 2 scheme for two SMEs, which would see the introduction of 19 electric buses. Focus would need to be in the bus priority measures in the agreed areas, where bus patronage would be grown, more zero emission buses introduced, more real time information, expansion of DDRT and a maintained support for the Surrey Link Card.

9. A Member asked what the impact of the end of the National Bus Fare Cap in November 2024 would be. The Assistant Director for Strategic Transport explained that the DfT data showed over 90% of all journeys outside of London were made using the £2 Fare cap. There were some issues with the Fare Cap with passengers making regular shorter journeys not getting as good a deal from the Fare Cap as people travelling less frequently and making longer trips. The government could allow the Fare Cap to end and return to operator set pricing models. Local transport authorities could be asked to fill the gap in funding to maintain the £2 Fare Cap. This would require additional funding which was not in the budget. Other ticketing offers could be reviewed nationally such as season tickets, other discounts, and group travel options. The government could also decide to maintain the £2 Fare Cap or move to what was proposed in 2023, to increase the Fare Cap to £2.50. It was hoped sufficient notice would be provided to local transport authorities in what decision the government makes regarding the Fare Cap, to allow for planning a response.

10. The Member asked if school transport should be considered as part of the bus policy. The Assistant Director for Strategic Transport explained that the Council already supported several local bus services, which were either specific for school transport or with local bus services going past schools, both supporting pupils that were entitled to support and those who were not.

11. A Member asked for an update on the development of the *real time passenger information (RTPI) system* and whether there were any plans for this to be accessed on a platform such as an app. The Assistant Director for Strategic Transport explained that more real time information was being installed in Surrey. Roughly 500 RTPI were installed on streets, bus station or key destinations, which would be increased by another 100 over the next two years. From May 2024, Stagecoach would be able to send messages to roadside displays to advise bus passengers of any cancellations. This facility could then be made available to other operators later in 2024.There was information on the council website, and most bus operators had apps to see what was happening on services in real time.

12. A Member asked about the impact of hydrogen buses to help deliver the BSIP, particularly regarding the cost of operation and efficiency. The Assistant Director for Strategic Transport explained there was 34 Council funded hydrogen fuel cell buses, which would be in service by the end of 2024. There were 43 hydrogen fuel cell buses that were coming into Surrey, Kent, and West Sussex, funded by the relevant councils, metro bus, Gatwick airport and government funding. The Council's ZEBRA 2 bid would see 19 electric buses coming to Surrey, in partnership with two SMEs, Falcon and White Bus. These busses would be new and a better experience for customers.

Actions:

1. Strategic Transport team to provide a list of improvements that had been made to bus stops over the past 6 to 12 months, and planned improvements for the next 2 years.

2. Strategic Transport team to share more detail on the roll out of the recent regulation changes, in terms of information provision (e.g. bus operators to announce bus stops on the buses)

3. Assistant Director for Strategic Transport to provide a summary of what was available in terms of providing real time passenger information.

Resolved:
That the Communities Environment and Highways Select Committee:

I. Welcomes the comprehensive update and notes the requirement for the County Council to complete and submit the updated BSIP to DfT by 12 June or otherwise risk a delay in the release or the potential loss of the second instalment of £3.9m of BSIP Phase 2 funding.

II. **Welcomes the priority that is being given by the Council to Bus Services** which are vital to delivering greener futures objectives and to improving outcomes for residents through faster, more reliable, and cheaper public transport and continues to encourage the council to keep investing in and prioritising these services.

III. **Encourages better engagement with members on Bus Service changes and improvements** to enable them to promote services to residents and asks that this be factored into wider work to develop a Communications plan.

18/24 LAND MANAGEMENT POLICY [Item 7]

Witnesses:
Natalie Bramhall, Cabinet Member for Property, Waste and Infrastructure
Marisa Heath, Cabinet Member for Environment
Katie Stewart, Executive Director for Environment, Infrastructure & Growth (EIG)
Carolyn McKenzie, Director for Environment
Colin Galletly, Assistant Director for Estates Management

Key points raised during the discussion:

1. The Chairman asked if the work to develop the Land Management Framework and Land Management policy suggested any major change in direction in how the council managed its land-based assets. The Director for Environment explained there were several areas being reviewed such as the way land-based assets were managed from an environment agency point of view. Potential for using council owned land was being reviewed to provide Biodiversity net gain (BNG) for the Council's own developments. Potential for adaptation and flood-risk management was being reviewed, to see how sites could be used to mitigate impacts in flood-risk areas. A lot of the Council's sites had a lot of footfalls, which meant looking at other sites to develop. Renewables would also be reviewed.

2. A Member referred to the report's description of the Land Management Framework as a tool to aid decision making on how land-based assets and risks were managed, and asked what early decisions this was expected to influence. The Member also asked how the framework integrated environmental, social, and economic consideration into initial planning and development stages to align the broader sustainability and community goals. The Cabinet Member for Property, Waste and Infrastructure explained that the Wray Park estate was currently being reviewed for opportunities that could be realised in terms of improved farming, release of land, buildings for disposal and get land designated as BNG. The Assistant Director for Estates added that West Park estate was 3 farms with some other land. It was not an ideal commercial or operational set up from a farming aspect. Work was being done with farmers and colleagues in natural capital to see how the farms could be consolidated into better and more sustainable businesses. This would release land for disposal and BNG.

3. A Member asked what the main opportunities were for the Council's income generation, and how the council balanced those opportunities against its duties as a landlord and guardian of the natural environment. The Cabinet Member for Property, Waste and Infrastructure provided the example of the letting of Kinnersley Farm. Estates and Natural Capital agreed a set of terms that enabled the farm to be marketed for regenerative farming, while ensuring that tenants provided a strong business case. The farm had new tenants that paid an increased rent with innovative farming methods and grant funding. Some land was released for BNG. This model could be used elsewhere.

4. The Member asked what the annual income for rents was, received by the council. The Assistant Director for Estates Management could not provide the exact figure. A review was currently being completed on the rents.

5. A Member asked about the opportunities to sell land to developers, and if the Council coordinated with borough and districts and their local plans to ensure appropriate infrastructure was provided and extra school places. The Cabinet Member for Property, Waste and Infrastructure explained that Coxbridge farm was sold in Waverly, which took years to get it through Waverley planning. A substantial capital receipt for the council was received and it was also providing 190 homes on the land, 80 of which were social/ affordable houses. Boroughs and

districts were worked with, for example some land was recently sold to Tandridge council to be used for social rent homes.

6. A Member asked how the land management policy would influence decisions around the disposal of land and use of greenbelt, such as for school builds. The Member also asked about one storey school buildings. The Assistant Director for Estates Management explained that within Land and Property, there was a strategy and planning function that reviewed surplus land available, and if there was an alternative use for the land. The council would try to recycle properties. The reason for one storey schools was possibly due to the largest special educational needs schools that were preferred to be a single storey building but needed to confirm.

7. A Member asked about what extent the Council was taking advantage of new government Environmental Land Management grants or other environment-based funding streams. The Director for Environment explained the Council already had a lot of grants from existing schemes. The new Environmental Land Management (ELM) scheme was still in development but would be a future focus to maximise grants.

8. A Member asked to what extent the Council maximised the potential of the land it owned or managed for environmental ends, such as flood storage and biodiversity recovery. The Member also asked if there was an example of any strategic initiative or projects that had been implemented to enhance environmental objectives. The Cabinet Member for Environment explained it was early days in how the Council would achieve the environmental objects. Potential flood storage was looked at as well as natural flood management in the Mole Valley area. The land management policy was about identifying the opportunities. Flood storage could sit alongside new development. Water pollution related to nitrates from farms and different businesses, as well as sewage. The policy involved how these problems could be solved in a holistically. The Council worked with communities such as the Surrey Hills National Landscapes Board and farmers to see how things could be done in the same way and projects were already taking place.

9. The Director for Environment added that the policy looked at all the opportunities and how things could be mixed, such as putting biodiversity with flooding to get the most value of the land. Focus had currently been around access, getting people into countryside and tree planting. The council was in the process of

developing an orchard at Norbury Park for the community. Horsell Common, a flood storage scheme, was an example of partnership work, which had a sustainable access route for schools and other amenities.

10. The Member asked how the Council planned to engage with local community groups and organisations. The Cabinet Member for Environment Heath explained there was this engagement was already happening, such as with farming groups, residents' associations, and parish councils. This was happening through the Surrey Association of Local Councils. There was still more to do to get to the lower grassroot groups. Some webinars were likely to be held. There was engagement with a range of people such as cyclist groups and walkers regarding transport routes.

11. The Member asked how engagement was done with the district and borough councils. The Cabinet Member for Environment noted there was a greener futures partnership group which met once every two months, and conversations were had on all the workstreams. Officers were also working closely with the partner officers in the district and boroughs.

12. The Director for Environment added that work was being done at a delivery operational level through the number of partnerships that were around climate change, BNG and tree planting. A conversation at a higher level had started with the directors of place in Surrey, looking at green infrastructure and how collective work could be done to get better outcomes.

13. A Member asked about how Council owned land could be used for home to school transport. The Member also asked if finding a way to compare the different environmental options in terms of carbon was getting closer. The Director for Environment explained the council was getting closer to compare the environmental options. Geographic Information System (GIS) mapping was being done, and a piece of work was done around natural capital accounting which started to give the carbon value. There was not currently a standard metric. Work was being done with other authorities, Defra, natural England, Environment Agency, and Forestry Commission to look at how the carbon could be quantified. One area the council would lobby the government to get clearer metrics and information on this.

14. In terms of rights of way, the Cabinet Member for Environment explained the recently completed rights of way consultation received a large engagement. It was also something Parish

councils were interested in. The access points needed to be reviewed, such as cut throughs in the land to get people to towns or train stations. One of the biggest blocks to the carbon agenda was the transport issue. The paths that people wanted to use needed to be identified. Local knowledge would be important to find the key areas.

15. A Member asked if the principle would be to put solar panels on buildings first. The Cabinet Member for Environment confirmed it was.

16. In reference to the report noting that a ten-week consultation would follow the cabinet approval of the draft framework, a Member asked which key stakeholders would be involved and if any challenge was expected. The Cabinet Member for Environment outlined stakeholder groups such as the farming community, private landowners, tenants and groups such as the rambler's association and those using the council's networks across the land would be involved.

17. The Director for Environment added that the local nature recovery strategy was being developed simultaneously to the consultation, which had an extensive stakeholder network which covered a variety of groups which could be utilised. Having conversations with residents in sensitive estates such as Norbury Park could also be done. There was always a challenge between access, biodiversity, nature and nature conversation, with Surrey having a large footfall. There were additional challenges over Cycling versus environment and illegal activity around four-by-fours and motorbikes. There would be challenges around people wanting to use the land opposed to wanting to preserve the land. By looking at the GSI data and mapping, areas could hopefully be identified that needed to be protected and look at ways to divert paths, protect them further or look at new sites to reduce footfall.

18. A Member asked how the internal working within the Council across various teams was affected by the framework, such as Environment, Estates and Rights of Way. The Member also asked for clarification on responsibilities and how different teams communicated and collaborated. The Director for Environment noted that the different teams worked together well. Communication had been on a more informal basis in the past. The land management framework policy would allow teams to communicate and collaborate more formally and introduce more

of a structure for officers input on management decisions. The framework would also help clarify officer roles.

19. The Member asked if it could be made clearer for the public who the relevant point of contact for different issues would be to ease communications. The Member also asked if there were any other sections that came into the remit of the land management policy. The Executive Director for EIG explained that work was being done with the Strategic Director for Customer Service Transformation to provide a clearer and more seamless experience for customers. Regarding other sections that fell into the policies remit, there was the natural capital team, colleagues in Land and Property and other teams such as highways, transport and the flood team. More widely, there was the town and village approach, and coordination beyond the remit of EIG with colleagues in the Childrens Families and Lifelong Learning directorate.

20. The Cabinet Member for Environment raised that openness with partners such as charity and voluntary groups was important, to ensure there was coherent messaging, working together as one team.

Actions:

1. The Assistant Director of Estates Management to provide figures for SCC's annual income from rents.

2. The Assistant Director for Estates Management to confirm the reason for one-storey school buildings.

3. Environment Directorate to provide a list of grants obtained by SCC over the past year, in relation to the Council's land management policy.

Resolved:

That the Communities, Environment and Highways Select Committee:

I. **Welcomes the Land Management Policy and Framework** and the greater focus this brings on Surrey County Council's land-based assets and the opportunities these present for furthering strategic outcomes including to support the local economy and achieve climate change and biodiversity targets.

II. Notes the extent and richness of Surrey County Council's land-based estate comprising over 10,000 acres of countryside and 3,000 kilometres of public rights of way and **supports**

continued work to optimise this estate to deliver benefits to the residents of Surrey, including through leisure and recreation, mental and physical health, sequestering carbon and supporting biodiversity.

19/24 SUSTAINABLE FOOD STRATEGY – REPORT ON A COUNCIL MOTION [Item 8]

Witnesses:
Marisa Heath, Cabinet Member for Environment
Mark Nuti, Cabinet Member for Health, Wellbeing and Public Health
Katie Stewart, Katie Stewart, Executive Director for Environment, Infrastructure & Growth (EIG)
Carolyn McKenzie, Director for Environment
Katie McDonald, Natural Capital Group Manager
Negin Sarafraz, Public Health Principle
Cllr Lance Spencer, Committee Vice-Chairman

Key points raised during the discussion:

1. The Cabinet Member for Environment suggested that the terminology 'plant-based' should not be used in the motion and instead terminology around reduction of meat consumptions and consuming other foods should be used.

2. The Public Health Principle, regarding language, outlined that plant-based food could imply processed food, which may not be healthy. Inclusivity needed to be ensured, such as for children with eating disorders.

3. The Vice-Chairman asked if the recommendation effectively encompassed what was put forward in resolution one. The Vice-Chairman brough attention to 'Government Buying Standard for food and catering services', rather than using the term plant based. The Public Health Principle explained that the food strategy supported the resolution. Terminology needed to indicate more fruit and vegetables, rather than using the term plant-based, which could be interpreted as the processed plant-based products. It was already included in the school curriculum to have conversations with children and families around food choices.

4. The Cabinet Member for Environment raised that the 'buying standards' was about buying sustainable and local food, rather than plant-based food. The recommendation was about using more sustainable food chains.

5. A Member asked whether it could be ensured that when catering contracts were tendered, there was a requirement to follow and deliver on the Council's food strategy policies. The Cabinet Member for Environment explained that Compass Group (foodservice company) and others had their own ambitious sustainability objectives. Compass Group was aiming to achieve 50% non-meat products. These companies were on similar food strategy pathways to the Council, so it should not be difficult to challenge them on the topic.

6. Regarding the service recommendation to resolution two, the Vice-Chairman suggested that it did not reflect what the resolution was trying to achieve, which was to encourage schools to have meat-free Mondays. The Public Health Principle explained that the resolution was supported, but it was about making it inclusive for all children. Some schools were involved in meat-free Mondays, whereas others were not. A part of the food strategy would be to ensure that all schools were involved in this where there was the opportunity.

7. The Chairman of the Adults and Health Select Committee (AHSC) raised that there was a concern around how the motion would affect people in any form of social care. It was important that these people had a full choice and were not restricted. This was particularly important in areas of neurodiversity, mental health issues and those with dementia.

8. The Chairman asked if the whole system food strategy already supported a meat free Monday in schools. The Public Health Principle explained that the food strategy actions were still being developed, but If the language used was clear and considered inclusivity, the food strategy would support meat free Mondays.

9. The Cabinet Member for Environment, in relation to the Chairman of AHSC's point, explained that the food strategy had to broadly think about the people the Chairman raised. People on low incomes would also be considered. Nutrition needed to be considered as well as sustainability, such as ensuring children were getting enough fibre in their diet which science had proved to be an issue. The strategy needed to be based on existing evidence around what the best diet was.

10. The Vice-Chairman suggested the recommendation be reworded to encompass resolution two after the meeting. The Cabinet Member for Environment concurred.

11. The Cabinet Member for Health, Wellbeing and Public Health agreed that the wording needed to change. The Cabinet Member also raised a point around education, and suggested the recommendation could include something around schools having conversations around what children wanted to eat rather than being prescriptive about what children could and could not eat. The Cabinet Member for Environment suggest something could be included around empowering schools to have a debate around the food strategy give schools choice.

12. A Member asked to what extent Local Authority guidelines and Surrey's outreach to schools covered or included Academies. The Public Health Principle explained that most schools that were covered by the council and were not private had signed up to Surrey Healthy Schools and Eco-Schools.

13. A Member suggested polytunnels could be considered so the food growing season could be extended in schools.

14. A Member asked what was meant by 'facilitate a robust public involvement', in the service recommendation for resolution 5. The Public Health Principle explained there were several roadshows, to get people to talk about food, which resulted in a want to ensure people were involved in the implementation of the whole system food strategy. This would provide the opportunity to ensure it was not a top-down strategy and action plan, and instead came from the community.

Resolved:
That the Communities, Environment and Highways Select Committee:

I. **Notes the comprehensive work to develop the Surrey's Whole System Food Strategy** and the Surrey County Council Climate Change Strategy and the key ambition they set to make our local food system more sustainable, empower local people to make healthier food choices and reduce the impact of food system on climate change, and that these ambitions align closely with those set out in the Motion.

II. **Agrees the Service recommendations for resolutions 1,3,4,5 of the Council Motion and that further work should take place outside of Committee to amend and agree resolution 2** of the Motion taking into account the Committee's discussion and points made; and for the Committee to report to Council with recommendations in July 2024.

III. **Encourage development of KPIs** to measure change on the ground (e.g. around sourcing of local food, length of food chain, quality of food supplied).

1.13pm Break was called.

1.28pm Meeting resumed.

20/24 CABINET RESPONSE TO COMMITTEE REPORTS [Item 9]

Key points raised during the discussion:

1. The Chairman noted that following the Water Utility companies' special session that took place on 25 January, a report was submitted to Cabinet. The report included several recommendations on improving collaboration on strategic planning and new developments, working with the regulator on the development of water company KPIs and the establishment of a task force to deliver several objectives. The Cabinet accepted these recommendations.

2. Regarding advertising and sponsorship, the Vice-Chairman explained that the Cabinet did not accept the greener futures reference group recommendation and the advertising and sponsorship would go ahead unrestricted.

21/24 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 10]

No comment was made on the recommendations tracker and forward work programme.

22/24 DATE OF THE NEXT MEETING: WEDNESDAY 17 JULY 2024 [Item 11]

The date of the next public meeting will be held on Wednesday 17 July.

Meeting ended at: 1.30pm

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Chairman

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COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

Date: 17 July 2024

Updated Vision Zero Road Safety Strategy (Including a New Approach to 20mph Speed Limits)

Purpose of report: This report presents an updated version of the Surrey RoadSafe Vision Zero Road Strategy. The strategy has been amended following feedback from a ten-week public consultation.

Introduction:

1. A 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 strategy adopts the best practice Vision Zero and Safe Systems approach and includes a new target for reducing collisions where someone is killed or seriously injured by 50% by 2035. The strategy also includes a new policy for a more flexible approach to implementing 20 mph speed limits.

2. The first draft of the Strategy was presented to the Select Committee on 4 December 2023, to seek comments prior to presentation to Cabinet on 17 December 2023. Cabinet then granted approval to proceed with public consultation. The Strategy was then subject to a ten-week public consultation from 11 January to 24 March 2024.

3. This report presents a revised version of the strategy, updated in light of comments received during the public consultation, whilst also reflecting an update to central government guidance on 20 mph speed limits that was issued in March 2024.

4. **Annex 1** describes the consultation and engagement activities that were undertaken, and **Annex 2** provides a table showing the headline results from the consultation. **Annex 3** provides a more detailed analysis of the consultation responses, and **Annex 4** contains the revised Vision Zero Road Safety Strategy that has been amended following the feedback from the Public Consultation and approved by the Surrey RoadSafe Governance Board.

5. Select Committee are invited to provide comments on the revised Strategy prior to submission to Cabinet on 23 July 2024. The final version will then be ratified

by the Surrey RoadSafe Governance Board at a date to be held in the summer of 2024.

Consultation Activities and Results

6. An extensive public and stakeholder consultation and engagement exercise was undertaken between 11 January 2024 and 24 March 2024. A description of activities showing the methods used and the target audiences is contained within **Annex 1**. The consultation was non statutory, undertaken to inform the decision by Cabinet. The consultation is also not a referendum, and the outcome of the consultation is one of several considerations that cabinet will use in making their decision on a final policy.

7. The primary method of obtaining feedback was via a “Commonplace” web portal, with a range of supporting activities including engagement events, social media via Facebook, Instagram, and Twitter and Radio interviews on BBC Surrey. The method that generated the biggest response was an article in the County Council’s electronic newsletter to residents “Surrey Matters”. Face to face discussion groups were also held to ensure representation from young people and those with disabilities.

Consultation Results

8. Through Commonplace, there was a total of 3,664 unique confirmed respondents. This is about average in relation to other major consultations, e.g. Ride London (9,013), Rights of Way (4,273), County Council budget (1,135).

9. A table is presented in **Annex 2** that summarises the headline results for each of the consultation questions. The first three questions asked about the overall strategy and target. The subsequent questions asked about each of the five components (previously known as pillars), which are Safe speed, Safe road users and behaviour, Safe roads & streets, Safe vehicles and Post collision response. A more detailed analysis report is included within **Annex 3**.

Conclusions:

10. Overall, there was a positive response to the overarching Vision Zero strategy and target, and most of the proposals within each of the five Safe System components within the strategy. However, there was a lack of confidence that the strategy would improve road safety in Surrey, with resident feedback primarily suggesting they considered road condition to have a greater impact on road safety. The on-going highway maintenance investment and supporting communications programme will help address this point.

11. There were mixed views on the proposals for a new approach to 20 mph speed limits. However, despite expressing a negative view, 135 of those respondents had provided comments that had in fact aligned with the proposals. These included comments that did not support a blanket approach and only supporting 20 mph limits in town centres, residential areas or near schools but not on main roads.

12. In fact, the new 20 mph policy unequivocally does not advocate a blanket approach, proposing instead to adopt a localised approach to decision making. In addition, the new policy has a clear focus on the areas where respondents asked us to focus, for example, outside schools. These respondents were therefore opposing aspects of the policy that are not proposed. However, these responses have made it clear how important it is to stress in communicating about the policy going forward that it is not a blanket approach, and indeed does provide for more local decision making.

13. Further negative comments from some respondents were made that 20 mph limits do not improve safety (170 respondents), but increase congestion and air pollution (132 respondents). In fact, these assertions are not supported by the evidence derived from extensive monitoring and research across the UK. This research shows that 20 mph speed limits are successful in reducing speeds and casualties[1] and do not cause increased congestion or air pollution[2]. Instead, 20 mph speed limits are usually implemented alongside other measures as integral part of a transport strategy to support to active travel modes to reduce congestion and air pollution, for example, Surrey's Local Transport Plan 4.

14. It should be stressed that, should the revised 20 mph speed limit be agreed by Cabinet, individual 20 mph speed limit changes will be subject to local consultation. This recognises the views expressed by residents that we must have the right speed limit on the right road, thus addressing local concerns. The role of local Divisional Members will be central to this approach, noting again that the policy proposed does not take a blanket approach.

15. During the consultation period, central government published an update to their guidance on 20 mph speed limits as part of their "Plan for Drivers". This is reproduced below:

[1] Lower Urban Speed Limits In Europe What does the Evidence Show? Parliamentary Advisory Council on Transport Safety 2023
[2] An evaluation of the estimated impacts on vehicle emissions of a 20mph speed restriction in central London, Transport and Environmental Analysis Group, Centre for Transport Studies, Imperial College London 2013

Excerpt from Department for Transport Circular 01/2013 (updated March 2024)

Traffic authorities should only consider 20mph limits:

- over time
- with consideration of the safety case; and
- with local support on:
    - major streets where there are – or are likely to be – significant numbers of journeys on foot, and/or where pedal cycle movements are an important consideration, and this outweighs the disadvantage of longer journey times for motorised traffic
    - residential streets in cities, towns and villages, particularly where the streets are being used by people on foot and on bicycles, there is community support and the characteristics of the street are suitable

Where new speed limits are introduced, they should be in places where the majority of drivers will comply with them. General compliance needs to be achievable without an excessive reliance on enforcement.

16. Given the above national policy change, it is apparent that Surrey County Council's new policy very much aligns with the new guidance issued by the Department for Transport. Consequently, it is not proposed that the new policy is substantially changed, and instead only minor amendments have been made. These changes include additional emphasis on ensuring local people are consulted on any proposals. There is also additional emphasis on the need for new 20 mph limits to be predominantly self-enforcing without the need for additional enforcement from the police.

17. It is also proposed that once the policy is approved that work is undertaken on a communications plan and webpages to better explain the policy. This will highlight that we do not support a blanket approach and will explain the benefits of 20 mph schemes on the right roads.

18. Another amendment to the strategy has been to provide additional information as to which organisation is primarily responsible for the different activities contained within the strategy (for example it is the County Council who are responsible for road maintenance, not the police or Surrey RoadSafe). It also helps to clarify that it is the County Council who are responsible for setting speed limits (with the police always being consulted of course). This is described within a new Annex to the strategy.

19. Another change has been to swap the chapters "Working Together" with "Data Insights" as on reflection this seems a more logical order. We have also

changed to referring to the five *components* of the Safe Systems approach (rather than pillars) as this helps to emphasise that the components work together rather than in isolation. There are also several minor changes to the text in various parts of the strategy.

Recommendations:

20. The Select Committee is invited to provide comments on the latest version of the Surrey RoadSafe Strategy that has been amended following public consultation.

Next steps:

21. The revised draft Surrey RoadSafe Partnership Vision Zero Road Safety Strategy including a new draft 20 mph speed limit policy will be presented to Cabinet on 23rd July 2024 and then ratified by the Surrey Roadsafe Governance board.

Report contact

Duncan Knox, Road Safety and Sustainable School Travel Team Manager

Contact details

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Sources/background papers

Annex 1: Consultation and Engagement Activities

Annex 2: Headline Results from the Consultation Questions

Annex 3: Consultation Analysis Report

Annex 4: Draft revised Vision Zero Road Safety Strategy

Annex 1: Consultation and Engagement Activities

Public Engagement	
Type of activity	**Summary**
Common Place Web Portal	Send to over 13,000 subscribers
Discussion Groups with minority voices	8 discussion groups held with disability access, youth participation and military youth
Schools Letter	Went to all schools who engage with the Safer Travel Team
Childrens Escape Room and Quiz	Included in the school's bulletin,
Service Station Stand	Heald at Cobham Services to capture public who have stopped there

Press and Social Media	
Type of activity	**Summary**
Press releases issued	Sent to all recipients on the Communication's press list
BBC Surrey Radio interview	Interview conducted by officer for BBC Radio Surrey
External agency websites	Articles sent to display on agency websites
Social Media Posts inc Facebook, Twitter, Instagram, and Next Door	Various posts reflecting the commonplace portal and 20 mph specifically. Targeted socials to 16 – 24-year-olds

Direct Marketing	
Type of Activity	**Summary**
Highways weekly newsletter (via email)	Sent to 6500 subscribers to highlight Commonplace page
Surrey Matters Article	Sent to 200,000 subscribers
Communications Toolkit	Sent to internal and external contacts
Customer service briefing toolkit	To assist contact centre officers to help members of the public
Emails to SALC	Email sent to all District and Borough Councils

Other Media	
Type of Activity	**Summary**
Posters	Sent to GP Surgeries, Parish Councils, SCC Owned bus stops, Libraries, Council offices, District and Borough Council offices
Members Briefings	Comprehensive session delivered to members prior to the launch of the common place website

Annex 2: Headline Results from the Consultation Questions

Components and Questions	Proportion Positive %	Proportion Neutral %	Proportion Negative %
Overall Strategy			
How do you feel about the Vision Zero Safe Systems Approach?	46	20	25
How do you feel about our Vision Zero target of a 50% reduction in death and seriously injuries on our roads by 2035?	54	18	20
How confident are you that our strategy will improve road safety in Surrey?	23	28	42
Safe Speed			
How do you feel about our ambition for Safe Speeds?	39	12	42
How satisfied are you that the measures we have proposed will ensure that more drivers will stick more closely to the speed limit?	22	23	47
How do you feel about our proposals to review the 60mph speed limit on rural roads?	49	13	35
How do you feel about our proposed new approach to implementing 20mph speed limits?	37	10	50
Safe Road Users & Behaviour			
How do you feel about our ambition for Safe Road Users?	57	16	15
How satisfied are you with the enforcement measures we have proposed to improve the safety of road users?	36	26	30
How satisfied are you with our proposals for media and publicity campaigns to improve road user behaviour?	38	30	20
How satisfied are you with the road safety education and training we have proposed for primary schools?	57	22	11

Components and Questions	Proportion Positive %	Proportion Neutral %	Proportion Negative %
How satisfied are you with the road safety education and training we have proposed for secondary school, sixth forms and colleges?	54	23	12
Safe Roads & Streets			
How do you feel about our ambition for Safe Roads and Streets?	51	24	19
How satisfied are you with our proposals to improve the safety of roads and streets?	38	22	33
Safe Vehicles			
How do you feel about our ambition for Safe Vehicles?	51	25	15
How satisfied are you with our proposals to improve Safe Vehicles?	41	25	26
Post Collision Response			
How do you feel about our ambition for Post Collision Response?	71	33	8
How satisfied are you with our proposals to improve Post Collision Response?	57	23	11

For simplicity, the proportion of respondents who did not provide an answer are not included in the table above.

Annex 3:

Vision Zero Consultation Analysis Report

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Safe vehicles 20

Post Collision Response 21

Introduction

This report provides an analysis of the detailed feedback received through the Commonplace platform, paper surveys, and any additional email feedback that has been received in response to the consultation undertaken on the draft Vision Zero Road Safety Strategy.

Methods of engagement

The online consultation was hosted on Commonplace between 11 January 2024 and 25 March 2024. Through Commonplace, feedback from residents was gathered on the following six areas as part of the Vision Zero Policy: Vision Zero, Safe speeds, Safe Road users, Safe Roads and Streets, Safe vehicles, and post collision Response.

There was a total of 3664 unique confirmed respondents across all proposals. However, not all respondents commented on all proposals with Vision Zero having 1794, Safe speeds having 3305, Safe Road users having 1063, Safe Roads and Streets having 1085, Safe vehicles having 874 and post collision Response having 800.

A stall was also held at Cobham services, in collaboration with National Highways, to talk to and attract those drivers who may travel through Surrey; from this engagement activity, 251 people were spoken to and directed to respond via the Commonplace site.

Furthermore, a total of five responses were received directly via email. These included responses from both residents and key stakeholders, such as Transport for London, Salfords and Sidlow Parish Council and Worplesdon Parish Council. All responses have been included in the analysis as appropriate.

During the consultation period, five social media polls were hosted through Instagram. Response rates varied for each of the polls, with the poll with the highest responses at 333, and the lowest at 59 responses. These were geo-targeted (locationally targeted) to Surrey, ensuring that respondents had visited Surrey during the consultation window. Two of the polls were targeted at specific groups which were noticeably absent from the Commonplace responses: one focused on 16- to 24-year-olds, and one on parents. Demographic information is not available for these polls.

To further reach specific groups that the Council often struggles to reach through consultation exercises of this nature, a series of eight discussion groups were held with minority voices, with 64 attendees, including representation from young people under 18 and those with disabilities. A summary of these events can be found in the appendix.

There was a comprehensive communications campaign to promote the consultation. Tactics included posters in local venues and a social media campaign using Twitter, Facebook, and NextDoor. Facebook posts reached over 35, 000 people and achieved an engagement rate of 6.73%, which is well-above the average ‘good’ rate of 1.5%. Posts also generated 2,338 click-throughs which is very high. Twitter posts were seen over 30, 000 times and generated 107 comments. The consultation was also shared via messaging e-newsletters, school newsletters, and 13,032 Commonplace news subscribers. There was also coverage on BBC Radio Surrey breakfast. There has also been engagement with all members of the County Council on the proposals. This was undertaken via a Member Development session on 22 January 2024.

Method of analysis

For the closed questions, descriptive statistics have been utilised.

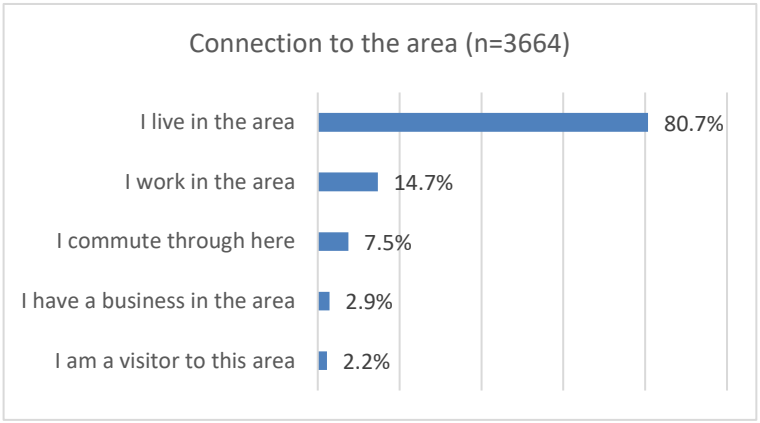
The majority of open-ended responses to the Commonplace, paper surveys, and emails were analysed using a qualitative thematic approach to draw out the key themes. Given the proportion of negative responses to the Safe Speed component, particularly the proposals for the 20mph policy, we have applied more rigorous analysis to the feedback on this element. This involved developing a comprehensive thematic coding frame for the responses to the 20mph policy in order to understand in more detail with a clear scale what respondents concerns are. Unattributed quotes have been used throughout this report to provide context and feedback in respondents' words.

Who we heard from

Across the consultation, we heard from many people including residents, visitors, business owners, and other stakeholders.

Commonplace demographics

There were 3664 unique respondents during the consultation period. Not all of these respondents answered the questions on all of the proposals, the specific response rate for each proposal is highlighted in the key findings section.



The majority of respondents to the Commonplace consultation lived in the area (80.7%, count 2958). There were also 21 respondents who stated they study in the area, and 18 who move goods on this route.

The majority of respondents on Commonplace, including paper responses, were over 45 years old (66%). This is slightly above Surrey demographics, where, of the over 14 year old population, 60.87% are aged 45 and above (Population and household estimates, England and Wales: Census 2021 - Office for National Statistics (ons.gov.uk)). However, additional methodologies were utilised to ensure the voices of younger people's thoughts on the proposals were also heard.

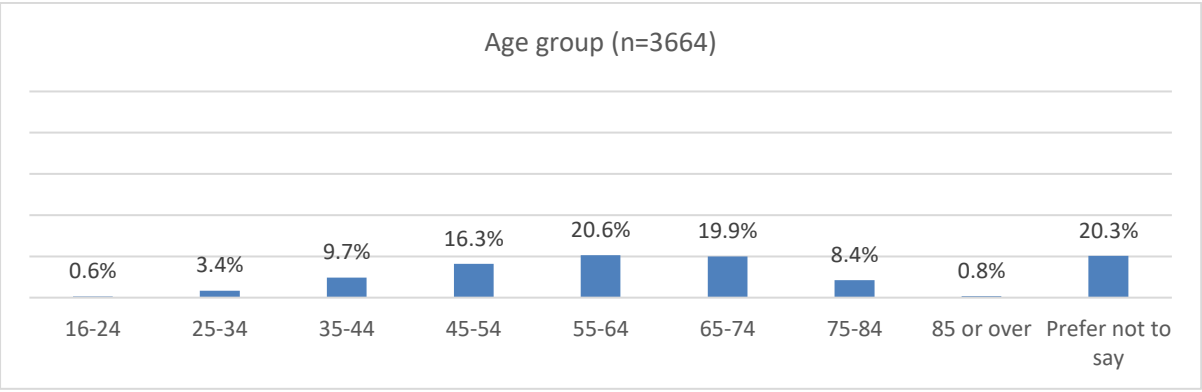


Figure 1: What is your age group?

Of the online respondents, the majority used the car as a driver (70.8%, count 2594). The second most popular method of transport was walking (61.3%, count 2245), of which 141 specified that they did so with a pram or push chair. There were 48 respondents who travel in a commercial vehicle and 24 who use a mobility scooter or wheelchair.

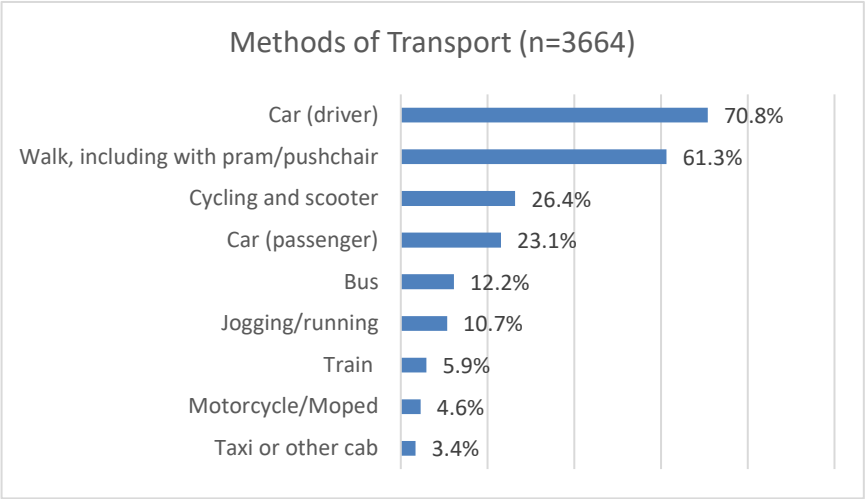


Figure 3: How do you usually travel in and around Surrey?

Findings

Vision Zero Safe Systems approach

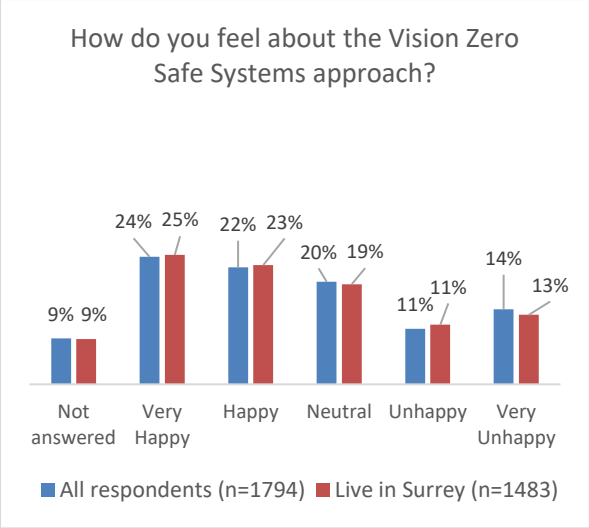
Overall, 46% of respondents were happy or very happy with the safe systems approach outlined. Although this is not above 50% this is due predominantly to the fact that 20% of respondents were neutral to the approach. Furthermore, 54% of respondents were happy or very happy with the proposed target. However, in the open-ended responses, there was some differences of opinion highlighted with some expressing that the goal was not strong enough.

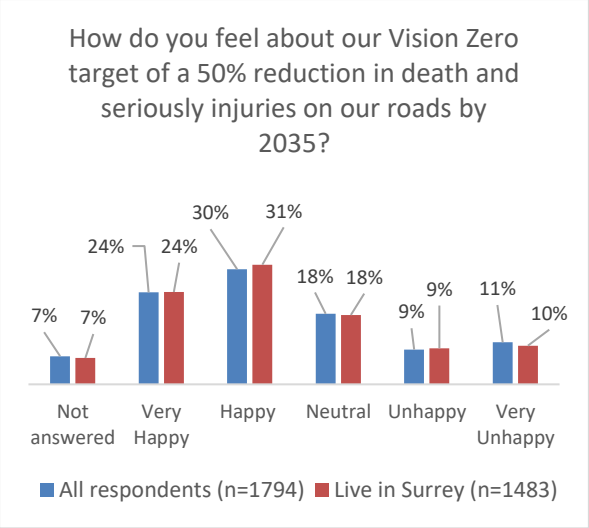
"2035 is too far away. I unfortunately have not much confidence that the behaviour of many road users will improve."

Whereas others thought zero deaths is too extreme of an ambition or expressed scepticism at the achievability of zero deaths on the roads.

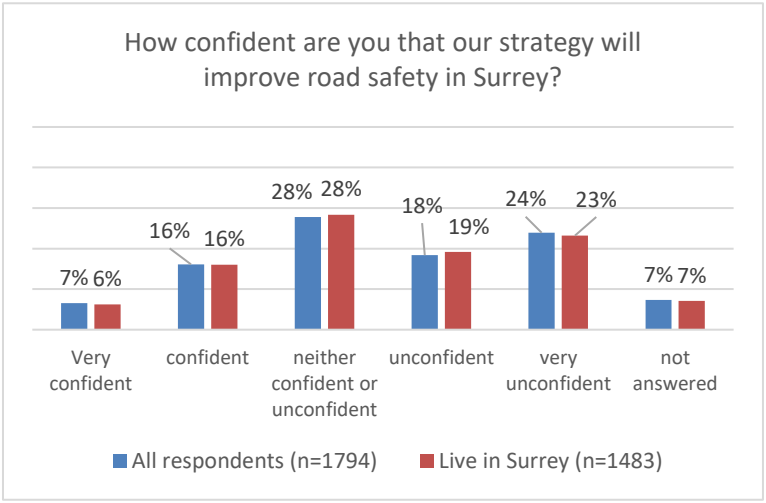
"As in covid and climate policies, zero is an impossible goal and totalising in the way it opens the door to extreme interventions that do not balance with the other demands of a good life."

"A Goal or Vision of Zero by 2050 is totally unrealistic unless you take every vehicle off the roads."





Respondents were also less confident that the strategy would improve Surreys road safety with 42% being unconfident or very unconfident. In the free text responses, the reasons for this were identified as primarily being that respondents felt that it was road maintenance that had a greater impact on road safety and therefore the money would be better spent on fixing potholes and improving roads.



"I would much prefer to see the roads we already have maintained better rather than new interventions."

"At the moment another of my Clubmates is in hospital with broken ribs and a pneumothorax, again as a result of the terrible roads in Surrey."

Some respondents also showed support for particular facets of the policy specifically, education and enforcement.

"More severe penalties need to be imposed on those who regularly drive dangerously, flout road laws and usually are already banned and have no insurance."

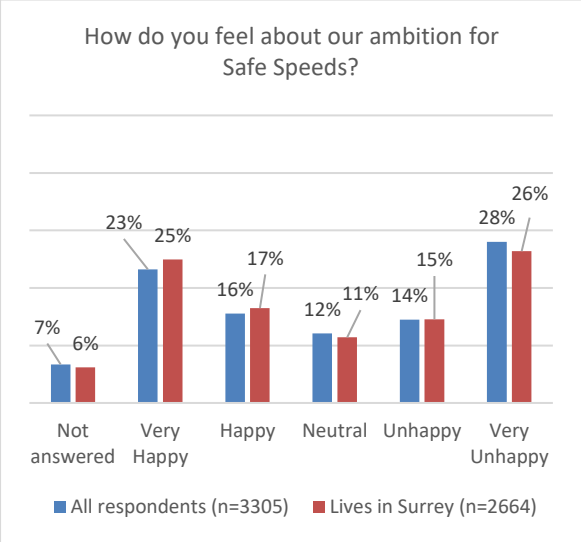
"Teach children how to cross the road properly instead of having their heads buried into their phones."

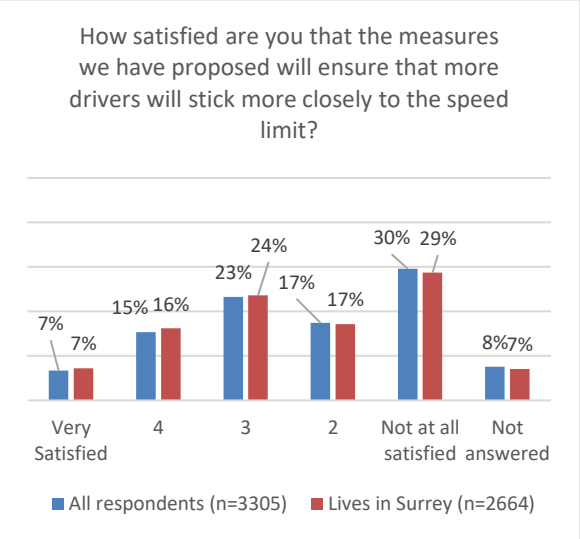
There was also a recognition from some respondents that success would only be found if all of the pillars were enacted.

"The focus of improvement must be across all categories to be truly effective."

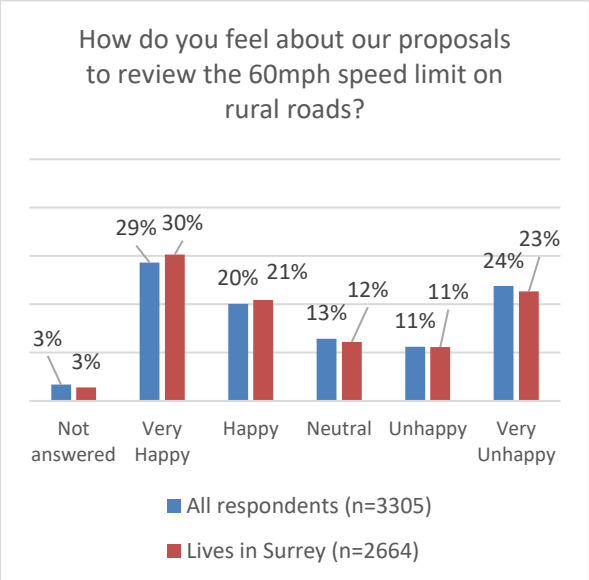
Safe speeds

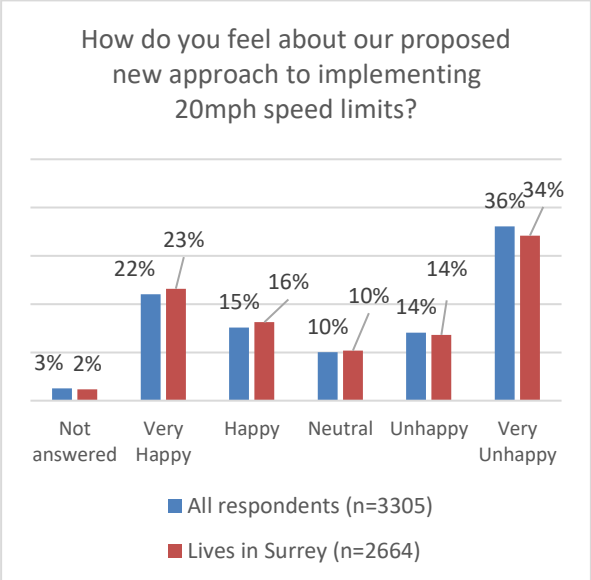
Overall, 39% of respondents are happy or very happy with the Safe Speeds ambition with 42% of respondents being unhappy or very unhappy. Residents are 3% more likely than non-residents to be in favour of the ambition. Just under a half of respondents are dissatisfied or very dissatisfied that the proposals will ensure that more drivers will stick more closely to the speed limit.



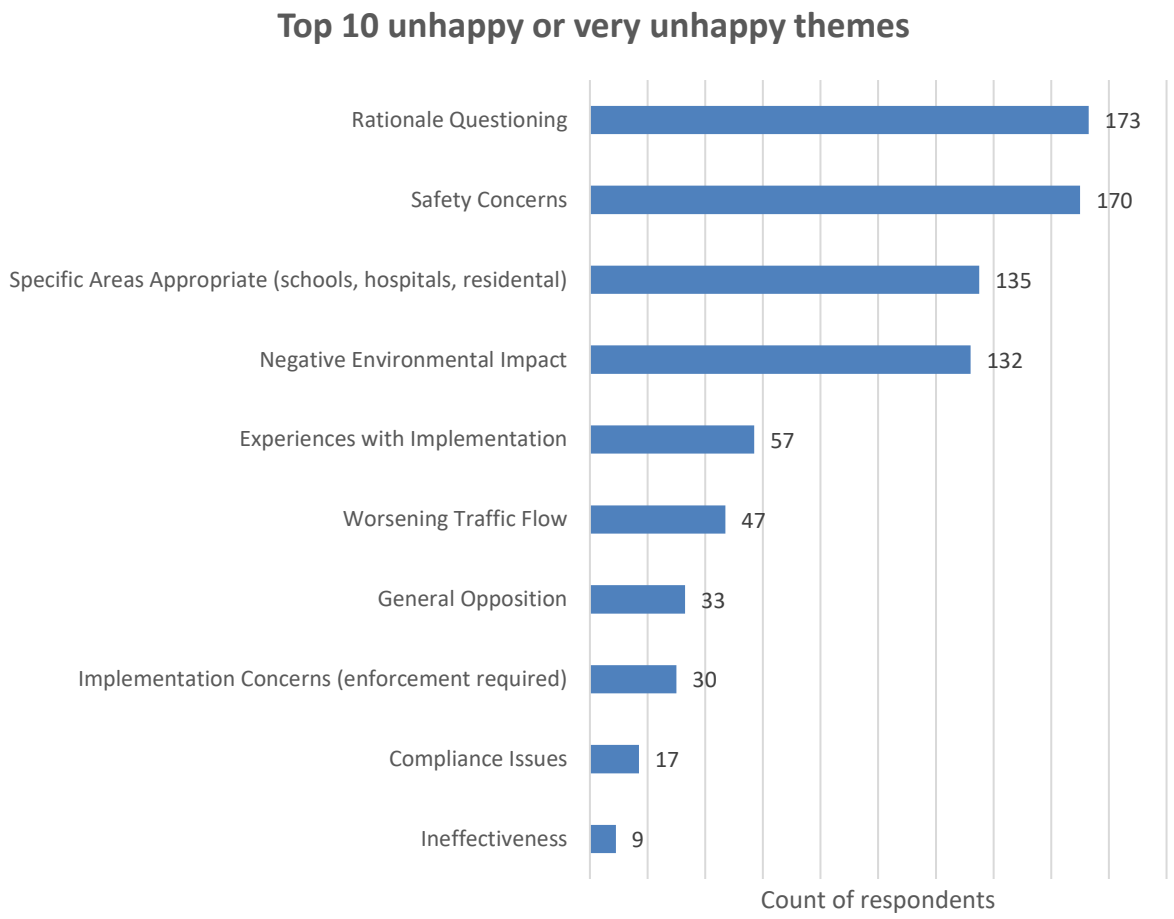


However, 49% are happy or very happy with the proposal to review the 60mph limit on rural roads, suggesting that a majority of respondents' concerns with the speed policy is the 20mph policy. This is shown by 50% of respondents being unhappy or very unhappy with the new approach to implementing 20mph speed limits.





Respondents who were unhappy or very unhappy with the proposal provided a plethora of reasons why they felt this way.



As shown above, 135 respondents were unhappy or very unhappy with the proposed policy and suggested we should adopt a specific approach for 20mph, outside schools, hospitals, residential areas etc. In fact, this is what the policy is proposing.

Some respondents also felt that 20mph speed limit has a negative impact, increasing congestion, increasing pollution, and damaging the cars themselves.

"20 mph speed limits will increase congestion and will be a huge inconvenience to motorists who are the very people who pay for the upkeep of the roads through car tax and duty on fuel."

"20mph actually increases emissions & wears out vehicles so there will be more waste than overall. Wasted journey time also harms the economy and makes Surrey less competitive."

"20-mile speed limits are ridiculous! Not only are you producing more emissions, most cars aren't designed to travel that slowly for long stretches."

Many respondents questioned the rational and were adamant that they do not want a blanket 20mph policy as seen in Wales; however, some did provide examples of where they would be happy for 20mphs to be introduced which included outside both schools and hospitals, and on residential roads.

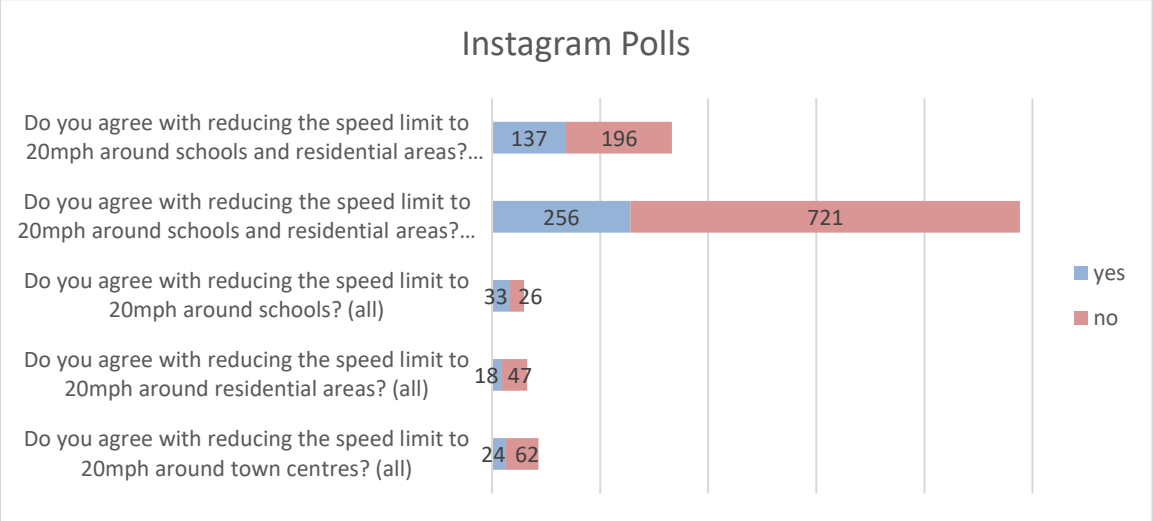
"20mph is fine in a few areas, near schools or hospitals but it is being changed in too many places."

"A 20 mile an hour speed limit may be appropriate on quiet, narrow residential side roads where pedestrians' vision of traffic and drivers' vision of pedestrians crossing the road is often impeded by parked cars. Main thoroughfares should remain at 30mph to support effective traffic flow."

"20 mph should be used in front of schools and nowhere else. Experiments in 20 mph have already been done across London and if the data is actually examined it is clear that it is not beneficial."

"20mph speed limit is simply unnecessary in most cases. […] Outside a school during school hours is fair enough but blanket strangling areas by speed is not the answer."

However, this was not supported by the social media polls in which there was consistently a majority of respondents who were against 20mph in residential areas, town centre and around schools.



For respondents who were supportive of the 20mph proposal, they expressed their support of 20mph as a safe and appropriate speed limit and expressed appreciation for the non-blanket approach outlined in the proposal highlighting their support both outside schools and in town centres and residential areas.

"Brilliant idea, I have no idea why so many people are against something that simply put will save lives and barely impact journey time."

"I believe that all built up areas should be 20mph."

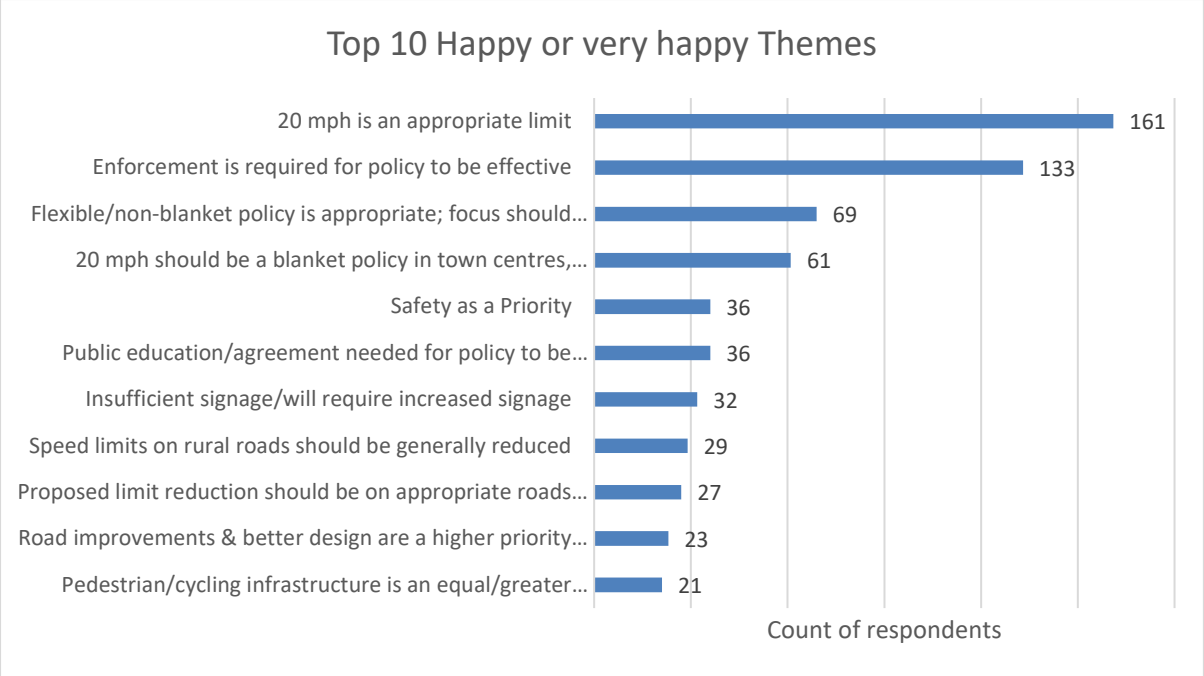
"A non-blanket approach is really good. 20mph makes sense in residential areas, high streets and near schools, but main arteries should be faster."

"Avoiding blanket 20mph is good."

However, some of these respondents also raised a concern around the effectiveness of having no enforcement at the sites.

"Fully support increased 20mph limits. Concerned that effectiveness will be limited without committing to enforcement or engineering."

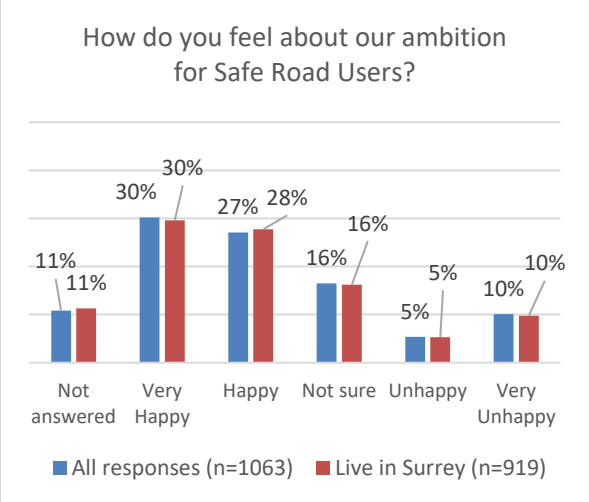
"All residential areas should have a 20mph speed limit and this should be enforced by using traffic cameras".

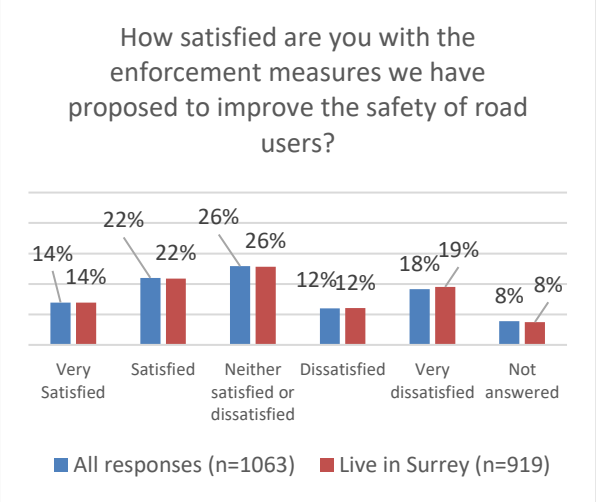


Safe Road users

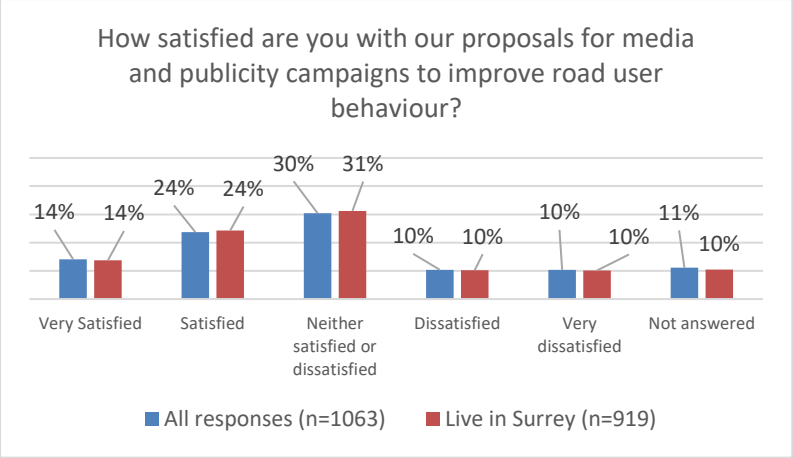
Overall, 57% of respondents were supportive of the Partnership's Safe Road user ambition, and 48% expressed satisfaction with the impact that the enforcement measures would have on road users. There was some concern raised about the affordability of proposed measures, especially in light of other pressing needs, such as supporting vulnerable people during a cost-of-living crisis.

"How is all this affordable when we're always being told how short of money councils are?"





Around a third of respondents were very satisfied or satisfied with the media and publicity approach, around a second third was neither satisfied or dissatisfied with the approach and the final third was either dissatisfied, very dissatisfied, or decided not to respond to this question.



The Road safe education proposal for both primary and secondary schools was also supported with 57% and 54% of respondents happy or very happy respectively. There was substantial support provided for these proposals in the open text response with education being seen as crucial for producing safer drivers, cyclists, and pedestrians, emphasizing the importance of training young people positively.

"Definitely education is the key to producing safer drivers, cyclists and pedestrians for the future."

In particular, the Bikeability programme was applauded and there was a call for even more advanced cycling training, such as Bikeability 3, especially for pupils living near secondary schools, to navigate challenging junctions safely.

"Heavy traffic surrounds most secondary schools at the time pupils travel, and the junctions are much more challenging than those expected for Bikeability 2.".

There was also a desire for more effort to reach existing drivers who engage in unsafe behaviours, such as aggressive driving and running red lights, through better enforcement and education.

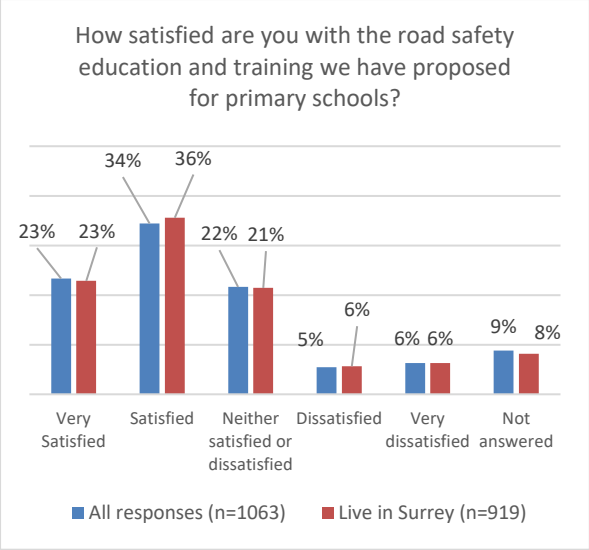
"I would love to see more effort on educating existing drivers to encourage them to drive considerately around other road users."

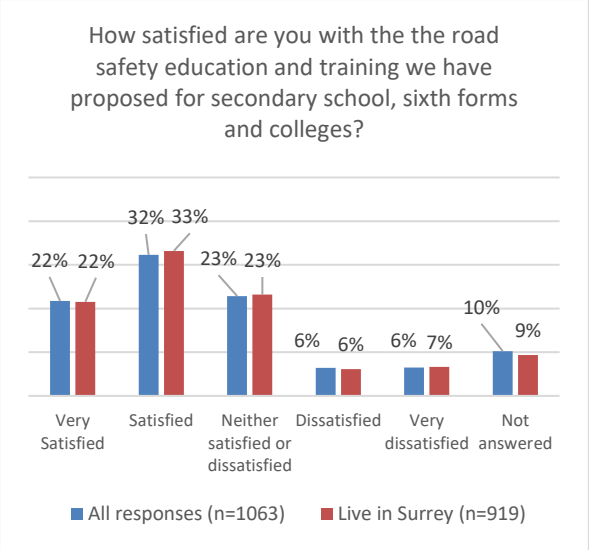
There is a call for a holistic approach that combines education initiatives with infrastructure improvements to create safer routes for pedestrians and cyclists.

"Need to see as a minimum safe routes & ideally safe infrastructure."

Many respondents also suggested that they preferred an education approach over an enforcement approach when it comes to road safety.

"Education good, enforcement is draconian!"





Safe Roads and Streets

51% of respondents are happy or Very Happy with the Safe Roads and Streets ambition. 38% of respondents were also satisfied or very satisfied that the proposal would improve safety of roads and streets. In the open text responses, support was given to the proposed improvements to cycling and pedestrian infrastructure.

"We really need safer cycling infrastructure to reduce cycling casualties."

"All schools must have proper acceptable walking and cycling infrastructure to enable pupils to travel in safely."

"More crossing points and priority for pedestrians are needed."

Respondents also stressed the importance of local involvement in decision making and ensuring that decisions don't seem to be coming from an out of touch decision body.

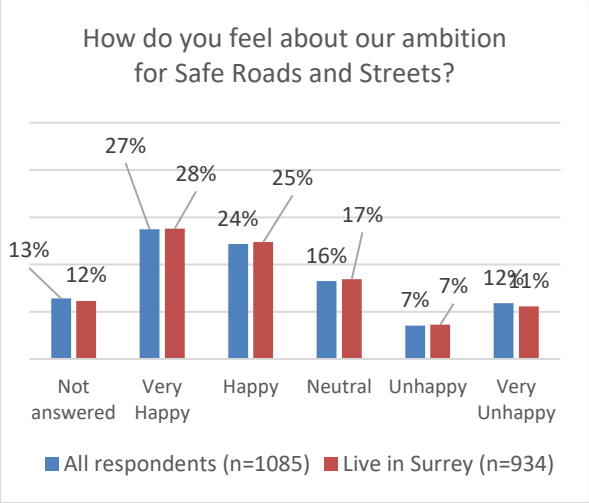
"Working groups must include people with local knowledge e.g. Parish Councillor, so that key issues are identified and prioritised correctly."

"This project cannot be run from an office or car/van. Try cycling around the county to get a measure of what improvements are required."

There was some dissatisfaction highlighted that the condition of the road and pavements was a key factor in the safety of roads and streets and that by improving this, accidents could further be prevented.

"Been asking for 6 months to get bushes reduced so two people can walk down a path, without one being IN THE ROAD - even worse large contingent of partially sighted and blind people use the same path(s) disgraceful".

"Potholes have become worse over the past few years and are a major issue in road safety which you do not want to address properly."



Safe vehicles

51% of respondents are very happy or happy about the Safe vehicles ambition. 41% of respondents are satisfied or very satisfied that the proposal will improve safe vehicles. Even respondents who were supportive of the ambition expressed concern with the effectiveness of implementation.

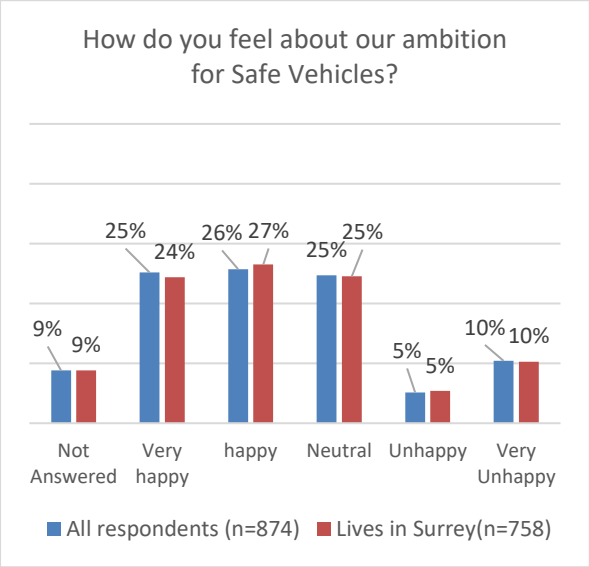
"The proposals are commendable, but the implementation is challenging."

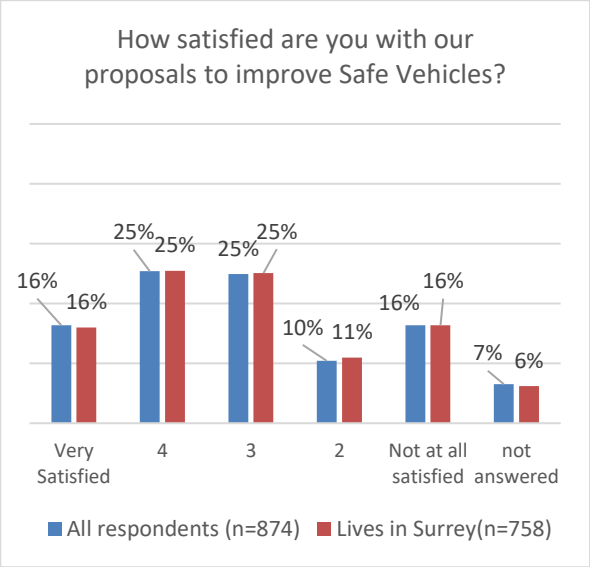
"It'll be interesting to see how this actually happens in practice."

In particular the role of educating current drivers when they either move to Surrey or have a new vehicle related change in their lives, in ensuring that safe vehicle standards are achieved.

"How will you educate people that come from other areas of the UK or from across the seas?"

"There needs to be better education for parents regarding child seats and child safety."





Respondents expressed concern over the involvement of the local authority in this facet of the proposals.

"It is not SCC's responsibility to police the quality of vehicles - that belongs to the DVSA."

Furthermore, others felt that although this responsibility sits with the police this should not be their priority and that the resource required for policing vehicle maintenance would best be spent elsewhere.

"Spend the money on real crime!"

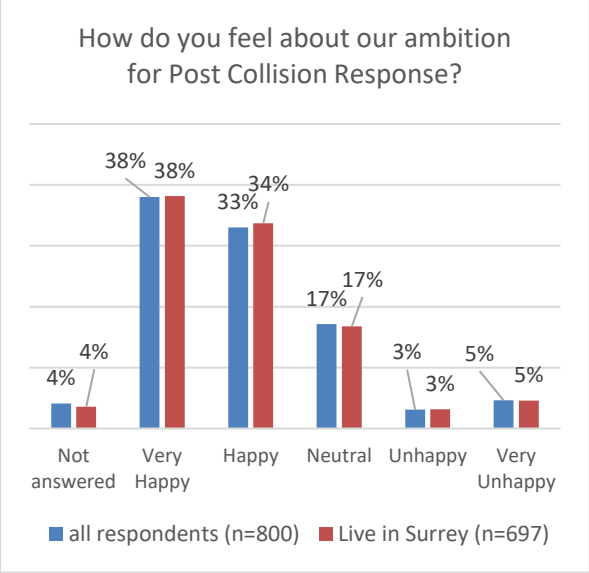
"There is no need for money to be spent on this - the MOT and police do this job already."

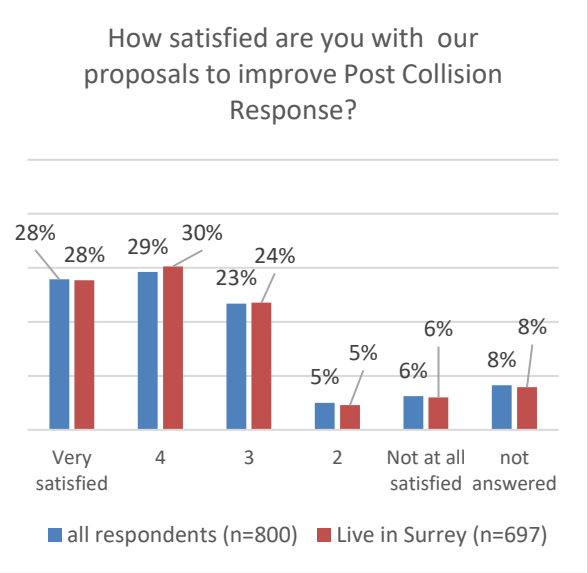
Other went so far to question the role that insurers play in vehicle maintenance and suggest that better relationships with third parties could be explored for implementation.

"Surely insurers should have a role to play in this; not paying if a vehicle is involved in an accident where its safety had been compromised."

Post Collision Response

Overall, 71% of respondents are Happy or Very Happy with the ambition for Post collision response. 57% of respondents are very satisfied or satisfied that the proposal will improve post collision response.





There was some concern raised that by focusing on post collision response emergency services will be unable to provide as much support to other areas of work, however, unlike other areas this was seen not as a reason to not do this aspect of the proposal, and in fact respondents recognised that factors outside local control play a role in this issue.

"Where will the extra fire, police and ambulance members come from?"

"All services seem to be stretched to their limit so will this commitment mean something else will suffer?"

"We had a police, ambulance and fire service that delt with this a few years ago. The government have stripped the services to a skeleton force."

Other respondents also suggested that education and advice could be shared on what to do in an event of a collision to support the response as well.

"Advice to road users on what to do in the event of a collision is a sensible action to take."

The role in of highway maintenance as a preventive measure to reduce collisions and therefore the response needed for collision was also highlighted.

"Maybe money should be spent on rectifying highway defects before there are any accidents."

Finally, respondents also expressed frustration as to the impact that collisions and the emergency response to them have on other road users and that efforts should be made to minimise this.

"The emergency agencies seem to have forgotten that they have a responsibility to all other road users when dealing with an incident."

"The response services need to inconvenience other road users to the minimum possible extent.

Surrey RoadSafe

Vision Zero Road Safety Strategy

2024 to 2035

Draft June 2024

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DRAFT

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 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 Surrey RoadSafe.

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

NEW FOREWARD TO BE INSERTED HERE IN DUE COURSE

DRAFT

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. Understanding that Surrey has its own unique qualities and concerns, this best practice approach will be adapted to Surrey's needs, and considered alongside the recent update to the Highway Code and Surrey County Council's Local Transport Plan 4. In doing so, we will prioritise the needs of all road type users, specifically those 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. The trend in 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:

- Death and serious injury from road collisions is unacceptable;
- Human beings make 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
- The approach is proactive, not reactive

3.2. A Safe System approach has five multi-disciplinary components that interact and work together to minimise risk, namely:

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

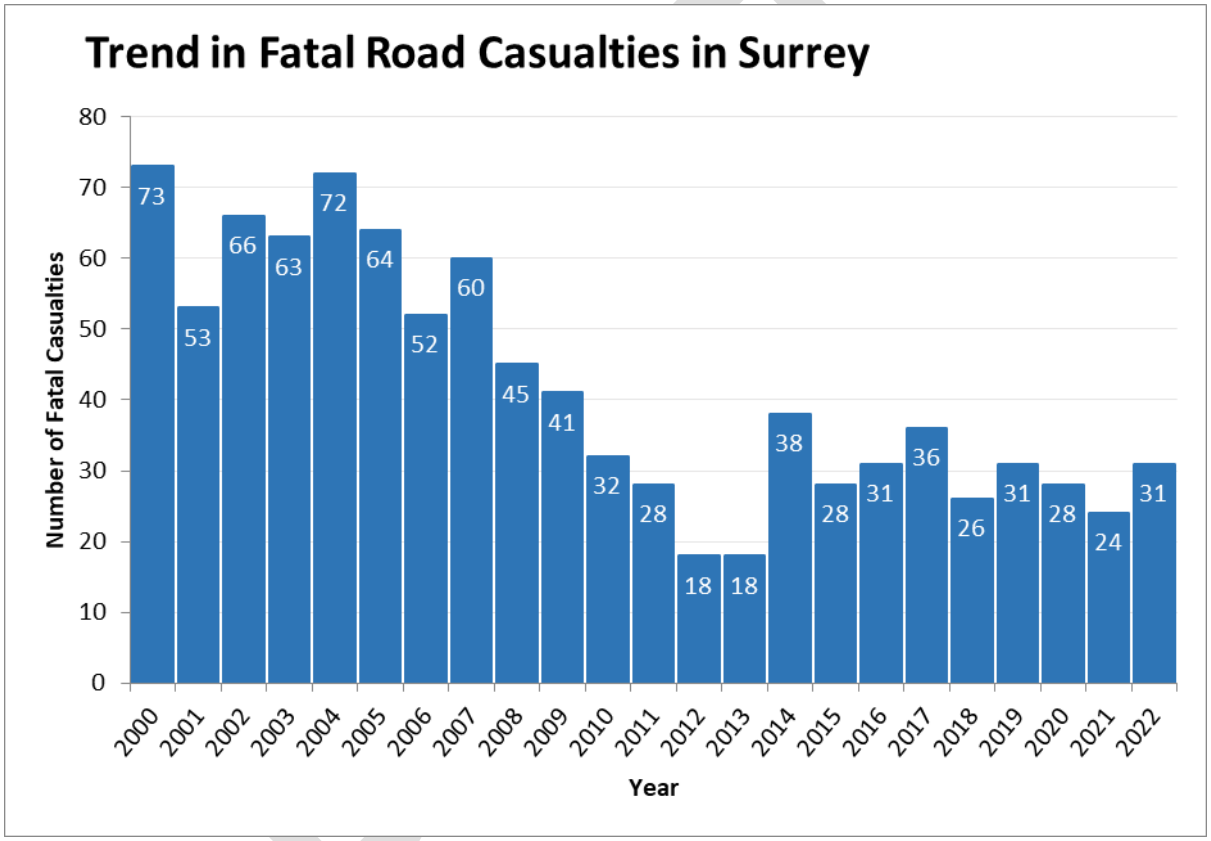
3.3. The Surrey RoadSafe Vision Zero Road Safety Strategy adopts the five components in the Safe System approach. It has been developed collaboratively by the organisations in the partnership who are responsible for improving road safety in Surrey. The work under these components will be underpinned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

4. Data Insights and Target Setting

Headline Trends in Road Casualties

4.1. 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



4.2. 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

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.

4.3. The trend in road casualties in 2020 and 2021 was also affected by the impact of COVID restrictions resulting in 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

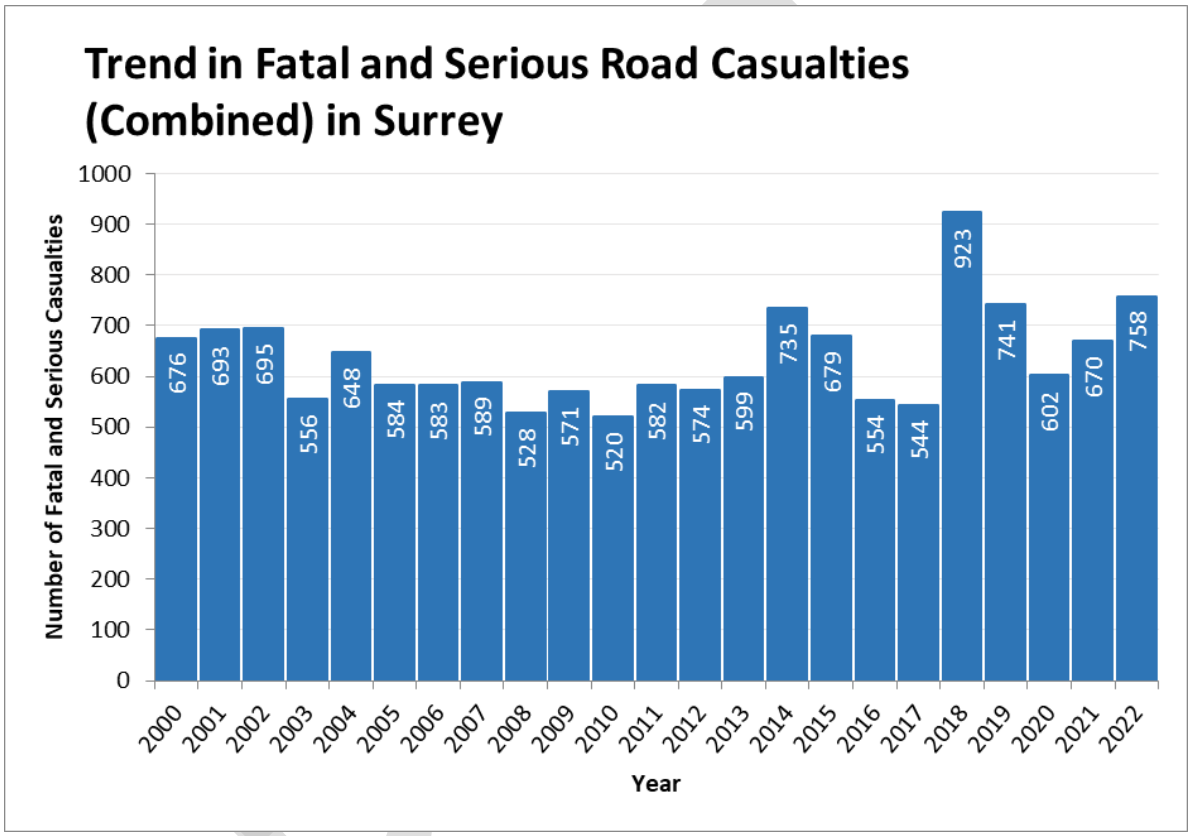
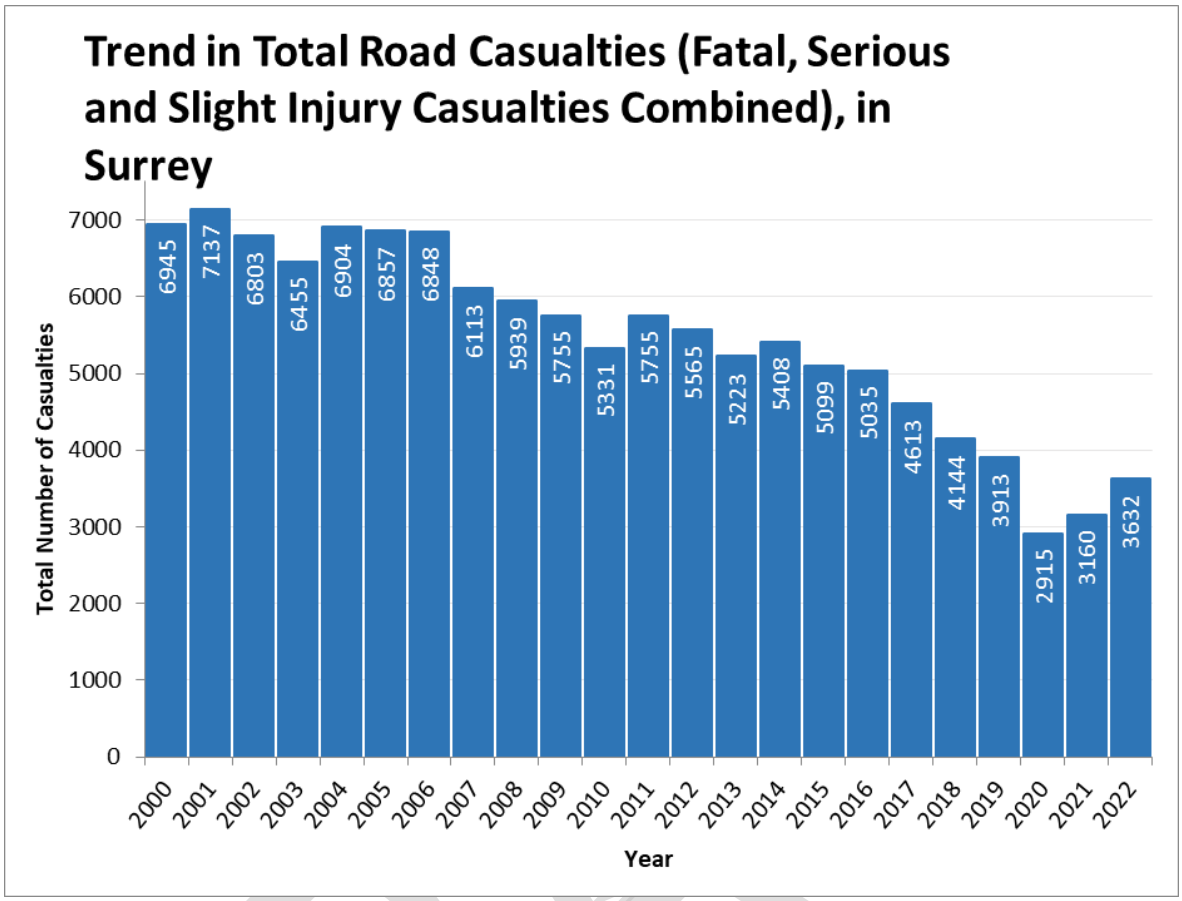


Chart 3



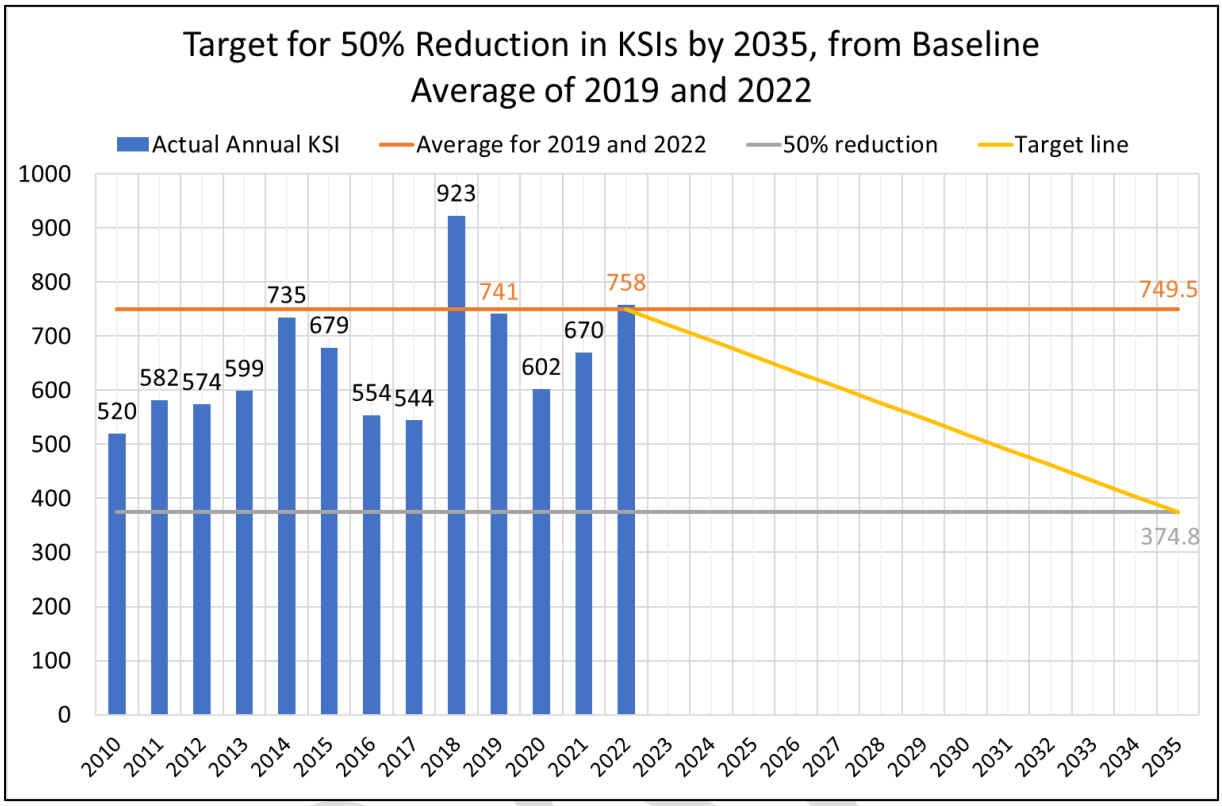
Target Setting

4.4. 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.

Chart 4



Detailed Data Analysis and Monitoring

4.5. The five components of the Safe Systems approach and the interventions that Surrey RoadSafe 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.

4.6. 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.

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 components
- Comparison with Great Britain and other local authorities

5. Working Together

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

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

5.2. 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 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.

5.3. We will renew meetings of a 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.

5.4. 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.

5.5. We list all the activities being undertaken by the organisations to fulfil this strategy in Annex A showing which organisation is the main lead for each activity and what component of the Safe System it will address.

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

- Convening a new Surrey RoadSafe 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 Governance Board and Strategy and Delivery Group
- Developing a new business and investment plan for approval by the Surrey RoadSafe Governance Board
- Developing a new communications plan for approval by the Surrey RoadSafe Governance Board

6. Highlights of the Surrey RoadSafe Vision Zero Strategy

6.1. In the following sections we present the ambitions, activities and interventions we will undertake under each of five components 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

- **A more flexible approach to 20 mph Speed Limits.** We will not follow a blanket approach, and will instead only introduce more 20 mph limits after taking local people's views into account, focussing on town centres, residential areas and schools.
- **Enhanced speed management.** We will investment in more highway engineering, average and spot speed cameras to tackle the worst speeding and casualty routes.
- **Review of rural speed limits.** We will aim to review and replace all 60mph national speed limit roads in Surrey with new lower limits where appropriate, by 2028.
- **Robustly target and enforce "Fatal Five" offences.** We will utilise an innovative and evidence-based approach with a back to basics focus by police officers alongside national operations.
- **3rd party reporting using video submission.** We will provide additional advice and guidance on how to submit quality footage to aid prosecutions.
- **Road safety education in schools.** This will include DriveFit pre-driver workshops throughout Surrey's sixth forms and colleges, road safety drama workshops in secondary schools, and Bikeability cycle training, and Feetfirst walking training in primary schools.
- **Road safety outside schools.** We will invest in more highway schemes outside schools to improve road safety and overcome barriers to active travel.
- **Local cycling and walking infrastructure plans.** We will develop LCWIPs to form the basis for bids to Active Travel England for new infrastructure to make walking and cycling safer and easier.
- **Department for Transport Safer Roads Fund.** A £1.8 million grant from the Department for Transport will be invested in measures to reduce the risk of collisions along the 8.4km route of the A25 between Dorking and Reigate.
- **Media campaigns and publicity.** We will renew the Surrey RoadSafe Communications Strategy that will establish our aims and objectives, principles, key messages and themes that will run throughout our work.

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 existing 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 existing 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 existing 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.

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 tackling climate change also advocate for 20 mph speed limits in urban areas. This was also endorsed in the Stockholm Declaration. Therefore, Surrey County Council has reviewed their approach to implementing 20 mph speed limits and present a new policy in Annex B. The new policy very much aligns with new central government guidance on 20 mph speed limits that was updated as part of the Department for Transport's "Plan for Drivers".

7.7. The new policy provides a more flexible approach to implementing 20 mph speed limits. However, it does not advocate a blanket approach and recognises that some main roads outside of towns centres could remain at 30 mph. Lower speed limits will be introduced incrementally and will not be imposed on communities. Instead, the County Council will take extra care to consider the views of local people and police before deciding whether to proceed or not. The policy also requires that additional supporting measures such as traffic calming will be required to ensure that the new 20 mph limit will be self-enforcing without the need for additional police enforcement if the existing speeds are very much higher than 20 mph.

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.

Improving Compliance with Existing 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 Surrey RoadSafe, 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 C.

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 continue to tackle the worst high priority speeding and casualty problem sites by implementing permanent solutions to improve compliance with the speed limit. This list will continue to be reviewed on an ongoing basis as new sites emerge as a high 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 D. 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 speed camera enforcement data on the Surrey RoadSafe website (under construction), the Surrey RoadSafe 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.

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:

- Surrey County Council adopting a new more flexible 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 existing speed limits 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 high priority speeding and casualty problem sites that have been identified through the speed management plan process. 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.

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 communications team will commission a period of media and publicity prior to, and alongside the enforcement. The campaign themes previously have included vulnerable road users and all "Fatal Five" offences (drink/drug driving, speeding, distracted driving, not wearing a seatbelt, and careless driving).

8.6. 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 E. 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.
- **Operation Downsway** focuses 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 four 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.

8.7. Enforcement campaigns will look to be supported via Surrey RoadSafe social media channels, to amplify the national and local messaging embedded within each campaign. The content related to these campaigns will emphasise the importance of safe and considerate road use and protecting all road users, as well as highlighting the consequences and penalties incurred should unsafe/dangerous practises be used on the road. Where appropriate, social media content will also look to share details of officer/vehicle stops made

throughout each campaign, with the aim to promote police activities and increase public confidence in enforcement within local communities.

8.8. **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.

8.9. **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 2023
National Speed Awareness Course	39,229
Safe and Considerate Driving	84
National Motorway Awareness Course	17,182
What's Driving Us?	3,731
National Rider Risk Awareness Course	39

8.10. 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 2023
Safe and Considerate Cycling	0
Your Belt Your Life	235

Road Safety Education and Training in Primary Schools

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

8.12. 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, subject to funding.

8.13. We aspire to develop a further walking training extension course that will be targeted at year five pupils (aged 9-10) in preparation to moving up to year six when some children are allowed to walk to school without adult supervision and in preparation for the transition to secondary school.

8.14. **Cycle Training** Surrey County Council's Cycle Training Team comprises 80 qualified Cycling Instructors supported by a small back office. The service delivers National Standard cycle training across the County funded through a combination of local budget, fees and central government grants. This includes:

- **Programme for schools.** For Bikeability Level One, riders learn to control their **cycles** in a space away from traffic, such as a playground. Bikeability Level Two takes place on roads with moderate traffic. Learn To Ride helps provide access to Levels One and Two by helping children start from scratch. More recently, the service has introduced Independent Cycling to School courses, aimed at secondary students, and is based on gaining extra skills and route planning. The schools programme reaches around 11,000 children each year.
- **Community cycle training.** This is a developing area aimed at adults and families, with courses mainly run in the school holidays, with a range of family courses, adult beginner, adult refresher and adult town centre courses.

8.15. The Bikeability Trust (who administer government grants to local authorities for cycle training) 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 for this course, 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 increasing our reach towards this target as soon as practical.

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, funded by the previous road safety partnership. 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 before recommissioning this intervention.

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 during the academic year 2023/24 Surrey Fire and Rescue Service disseminated the brand new best practice intervention DriveFit throughout Surrey's sixth forms and colleges for the first time. 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. Surrey Fire and Rescue Service will aim to disseminate this intervention to as many sixth forms and colleges as possible every year.

BikeSafe

8.20. 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 2023, there were ten workshops with 212 attendees for the public and a police staff workshop with 16 attendees. In addition to this, six sessions were held for Army, Navy and Air Force personnel with 52 attendees.

Powered Two-Wheeler Interventions Research

8.21. 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 results of this study were shared in November 2023 and will be used to consider whether there are additional interventions available that could be delivered in Surrey.

Media and Publicity Behaviour Change Campaigns

8.22. We will renew the Surrey RoadSafe Communications Strategy for 2024-26. This strategy will underpin every aspect of communications work within Surrey RoadSafe from public engagement events, supporting national Police enforcement operations led by National Police Chiefs Council (NPCC) and National Roads Policing Operations Investigation and Intelligence (NRPOII), national media campaigns (e.g. Brake Road Safety Week, Department for Transport THINK!, RoadPeace) and bespoke data-led campaigns focusing on vulnerable and priority road user groups, as well as other 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 undergo thorough evaluation, with the aim to review and understand strengths of initiatives and lessons learned for future improvements within Surrey RoadSafe communication and engagement.

8.23. 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)
- **Drink and drug driving** (driving whilst over the prescribed limit of alcohol and drugs)
- **Failing to wear a seatbelt** (as a driver or passenger)
- **Careless and inconsiderate driving** (offences could include, driving whilst tired, driving too close to the vehicle in front, lane hogging, close passes of people cycling or riding horses)

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, subject to funding.
- Work with the Bikeability Trust to agree a plan for expanding Bikeability Level 2 courses so that the training is provided to 80% of children before they leave primary school.
- Review our secondary school-based road safety drama workshops in light of soon to be published government guidance.
- Offer DriveFIT pre driver road safety education course across Surrey's Sixth Forms and Colleges.
- Continue to provide Bikesafe motorcycle training courses.

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 Surrey County Council will aim to design 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. Surrey County Council will seek opportunities to provide segregated cycling infrastructure or to integrate cycling into mixed traffic as safely as possible.

9.3. In rural areas Surrey County Council will design roads to manage 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 highway maintenance by Surrey County Council will be vital to ensure enduring safety of road users.

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 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.

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. Examples include signing to highlight the presence of bends, kerb realignment, traffic calming, anti-skid road surfacing. 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. These are listed in Annex D. 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 2024/2025.

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.
- 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 Surrey 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** Surrey County Council is responsible for maintaining approximately 3,000 miles of roads, with 2 million trees on the highway network, 90,000 street and sign lights, and 1,800 bridges or structures carrying or crossing roads or rights of way. The County Council is also responsible for maintaining drainage, maintaining and cutting verges, hedges and maintaining non-illuminated bollards and signs. Detailed Information on how Surrey County Council undertakes this work can be found on the County Council's website 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 in collaboration with partner agencies.

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.

10.6. Surrey Police's Vanguard Road Safety Team, Roads Policing Unit and Surrey RoadSafe's Casualty Reduction Officers 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.
- 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 Road Safety Team, Roads Policing Unit and Surrey RoadSafe's 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.

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.

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. Surrey Police will supply a specifically trained and dedicated Family Liaison officer to all Fatal Road Traffic Collisions. This will provide support and guidance throughout all stages of an investigation including up to criminal trial and/or coronal inquest. 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.

- Surrey Police will supply a specifically trained and dedicated Family Liaison officer to all Fatal Road Traffic Collisions and will provide information to bereaved families on the support that might be available to them from organisations such as Brake and Road Peace.

Annex A: Actions, Roles and Responsibilities

Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
We will develop summary data reports/factsheets	✓						✓	✓	✓	✓	✓
We will renew Surrey RoadSafe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Adopting a new more flexible 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				✓			✓				

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Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
Maintaining speed management plans for all of Surrey's eleven Districts and Boroughs.	✓	✓		✓			✓				
Targeting the top high priority speeding and casualty problem sites that have been identified through the speed management plan process. 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.	✓						✓	✓			
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.	✓	✓					✓	✓		✓	

Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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, subject to funding.				✓				✓			
Work with the Bikeability Trust to agree a plan for expanding Bikeability Level 2 courses so that the training is provided to 80% of children before they leave primary school.				✓				✓			

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Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
Review our secondary school-based road safety drama workshops in light of soon to be published government guidance.				✓				✓			
Offer DriveFIT pre driver road safety education course across Surrey's Sixth Forms and Colleges.					✓			✓			
Continue to provide Bikesafe motorcycle training courses.		✓						✓			
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.				✓					✓		

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Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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.				✓					✓		

Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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.				✓					✓		
Undertaking media and publicity campaigns to educate drivers on the vehicle safety checks that they should be undertaking.	✓					✓				✓	
Undertake public engagement events to educate and show drivers how to undertake vehicle checks.	✓					✓				✓	

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Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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 Road Safety Team, Roads Policing Unit and Surrey RoadSafe's 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.	✓									✓	
Promote the use of the eCall crash notification scheme.					✓						✓

Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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.					✓						✓
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.	✓				✓						

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Actions	Responsible Organisation						Safe System Component				
	Surrey RoadSafe	Surrey Police	Surrey Police and Crime Commissione	Surrey County Council	Surrey Fire and Rescue Service	National Highways	Safe Speeds	Safe Road Users	Safe Roads and Streets	Safe Vehicles	Post Collision Response
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.		✓									✓
Surrey Police will supply a specifically trained and dedicated Family Liaison officer to all Fatal Road Traffic Collisions and will provide 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 B: Surrey County Council's 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 focussing on Surrey's residential areas, town centres, village centres and near schools. 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:

- The views of local people should be considered and approval given by the local County Councillor before proceeding.
- The police will always be consulted and their views considered carefully before deciding to proceed.
- 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 where speeds are higher, we will use highway engineering and traffic calming to get speeds down.
- 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.

1.3. The new policy very much aligns with new central government guidance on 20 mph speed limits contained within Circular 01/2013. This was updated in March 2024 as part of the Department for Transport's "Plan for Drivers". This update states the following:

Excerpt from Department for Transport Circular 01/2013

(updated March 2024)

Traffic authorities should only consider 20mph limits:

- over time
- with consideration of the safety case; and
- with local support on:
    - major streets where there are – or are likely to be – significant numbers of journeys on foot, and/or where pedal cycle movements are an important consideration, and this outweighs the disadvantage of longer journey times for motorised traffic
    - residential streets in cities, towns and villages, particularly where the streets are being used by people on foot and on bicycles, there is community support and the characteristics of the street are suitable

Where new speed limits are introduced, they should be in places where the majority of drivers will comply with them. General compliance needs to be achievable without an excessive reliance on enforcement.

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.

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 same residential area. This would depend on speed surveys to inform upon the viability of a wider 20 mph area, and will be decided on a case by case basis.

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 strategic roads is not always 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. It should not be expected that enforcement could be used instead to get the speeds down.

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.

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. We will go over and above these legal minimum requirements and will use best practice techniques to ensure that local residents can have their say on proposals for 20 mph schemes, with the local County Councillor involved at all stages. As with all speed limit proposals the police will be consulted, and their views recorded and considered carefully before deciding whether to proceed or not. The Council’s Consultation and Engagement for Highway Improvements and Safety Schemes guide describes good practice that will be used to ensure all views on proposed changes receive due consideration.

6.2. 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 and will be developed taking into account the views of Partners. Options could include installing large temporary posters on the roads affected, through dissemination of information on the

proposals through local social media, via schools if applicable, 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 could be given to holding face to face public engagement events if desired by the County Councillor, and police road safety specialists would also be invited to attend.

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 if the compliance is particularly bad, and if there is no desire for additional supporting measures such as traffic calming. There should be not expectation that the police will be able to provide additional enforcement to make a new speed limit work.

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 before deciding on the way forward.

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
- Major Transport Schemes

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

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Annex C: 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.

Traffic calming in a 30 mph speed limit has to be illuminated so as not to cause a hazard in itself at night-time. Traffic calming in a 20 mph zone does not need to be illuminated,

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 and “red x”.

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

The policy on the use of speed cameras (agreed by Surrey Police and Surrey County Council) was approved by the County Council 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 of other driving offences such as driving while under the influence of drink 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 may 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 D: 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.

Schemes implemented during the financial year 2023/24

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

Due for implementation in during financial year 2024/25

- B377 Feltham Road, Ashford, traffic calming scheme
- Middle Street Brockham, traffic calming scheme
- B2032 Outwood Lane, traffic calming scheme
- A217 Brighton Road, Banstead – speed limit reduction (60 mph to 40 mph)
- B311 Red Road and B3015 The Maultway, Lightwater, speed limit reduction (50 mph to 40 mph)
- B2234 New Inn Lane, Park Lane, Merrow Lane, Guildford, speed limit reduction (various)
- A22 Caterham Bypass, speed limit reduction (various)
- B3001 Milford Road, Elstead, raised zebra crossing
- B3001 Milford Road and Thursley Road, Elstead, development of a traffic calming scheme for implementation in future years subject to funding
- Fairmile Lane, Cobham, development of a traffic calming scheme for implementation in future years subject to funding
-

Safety Camera Schemes

Schemes implemented in 2023 or 2024

- A217 Dover's Green Road, near junction with Dover's West. Spot speed camera implemented in February 2023
- A322 Bracknell Road junction with New Road, combined speed and red-light camera upgrade implemented in ????

Due for completion during the first half of the financial year 2024/25

- 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
- A308 Staines Road West junction with Chertsey Road, combined speed and red light camera upgrade

Due for implementation during the second half of the financial year 2024/25

- A25 Reigate Road between Dorking and Reigate. Average speed camera enforcement of 40 mph limit (DfT Safer Roads Fund Scheme)
- A24 Horsham Road between Dorking and Beare Green. Average speed camera enforcement.
- 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 E: Police Teams Working on Road Safety

Surrey RoadSafe

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.

Surrey Police

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.

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 speed management plan meetings and road safety working group meetings.

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. 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.

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COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

WEDNESDAY, 17 JULY 2024

Surrey Fire and Rescue Service Performance - report summary

Purpose of the report:

Members are invited to carefully consider and provide their comments on the progress of the services Inspection Improvement Plan (IIP) in light of the inspection report by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) during the spring of 2023. This report provides a review of how the Service has responded to the findings and recommendations outlined in the inspection report, addressing improvements, and identifying any areas requiring further development.

In addition, this report provides the performance figures of our Service for 2023/24 Performance Year, in relation to our established Key Performance Indicators (KPIs). It also includes additional narrative for KPIs currently in red RAG status.

Members feedback is essential in ensuring that we maintain a high level of accountability and strive for continuous improvement in our service delivery.

Summary:

HMICFRS revisited the service in February 2024 to review progress made against the Cause of Concern action plan and as a result the cause of concern has been discharged.

SFRS has made positive continual progress against delivery of the IIP and out of 172 activities, 59 are complete, 84 are in progress and 29 are yet to start due to dependencies on completion of others.

The performance report for 2023/24 shown in Appendix 3 highlights that 13 of the 26 KPIs with targets set are green, 4 are amber and 9 are red. We are in the ongoing process of reviewing our approach to performance and the utilisation of data. This initiative includes updating our performance management framework to align with the requirements set by the Data Management Fire Standard.

Key recommendations:

For this report to be noted by the Select Committee.

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

WEDNESDAY, 17 JULY 2024

Surrey Fire and Rescue Service Performance

Purpose of report: For members to consider and comment on the services performance and progress following the outcomes of the inspection carried out by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in Spring 2023.

Introduction:

1. HMICFRS carried out their third full Inspection of Surrey Fire and Rescue Service (SFRS) in Spring 2023 and the final report contained a cause of concern and 24 recommendations for areas of improvement.

2. The service was given a Cause of Concern in relation to the service's Risk-Based Inspection Programme (RBIP). Immediate action was taken, and an action plan was developed.

3. HMICFRS monitored progress against the action plan and carried out an Inspection Revisit in February 2024 that solely focused on the Cause of Concern.

4. The outcome letter from the revisit was published on 12 April 2024 and stated the following: We were pleased to see the significant steps the service had taken in response to the cause of concern we issued. We are pleased that the service has improved its RBIP and the way in which it is managed. We recognise the considerable work that the service has carried out to support these improvements. As a result, we now consider this cause of concern to be discharged. The full revisit outcome letter from HMICFRS can be found at Appendix 1.

5. Twenty-four Areas for Improvement (AFI) were also identified in the report, and these were brought together into the Inspection Improvement Plan (IIP). This is a working document, updated quarterly and the most recent iteration has been included at Appendix 2.

6. Monthly meetings with our HMICFRS Service Liaison Officer (SLO) continue to take place with the aim of discussing IIP progress whilst also providing an opportunity for the service to highlight any relevant key service activity and ask questions around upcoming inspection themes.

7. A separate performance report is presented in [Appendix 3]. This provides an update across 2023/24. 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.

Cause of Concern and Inspection Improvement Plan

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

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

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

11. A thorough Action Plan to address the findings and recommendations from the HMICFRS was developed which included development of a new RBIP using a refreshed methodology, to ensure all buildings are identified accurately, a review of our Fire Safety Inspection Programme, as well as an external peer review of our planning model and Fire Safety work.

12. Additionally, all Fire Safety staff were reminded of how we deliver Fire Safety across Surrey and how they can have an impact on our continuous improvement process through a RBIP specific team development day.

13. The revisit from HMICFRS took place from February 19 to 22 February 2024. The four-day visit comprised of a review of the action plan, focus groups with the Protection Team, reality testing on Fire Station's and interviews with Heads of Service and the Chief Fire Officer (CFO).

14. The outcome letter from the revisit was published on 12 April 2024 and the following is an extract from that letter:

    During our revisit, we found complete commitment from the service to address the recommendation through, for example, the investment and reallocation of resources. We found the service had fully reviewed the risk-based inspection programme (RBIP) and redefined risk in line with the National Fire Chiefs Council methodology.

As a result, the service is clearly prioritising risk-related activity and has a realistic and achievable plan in place to manage the RBIP. We found the service had a comprehensive plan to communicate these changes across the organisation. For example, it provides training on the updated RBIP to raise staff awareness and understanding. This makes sure the expectation placed on all staff are clear.

We found that the service was supporting staff at various levels to gain experience and to achieve the qualifications needed to become fully competent in carrying out inspections on their own. We found contingency plans to make sure the RBIP will continue to run smoothly and effectively in the future. This includes training operational staff so they can move into the protection team as and when required to maintain activity.

It was also clear that there is an ongoing internal monitoring and review process to make sure the RBIP, and its management, remain effective.

As previously stated, the outcome letter in its entirety can be found in Appendix 1.

Inspection Improvement Plan

15. Following the development of the IIP, it was reviewed by our SLO who visited the Service in November to share feedback ensuring the IIP addressed the specific concerns raised within the AFIs.

16. Following this feedback, proposed changes to the IIP were presented to the Service Leadership Team (SLT) on 10 January 2024 and actions agreed. All actions relating to alignment of Fire Standards have been removed from the IIP, to avoid duplication and ensure the action is specific to the issue raised in the report.

17. Progress against the IIP is continuing to be monitored via our Intelligence and Assurance Programme Board, where change requests are processed and evidence of delivered tasks is submitted for approval before any actions are deemed complete.

18. In addition to the internal governance in place, progress against the IIP is also being monitored through the Place and Communities Programme Board.

19. In addition to the internal governance in place, progress against the IIP is also being monitored through the Place and Communities Programme Board.

20. Since the commencement of the IIP we have completed 59 tasks out of a total of 172. Over the next 6 months we are looking to complete approximately a further 70 tasks.

21. There will be a focus on a variety of tasks relating to delivery of our Safe and Well Visits (SAWV) to a high standard, including facilitation of a peer review of

our process, a dedicated feedback exercise with staff, and development and implementation of a quality assurance method.

22. We also aim to deliver a number of actions to ensure there is an effective system for learning from operational incidents in place such as carrying out a benchmarking exercise with other Fire and Rescue Services (FRS), monitoring the use and receipt of operational learning communications and introducing regular station-based reality testing to check understanding.

23. To improve our preparation to form part of a multi-agency response we will deliver Joint Emergency Services Interoperability Programme (JESIP) training for all operational staff at all levels and develop a detailed exercise plan for service, borough and multi-agency partners which will be monitored closely, ensuring learning from exercises is captured, shared and recommendations put forward.

24. Activities to clarify, improve and further develop the understanding of benefits of Equality Diversity and Inclusion (EDI) will also be delivered, including the development of an EDI training package and case studies based on lived experiences.

25. A variety of tasks ensuring staff understand the value of positive action and having a diverse workforce are also planned; facilitating interactive workshops and discussions evaluating staff understanding, creating an opportunity for staff to share their thoughts and providing easily accessible resources for clarification on positive action and discrimination.

26. Further developing and embedding our staff understanding and application of the performance development process, ensuring both qualitative and quantitative outputs are measured will also form key deliverables over the next 6 months.

27. Please see below a statistical summary of progress against the recommendations within the IIP. Please note that full detail on progress on actions can be found in the IIP which is attached at Appendix 2.

28. The IIP now also includes actions against recommendations from a Business Safety Internal Audit and its report which was published in February 2024. Information on progress against recommendations can be found at the back of the IIP and ensures that we monitor and scrutinise progress via the current internal governance route.

Understanding the risks of fire and other emergencies

29. **Area for improvement 1**: The service should ensure its firefighters have good access to relevant and up to date risk information.
Out of 8 tasks, 2 are complete, 4 are in progress and 2 are yet to start.

30. **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.
Out of 4 tasks, 3 are complete and 1 is in progress.

Preventing fires and other risks

31. **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.
Out of 7 tasks, 1 is complete, 4 are in progress and 2 are to start.

32. **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.
Out of 2 tasks, 1 is in progress and 1 is to start.

33. **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.
Out of 3 tasks, 1 is complete, 1 is in progress and 1 is to start.

Protecting the public through fire regulation

34. **Area for improvement 6**: The service should ensure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.
Out of 3 tasks, 1 is complete, 1 is in progress and 1 is to start.

35. **Area for improvement 7**: The service should make sure it has effective arrangements to provide specialist protection advice out of hours.
Out of 4 tasks, 1 is complete and 3 are in progress.

Responding to fires and other emergencies

36. **Area for improvement 8**: The service should ensure it has an effective system for learning from operational incidents.
Out of 8 tasks, 1 is complete, 6 are in progress and 1 is to start.

37. **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.
Out of 4 tasks, 2 are complete and 2 are in progress.

Responding to major and multi-agency incidents

38. **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.
Out of 7 tasks, 2 are complete and 5 are in progress.

39. **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.
Out of 9 tasks, 5 are complete and 4 are in progress.

40. **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.
Out of 5 tasks, 2 are complete and 3 are in progress.

Making best use of resources

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).
1 task is in progress.

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.
Out of 14 tasks, 7 are complete and 7 are in progress.

43. **Area for improvement 15**: The service should make sure it effectively monitors, reviews and evaluates the benefits of any collaboration activity.
Out of 5 tasks, 2 are complete and 3 are in progress.

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

44. **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.
Out of 17 tasks, 9 are complete, 3 are in progress and 5 are to start.

45. **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.
Out of 6 tasks, 1 is complete, 3 are in progress and 2 are to start.

Promoting the right values and culture

46. **Area for improvement 18**: The service should monitor secondary contracts to make sure staff don't work excessive hours.
Out of 11 tasks, 3 are complete, 6 are in progress and 2 are to start.

Getting the right people with the right skills

47. **Area for improvement 19**: The service should ensure operational officers use its competence recording system and e-learning platform effectively.
Out of 6 tasks, 3 are complete and 3 are in progress.

Ensuring fairness and promoting diversity

48. **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.
Out of 3 tasks, 2 are in progress and 1 is to start.

49. **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.
Out of 16 tasks, 5 are complete, 7 are in progress and 4 are to start.

Managing performance and developing leaders

50. **Area for improvement 22**: The service should improve the way staff understand and apply the performance development review process.
Out of 5 tasks, 3 are complete and 2 are in progress.

51. **Area for improvement 23**: The service should assure itself it has an effective way in place for succession planning including senior leadership roles.
Out of 8 tasks, 4 are complete, 1 is in progress and 3 are to start.

52. **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.
Out of 17 tasks, 2 are complete, 11 are in progress and 4 are to start.

Performance update

53. The performance report for 2023/24 shown in Appendix 3 highlights that 13 of the 26 KPIs with targets set are green, 4 are amber and 9 are red. The 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

54. Number of Safe and Well Visits (SAWVs) completed or submitted for audit

Our approach to domestic SAWVs focuses on targeting vulnerable people, 85% of our SAWVs are provided to our most vulnerable residents against a 70% target. The total numbers of SAWVs are below national averages, however they have improved hugely since the previous year (there were over 1,700 more visits in 2023/24 than in 2022/23). We have targets to increase their number above the current national average in the coming year and our figures for April 2024 are above the England average (from Home Office stats 2022/23).

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

The communications team are now using a monthly data dashboard to update information on performance on social media channels, which are used to support prevention activities including Safe and Well Visits. While people can still access the website to book SAWV, most of the engagement on prevention comes from social channels using cade studies and images. Recent research shows that sharing links on socials to signpost to websites do not convert. And an external audit on SFRS platforms in Q1 confirmed that posts where we were signposting to book SAWV were not performing as well as posts that provided all the information in one post.

56. Response to Complaints - % within timescales

In 2023/24, 75% of complaints were responded to within the agreed timescale, slight down on 78% during 2022/23. The volume of complaints has remained low, with 20 received between April ’23 – March ’24. Additional resource is now in place to support complaints processing. However, the RAG status has fluctuated from Amber throughout the first three quarters of 2023-2024 and for Q4 has returned to Red.

57. The council has set a standard response time of twenty working days, which allows for flexibility and can be varied with the complainant's agreement. The service has on occasion utilised this flexibility, while accommodating the needs of the complainant, to agree a longer response time. It should also be noted that as volumes are low one complaint going over the 20 days response time can significantly affect overall performance for the quarter.

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

We have completed 176 more Business Safety Audits when compared to the same period last year. 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.

Working practices continue to be improved to maximise productivity in line with our Internal Audit and Inspection Improvement Plans (IIP), prioritising our highest risk buildings.

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

A positive action plan has been drawn up which includes reviewing our workforce monitoring data, policies and procedures, Leadership and Accountability for positive action and wanting to increase the diversity of our workforce, Identifying, Understanding, and Communicating the plan and Monitoring, Evaluation, and Continuous Improvement of it.

Staff hired from underrepresented groups currently reflects our community demographic in the age and LGBTQ groups as per the statistics below.

Characteristic	**Latest result**	**Target year to date**
17-35 age	34.6%	34.3%
EM	3.2%	14.5%
Disabled	8.9%	13.8%
Female	18.4%	51.2%
LGBTQ+	3.8%	2.5%

We are currently working towards being more representative in our hiring of individuals in the other groups.

60. Days lost to sickness absence – 12-month rolling year

The number of rolling days lost to sickness remains red but has improved from an average of 14.1 days across 2022/23 to an average of 11.8 days across 2023/24. The Service has developed a software tool to allow managers to have greater oversight and scrutiny of sickness in their areas. This tool will ensure that appropriate timescales are met to align with policy expectations. Training

for managers to use the tool effectively is being undertaken in May and June 2024, as well as training to improve consistent application of the policy.

On 1 June 2024 all operational staff within SFRS have the option of joining an additional healthcare provision provided by a third-party organisation. The Service is paying for this provision to improve attendance and wellbeing, reduce sickness levels and the associated costs and interruption to Service delivery.

Conclusions:

61. HMICFRS revisited the service in February 2024 to review progress made against the Cause of Concern actions plan and as a result the cause of concern has been discharged.

62. SFRS has made positive continual progress against delivery of the IIP and out of 172 activities, 59 are complete, 84 are in progress and 29 are yet to start due to dependencies on completion of others.

63. The service is also continuing to update our Culture Action Plan further to publication of HMICFRS reports including State of Fire and Rescue Service 2023.

64. We are continuing to review our approach to performance and how we utilise data. This will include refreshing our performance management framework to incorporate requirements of the Data Management Fire Standard.

Recommendations:

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

Next steps:

66. The IIP is a working improvement plan, reviewed quarterly and therefore will be updated in August 2024. Progress against the plan will be provided to Select Committee Members on a six-monthly basis.

67. Our HMICFRS SLO is due to visit the service in an informal capacity on 18 July 2024 and will be attending SLT meeting and our Leaders Forum.

Report contact

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

Contact details

Email: Dan.Quin@surreycc.gov.uk
Tel: 07989 160117

Sources/background papers

- **Appendix 1** – Cause of Concern Revisit outcome letter
- **Appendix 2 –** Inspection Improvement Plan
- **Appendix 3 –** 2023/24 Performance Report

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His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
Making communities safer

23 Stephenson Street
Birmingham B2 4BH

Roy Wilsher OBE QFSM
His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services

Sent by email:

Dan Quin
Chief Fire Officer
Surrey Fire and Rescue Service

12 April 2024

Dear Dan,

Surrey Fire and Rescue Service revisit

Between March and May 2023, we inspected Surrey Fire and Rescue Service. During our inspection, we identified a cause of concern. On 13 September 2023, we issued the cause of concern and made the following recommendations:

Cause of concern

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

Recommendations

Within 28 days, the service should provide an action plan that shows how it will:

- review its risk-based inspection programme to make sure it identifies its highest-risk premises and meets its own targets; and
- make sure all its staff are aware of the expectations on them in the management of the risk-based inspection programme.

On 11 October 2023, you submitted an action plan setting out how you would address the areas of concern and our recommendations.

Between 19 and 22 February 2024, we carried out a revisit to review your progress against the action plan. During the revisit we interviewed staff who were responsible for developing this plan, including you as chief fire officer. We also interviewed managers and staff with responsibility for protection, together with colleagues from their teams. On 26 February 2024, we shared our initial findings with you. This letter provides an update on our findings.

Governance

We found appropriate and robust governance arrangements in place to monitor progress of your action plan.

For example, the area commander protection role is now a single role, rather than being carried out in conjunction with the area commander prevention role. The area commander protection role now has strategic oversight of, and responsibility for, the plan. It provides regular updates to the service leadership team and you as chief fire officer. You also update Surrey County Council and the corporate leadership team on the progress made.

Action plan

The service has an action plan that covers the cause of concern. The inspection improvement plan identifies senior responsible officers, deadlines and people assigned to each task. The plan includes updates on the progress of actions made against each cause of concern and the associated recommendations.

Most of the actions set out in the plan are now complete. The service hasn't yet carried out the six-monthly quality assurance review. But it has set a target date for completion and has clear expectations of what should have been achieved by then.

Progress against cause of concern

The service has made good progress against its action plan, supported by senior leadership.

During our last inspection in 2023, we found that the service identified and selected risks for inspection inconsistently.

During our revisit in 2024, we found complete commitment from the service to address the recommendations through, for example, the investment and reallocation of resources.

We found the service had fully reviewed the risk-based inspection programme (RBIP) and redefined risk in line with National Fire Chiefs Council methodology. As a result, the service is clearly prioritising risk-related activity and has a realistic and achievable plan in place to manage the RBIP.

We found the service had a comprehensive plan to communicate these changes across the organisation. For example, it provides training on the updated RBIP to raise staff awareness and understanding. This makes sure that expectations placed on all staff are clear.

We found that the service was supporting staff at various levels to gain experience and to achieve the qualifications needed to become fully competent in carrying out inspections on their own.

We found contingency plans to make sure the RBIP will continue to run smoothly and effectively in the future. This includes training operational staff so they can move into the protection team as and when required to maintain activity.

It was also clear that there is an ongoing internal monitoring and review process to make sure the RBIP, and its management, remain effective.

Conclusion

We were pleased to see the significant steps the service had taken in response to the cause of concern we issued.

We are pleased that the service has improved its RBIP and the way in which it is managed.

We recognise the considerable work that the service has carried out to support these improvements. As a result, we now consider this cause of concern to be discharged.

We will continue to monitor the service's progress as part of our next scheduled inspection of the service.

This letter will be published on our website.

Yours sincerely,

Roy Wilsher OBE QFSM
His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services

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Inspection Improvement Plan
HMICFRS Report 2023 - 2025

SFRS Inspection Improvement Plan May 2024

Layout of the plan

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.

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Feb 2024	1. 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.	**Complete** P+P workshop 26 Jan to review outcomes.	Resources Working Group (RWG) Assurance Service Leadership Team (SLT)	Assurance SLT	
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2024	2. Develop P+P in relation to relevant Article 31 and Building Consultation information shared with Response teams.	**Complete** **Jan update:** Work continuing with development team to ensure fit for purpose. On target. **Apr update:** Approach to P+P developed.	Assurance SLT	Assurance SLT	

1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2025	1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback.	**In progress** **Jan update:** Initial scoping work underway - workshop with Kent 15 Jan to look at approach to Op risk information as Kent had been identified by NFCC as positive practice. Follow-up workshop to take place post SFRS revisit in Feb 2024. **April 2024:** Focus had centred on under-pinning risk methodology and has included regional and national research. Identifying clear accountabilities to follow.	I&A PB	Assurance SLT	

1b	Clarify accountabilities for risk	Head of Data Digital and Property	Data and Digital Team AC Protection AC Response	Sep 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 Jan update:** Initial scoping work underway - workshop with Kent 15 Jan to look at approach to Op risk information as Kent had been identified by NFCC as positive practice. Follow-up workshop to take place post SFRS revisit in Feb 2024. **April 2024:** Focus had centred on under-pinning risk methodology and has included regional and national research. Identifying clear accountabilities to follow.	I&A PB	I&A PB Assurance SLT	

1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Oct 24	1. Clarify different types of risk information and purposes.	**In Progress** **April 2024** Initial presentation to ACFOs and AC Response - setting out the proposal to use the "NFCC Developing a National Risk Methodology, Definition of Risk" to identify risk to fire fighters to replace the current method of operational risk visit prioritisation. Business Case in development to set up a project team to develop the methodology and define roles and responsibilities. Business Case to be presented to Operational Policy & Assurance	I&A PB	I&A PB Assurance SLT	

						Working Group (OPAWG).			
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	1. Identify training requirements, where required, for each role.	**Not Started** Dependent on 1b.2			
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	2. Update policies and procedures as required.	**Not Started** Dependent on 1b.2			
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	3. Develop methodology using national best practice.	**In Progress** (See 1b.2)			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	GC's Response	Mar 2024	1. Develop Exercise Plan aligned to local high-risk sites.	**Complete** **Jan update:** Local high-risk sites will be incorporated into exercise plan from Apr 2024. **Apr 2024:** Local-risk sites now included in exercise plan. Local-risk sites review incorporated in P+P project and Exercise Plan will be reviewed as part of BAU.	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	

2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	GC's Response	Mar 2024	2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25.	**Complete** Mar 2024	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	
2a	Set clear objectives and include within Borough Plan (Risk and Exercise Plan)	AC Response	GC's Response	Jun 2024	3. Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans.	**Complete** **Jan update:** Links with above 1 and 2. Local risks being incorporated into Borough Plans from Apr 2024 **Apr 2024:** Plans in place and include understanding of local risks.	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	
2b	Put in place quality assurance process	AC Professionalism	Operational Assurance	Sep 2024	Develop Quality Assurance (QA) process to enable Ops Support Team to assure operational risk understanding and preparedness.	**In progress** **Jan update:** Operational Support Team being established – limited	OPAWG	I&A PB Assurance SLT	

						resource at this time. **Apr update:** Work has commenced – meeting with watches to discuss operational risk, which is already forms part of the Operational Assurance process. This is to assure operational risk understanding and preparedness. Team to be expanded to 3 – recruitment process to start by the end of April, to be in place in May.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
3a	Ensure evaluation and quality assurance processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention GC Response SC Fire Stations	Dec 2024	1. Deliver workshop to prevention and response managers to reinforce understanding and expectations in regards the PMF – linked to action 14a.	**Complete** **Jan update:** Underpinning work in progress (see 14a.1) Workshop planning to start when capacity allows. **Apr update:** Workshop taken place to detail the performance targets for 2024/25 and how these fit into SFRS and SCC strategic aims. Also discussed GC and SC responsibilities in managing and meeting the Key Performance Indicators (KPIs). Follow up email sent 05 April 2024, with KPIs and how they have been derived.	OPAWG Assurance SLT	I&A PB Assurance SLT	

3b	Review and update policies and procedures to align with risk and Person-centred Framework (PCF)	AC Prevention	SC Partnerships and Volunteers GC Prevention Data & Digital	Dec 2024	1. Review PCF and scoring system to ensure that those at greatest risk are prioritised. 2. Training and communications on the PCF to ensure staff are aware of the process and scoring. 3. Review all teams deliverables and workloads to ensure that it aligns with risk.	**In Progress** **Jan update:** Not started due to capacity demands **Apr update:** 1. NFCC PCF model has been reviewed and those at greatest risk are prioritised. SFRS continue to use this model. 2. In 2023/24 Q4, all station-based staff received Prevention Continuous Professional Development (CPD) input on Safe and Well Visits (SAWV) and Vulnerability. This input was PCF focused. 3. New GC appointed 01 April – will pick this up as part of the role responsibilities.	I&A PB	I&A PB Assurance SLT	
3b	Review and update policies and procedures to	AC Prevention	SC Partnerships	Dec 2024	4. Create risk maps in conjunction with Data and Digital to show demographic risk across	**In Progress** **Jan update:**	I&A PB	I&A PB Assurance SLT	

	align with risk and Person-centred Framework (PCF)		and Volunteers GC Prevention Data & Digital		the county to allow targeted activity at a local level.	Not started due to capacity demands within the Data & Digital Team **Apr update:** Using NFCC risk methodology for domestic dwellings, risk maps and scoring for each domestic dwelling in Surrey (circa 500,000) have been produced. Details presented to AC Prevention 09 April, to consider implementation in SFRS. This will enable local fire crews to identify individual dwellings and streets, to target risk.			
3c	Ensure team and station plans reflect risk in communities	AC Prevention	SC Fire Stations SC Partnerships and Volunteers	May 2024	1. Review central prevention plan to ensure deliverables align with risk 5. Review local station plans in line with above.	**Not started** **Jan update:** Dependent on reviewing team 2024/25 plans when they are circulated for comments **Apr update:** Work aligned to appointment of new	I&A PB	BI&A PB Assurance SLT	

						GC. Awaiting local team plans April/May.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 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** **Jan update:** Unable to resource currently. **Apr update:** Station staff have provided feedback via the CPD SAWV sessions. SFRS are currently trialling a SAWVs evaluation form for the NFCC. This provides feedback from the public for improvements.	OPAWG	I&A PB Assurance SLT	

4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	3. Facilitate a Peer Review of SAWV processes.	**Not Started** **Jan update:** Dependent on P+P module implementation **Apr update:** Requires a greater number of evaluations to be completed and an initial quality assurance to have taken place. (Ref 5a)	OPAWG Assurance SLT	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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
5a	Ensure quality assurance processes are in place to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention SC Fire Stations	Mar 2024	1. Evaluate current QA process and refresh based on learning outcomes.	**Complete** **Jan update:** QA form and process in draft for comment. **Apr update:** Process has been evaluated and refresh linked to 5a.2	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT	
5a	Ensure quality assurance processes are in place to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	2. Develop and implement Service wide QA of existing SAWV pre, during and post visit. This will capture all staff who deliver SAWV.	**In Progress** **Jan update:** QA form and process in draft for comment. **Apr update:** QA form progressing with IT, before being submitted to OPAWG.	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT	

5b	Ensure review processes are in place to support continuous improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention NFCC	Jun 2024	1. Research the systems used in other FRSs, regarding quality assurance methods for SAWV's.	**Not Started** **Jan update:** Insufficient resources currently. **Apr update:** Recruiting into administration roles – to be in place by July. This will free up capacity to start research.	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT	

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
6a	Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.	AC Protection	GC Protection SC Protection Support	Mar 24	1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out.	**Complete** **Jan update:** SFRS policy was created in line with East Sussex. Policy was reviewed in September 2023 and no amendments were deemed needed. Carrying out monthly QA checks via the Fire Safety Managers with each inspector. This also now involves peer to peer assurance. Links to the forms are in	Assurance SLT OPAWG	Assurance SLT	

						the Standard Operating Procedure (SOP) and can be accessed for evidence. **Apr update:** Now part of BAU			
6a	Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.	AC Protection	GC Protection SC Protection Support	Sep 2024	2. 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**	Assurance SLT OPAWG	Assurance SLT	
6a	**Quality Assurance:** Align with Protection Fire Standard expectations and tasks.	AC Protection	GC Protection/ GC Ops Assurance	Sep 2024	3. Peer Review of SFRS QA aligned to partners.	**Not Started** SOP is due for annual review in September 2024. Review carried out with East Sussex Fire and Rescue Service (ESFRS) to align to a similar system	Assurance SLT OPAWG	Assurance SLT	

						across partners. The outcomes of the above will be reviewed in August 2024 and results shared with Assurance SLT, with advice peer review from ESFRS planned. **Apr update:** No change to above as action requires 6-month embedding period (from Feb 2024) before review in August 2024.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection	Dec 2023	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.	**Complete** Currently working with neighbours to achieve interim measure.	OPAWG ACFO Service Delivery Assurance SLT	I&A PB Assurance SLT	
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection SCC Legal NFCC Protection Policy and Reform Unit (PPRU)	Jun 2024	3. Seek advice (NFCC and SCC Legal) to ensure SFRS provide the correct level of specialist protection advice OOH. 4. Develop in-house OOH protection advice process. 5. Implement agreed process.	**Complete** Currently working with neighbours to achieve interim measure.	OPAWG ACFO Service Delivery Assurance SLT	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Assurance Team Learning and Development Team (L&D) Operational Support Team	Jun 2024	1. Benchmark / peer review processes with another FRS as well as relevant Fire Standard expectations.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Initial meeting took place in March 2024, with ESFRS, West Sussex FRS, SeCamb and Surrey and Sussex police to develop a unified approach to operational debriefing. This group will continue to meet quarterly to share best practice and to offer peer review	OPAWG Assurance SLT	I&A PB Assurance SLT	

						scrutiny and benchmarking.			
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	L&D	Jun 2024	2. Monitor use of e-learning and receipt of operational learning communications.	**In Progress** **Jan update:** This is being established as BAU within L&D team. Next step to create reporting process. **Apr update:** Reporting process is now in place enabling use of e-learning to be monitored. Next step is to agree monitoring group and move into BAU.	OPAWG Assurance SLT	I&A PB Assurance SLT	
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Support Team	Jul 2024	3. Operational Support Team to introduce regular station-based reality testing to check understanding and highlight further process improvements.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Work has commenced with station watches.	OPAWG Assurance SLT	I&A PB Assurance SLT	

						Action to further progress once team is fully established by end of May 2024.			
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Support Team	Jul 2024	4. Operational Support Team to regularly seek ideas for improvement from all areas of Service. 1.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Requests for ideas for improvement communicated in March SFRS Newsletter. Suggestions being picked up via station visits. Process to action suggestions to be further developed once team fully established.	OPAWG Assurance SLT	I&A PB Assurance SLT	

8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	AC Professionalism	Jul 2024	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.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Information received via station visits, feedback and OPAWG meetings to be shared with the relevant teams/areas and reality tested where appropriate.	OPAWG Assurance SLT	I&A PB Assurance SLT	
8b	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Assurance Team	Jul 2024	6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement.	**Not Started** **Jan update:** Unable to resource currently. **Apr update:** Team requires the resource to progress this action. Current 'secondment' vacancy to be filled.	Monitor use of JOL/NOL Report to OPAWG	I&A PB Assurance SLT	

8b	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	AC Professionalism	Jul 2024	7. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG.	**In Progress** **Jan update:** Awaiting establishment of Operational Support Team. **Apr update:** Initial meeting has taken place – requires robust and effective governance to be put in place.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
9a	Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	AC Professionalism	Mar 2024	1. Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG.	**Complete** **Jan update:** Papers from Ops Alignment Board to be shared with OPAWG for consistency. **Apr update:** Progress reports now being shared through OPAWG.	OPAWG Assurance SLT Ops Alignment Board	I&A PB Assurance SLT	
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	May 2024	1. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff.	**In Progress** **Jan update:** Comms strategy agreed with 3F partners. Will publish updates aligned with 3F partners.	OPAWG Assurance SLT	I&A PB Assurance SLT	

						Apr update: Timely communication to be published in May SFRS Newsletter. Communication in draft ready to go.			
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	Mar 2024	2. Ensure L&D align practical and e-learning training with NOG with a plan to introduce individual NOG policies.	**Complete** **Jan update:** Training strategy being agreed. This will then be ongoing throughout the life of the project – and beyond implementation to create sustainable approach. **Apr update:** Training strategy now agreed by NOG Delivery Team. Progress of the process now in place is to be monitored as part of BAU within the L&D team	OPAWG Assurance SLT	I&A PB Assurance SLT	

9c	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 Team Operational Support Team	Jun 2024	1. 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** **Jan update:** Awaiting establishment of Operational Support Team. **Apr update:** Training strategy incorporates amendments to training brought in because of NOG. Operational Assurance and Operational Support Teams will monitor the impact of the new policies as they come online, but this won't start until May/June 2024, when the first tranche comes into effect.	OPAWG 3F Strategic Board Ops Alignment Board Assurance SLT	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	LRF L&D	May 2024	1. Integrate Incident Command Training into LRF Courses, for multi-agency experiences.	**In Progress** **Jan update:** Incident Command training to be integrated in LRF training calendar from Apr 2024	OPAWG Assurance SLT	I&A PB Assurance SLT	
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D Operational Assurance EMRT	May 2024	2. Exercise Framework to incorporate Local Resilience Forum (LRF) Training and Exercise Group.	**Complete** **Jan update:** To be incorporated from Apr 2024 **Apr update:** In place. Now part of the Exercise Framework.	OPAWG Assurance SLT	Assurance SLT	

10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D	Jun 2024	3. 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** Joint training for JESIP completed Feb-Mar 2024 **Apr update** JESIP training for Officers (JESIP Tactical) complete. JESIP training for JFC and supervisory managers (JESIP Awareness) online – completion in progress.	OPAWG Assurance SLT Resilience Working Group	I&A PB Assurance SLT	
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D Operational Assurance Operational Support	Mar 2024	4. 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.	**Complete** **Jan update:** Exercise Framework complete. New Borough Plans for April 2024 are to be incorporated. **Apr update:** Exercise Plan in place (See 2a.1)	OPAWG Assurance SLT Resilience Working Group	Assurance SLT	
10b	Ensure evaluation processes are in place to capture	AC Professionalism	Operational Assurance	Jul 2024	1. Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance,	**In progress** **Jan update:** Awaiting establishment of Operational Support Team.	OPAWG Assurance SLT		

	learning for all incident types		Operational Support L&D		Operational Support, L&D, with oversight from OPAWG. 2. Align policies and procedures with recommendations from major incident inquiries	**Apr update:** 1. Exercise plan includes multi-agency and major-incident testing arrangements. Governance around monitoring to be more robust – requires full establishment within the teams and agreed process for reporting into OPAWG. Quarterly reporting to NFCC taking place on progress of recommendations from Grenfell and Manchester Arena Inquiries. These include alignment of policies and procedures. Now part of BAU.		I&A PB Assurance SLT	
10c	Create and embed review processes to ensure continuous improvement	AC Professionalism	Operational Assurance Operational Support	Jul 2024	1. Operational Assurance, Operational Support and L&D to monitor exercise outcomes and ensure recommendations are sent to OPAWG for scrutiny, recording, and monitoring. •	**In Progress** **Jan update:** Although Operational Support Team is not yet in place, this is already happening. **Apr update:**	OPAWG Assurance SLT	I&A PB Assurance SLT	

			L&D			Governance to be more robust – requires full establishment within the teams and agreed process for reporting into OPAWG.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Jul 2024	1. Develop and deliver a training package relating to National Inter-agency Liaison Officer (NILO)'s Marauding Terrorist Attack (MTA) skills/knowledge, to all operational staff.	**Complete** **Jan update:** Currently working with Unions to review approach. **Apr update:** All staff operational and JFC training received but decision made to develop further and expand capability.	OPAWG Assurance SLT	I&A PB Assurance SLT	

11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Mar 2024	2. Develop and deliver a training package relating to NILO's MTA skills/knowledge, to all operational staff. 3. 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 . 4. SFRS NILOs training to be conducted with partners within the region. .	**Complete** Mar 2024**In Progress**	OPAWG Assurance SLT	I&A PB Assurance SLT	
11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Mar 2024	5. SFRS NILOs training to be conducted with partners within the region.	**Complete** Nov 2023 and ongoing monthly	OPAWG Assurance SLT	I&A PB Assurance SLT	

11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Staff Office L&D JFC Trainer Operational Assurance Operational Support	Jul 2024	1. Introduce reality testing to ensure a clear understanding of Service policy position, in regards response to MTA situations. Aligned to clear risk assessments, people impact assessments, etc. linked to Joint Operating Procedures (JOP).	**In Progress**	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	L&D	Jul 2024	2. Annual training (Online) regarding MTA, to be incorporated into annual maintenance of competencies.	**Complete** Mar 2024	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	L&D	Jul 2024	3. Annual training (Online) regarding MTA, to be incorporated into annual maintenance of competencies.	**Complete** Mar 2024	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Operational Assurance	Jul 2024	4. Terror-related incidents to be included in the delivery of action 10a.4 (Detailed Exercise Plan)	**Complete** **Jan update:** Exercise Plan in draft for publication Apr 2024 **Apr update:** Terror related incidents are incorporated in Exercise Plan.	OPAWG Assurance SLT	Assurance SLT	

11c	Create and embed review processes to ensure continuous improvement.	AC Professionalism	Operational Assurance L&D Operational Support	Jun 2024	1. Ensure learning is captured from exercises, local and national incidents, and shared via reports from Operational Assurance.	**In Progress** **Jan update:** Learning is being captured and shared. Once Operational Support Team is in place, they will establish whether this is consistent and if learning is shared and understood on stations. **Apr update:** Although learning is already being captured and shared, governance arrangements need to be more robust. This requires full establishment within the teams and agreed process for reporting into OPAWG.	OPAWG Assurance SLT	I&A PB Assurance SLT	

11c	Create and embed review processes to ensure continuous improvement.	AC Professionalism		Jul 2024	2. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG.	**In Progress** **Jan update:** This is already happening. Once Operational Support Team is in place, they will establish whether this is consistent and whether learning is shared and understood on stations. **Apr update:** Robust governance arrangements to be agreed and implemented.	OPAWG Assurance SLT	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Jul 2024	1. Establish a clear Evacuation Policy for Tall Buildings (When to change evacuation methods), reflective of current policies and procedures in Joint Fire Control, etc	**In Progress** **Jan update:** Policy going through final stage of consultation. This is Surrey-specific and NOG-compliant. Agreed ahead of 3F agreement to ensure SFRS has appropriate policy in place. **Apr update:** Interim policy (pre NOG) in place. Still in consultation with 3Fs awaiting agreement on NOG.	OPAWG	I&A PB Assurance SLT	

12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Jul 2024	2. Implement NOG for Tall Buildings	**In Progress** **Jan update:** Awaiting agreement with 3Fs. Potential issue – HSE guidance being challenged by FBU. **Apr update:** Awaiting agreement with 3Fs but in discussion about training alignment and working together. Guidance challenge still in place.	OPAWG	I&A PB Assurance SLT	
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information	AC Professionalism	L&D (NOG) Data & Digital	May 2024	3. Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control.	**Complete** **Jan update:** Part of Exercise Framework.	OPAWG Assurance SLT	Assurance SLT I&A PB	

	exchange at high-rise incidents.								
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	Operational Assurance Operational Support L&D	Dec 2024	4. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches.	**In Progress** **Jan update:** Funding set out in the Capital Plan for next year. Options to be explored. **Apr update:** Meetings taken place with Merseyside FRS and London Fire Brigade, to explore 2 viable options. Project lead identified and project in scoping phase. Collective position to be agreed with East and West Sussex FRSs.	OPAWG Assurance SLT	Assurance SLT I&A PB	

12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Dec 2024	5. Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan).	**Complete** **Jan update:** Part of Exercise Framework.	OPAWG Assurance SLT	Assurance SLT I&A PB	

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.

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 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** See AFI 3 and 7	ACFO Delivery of Services	I&A PB Assurance SLT	

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
.14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team	Mar 2024	1. Reaffirm individual responsibilities and expectations within PMF e.g. monthly performance meetings in addition to quarterly performance conversations.	**Complete** **Jan update:** To be published in March 2024 Reminder to be issued by end of Jan 2024 to advise that all strategies to be reviewed. **April update:** Targets have been set for 24/25. Performance Management Workshop with Group Commanders and Station Commanders completed in February. Supervisory Engagement Forums with all watches throughout March.	Assurance SLT	I&A PB Assurance SLT	

						Quarterly Performance conversations completed for Q4.			
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Prevention	Aug 2024	2. Review the delivery of Protection & Prevention for SAWVs to accelerate the central booking facility and put in place the resources to deliver it.	**In Progress** **Jan update:** Discussed at P&P delivery project board 19 Jan – Project Manager to feed back to project board following the review. **April update:** P+P Project Board signed off Change Request to include booking of Safe and Well Visits and increase in resources. Job evaluation and recruitment process have commenced.	Resources Working Group Assets Programme Board	Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team	Mar 2024	3. Review quarterly performance workshops and embed in business planning cycle.	**Complete** Mar 2024	Assurance SLT	I&A PB Assurance SLT	

14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team POD	Jul 2024	4. Include PMF awareness and expectations within management induction programmes (Operational and non-operational).	**In Progress** **Jan update:** Included within SC Pool Brief, more work to be undertaken. **Apr 2024:** No progress.	Assurance SLT	I&A PB Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Response AC Prevention AC Protection	Mar 2024	5. Review 2024/25 target setting with Group Commanders and SCs as part of business planning process	**Complete** **Jan update:** Workshop taking place 8 Feb 2024. **Apr update:** See 3a	Assurance SLT	I&A PB Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	AC Response	Mar 2024	6. Review time and motion/station routines to update 'Station Work Routines and Standards' policy.	**Complete** Dependent on 14a.5 – complete Mar 2024 **Apr 2024:** Target setting methodology complete (see 14c.2) Activity linked to Borough Plans – review	Assurance SLT	I&A PB Assurance SLT	

						complete and policy in place.			
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Workshop team	Feb 2024	1. Review ways of working within the Workshop function to provide better effective and efficient use of resources to support legal compliance.	**Complete** Changes to team activity being developed, trialed and integrated in ways of working. **Jan update:** Safety Checks and Annual Servicing trials in place – on target for completion of trial and implementation by end of Feb 2024. **Apr 2024:** Trials completed – Safety Checks and Annual servicing now in place. Further efficiencies will be achieved once new	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	

						Asset Management system is in place (SFRS and SCC) – procurement and implementation to be complete by Nov 2024.			
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	1. Review of whole logistics team functions	**In Progress** Overall team strategy and delivery, outcome focus functions being developed to support Service needs for the short medium and long term. **Jan update:** Capital Programme and Logistics Manager appointed. Work continuing with SCC regarding appointment of a Procurement Manager. Workshops Manager recruitment to be completed	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	

						by end of Mar 2024. A 6-month consultant started in Dec, to review Asset Management and Supply Stores functions – review to be finalised by end Jul 2024. **Apr 2024:** Further development of team structure for senior management is in progress. This is to include a Contracts and Commissioning Manager and Asset Manager. Workshops Manager role has been re-evaluated prior to going live to advert. Consultation still in progress – key efficiencies already identified.			

14b	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	2. Review of all Asset provision across functions to include supplies and stores.	**In Progress** Linked to point 2 above. Consultation excise underway to review all stores supplies and asset life cycles under way. **Jan update:** (Linked to 14b.2)	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	
14b	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	3. Review of all Asset provision across functions to include supplies and stores.	**In Progress** Linked to point 2 above. Consultation excise underway to review all stores supplies and asset life cycles under way. **Jan update:** (Linked to 14b.2)	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	4. Review policies and processes to support organisation.	**In Progress** **Jan update:** (Linked to 14b.1, 2 and 3)	Resources Working Group (RWG)	I&A PB Assurance SLT	

	Management Plan (CRMP)					**Apr 2024:** The Out-of-Hours policy for On Call technicians has been developed and is currently undergoing consultation with workshop staff, linked to Working Time regulations.	Assets Programme Board		
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	5. Review key stakeholder's responsibilities.	**In Progress** **Jan update:** (Linked to 14b.1, 2 and 3) **Apr 2024:** As posts are developed, responsibilities are defined.	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	6. Implementation of review recommendations including ongoing performance targets and KPI's.	**In progress** Pending point 1 and 3 above. **Apr 2024:** Outcome from point 1 above has highlighted key performance indicators, linked into	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	

						compliance and appliance availability. Point 3 ongoing, linked to consultation exercise outcomes.			
14c	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 Response	Mar 2024	1. Review existing measures and targets with relevant teams.	**Complete** **Jan update:** Discussed with Group and Station Commanders on 2 Nov. Requested feedback by 1 Dec 2023	Assurance SLT	I&A PB Assurance SLT	
14c	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 Response	Mar 2024	Develop an enhanced set of measures with clear evidence base.	**Complete** **Jan update:** 08 Feb workshop with Station and Group Commanders to develop new set of targets, based on feedback received (see 14c.1) **Apr 2024:** New set of targets			

						established, with clear evidence base. Q4 Supervisory Engagement Session carried out to advise of new targets.			

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	May 2024	1. Develop a Service Collaboration Strategy	**In Progress** **Jan update:** To published alongside the updated strategies in April. **April update:** Follow up workshop 18 April. Draft Service Collaboration strategy will be circulated to SLT in May 2024.	Assurance SLT CRMP SLT	I&A PB Assurance SLT	
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	Mar 2024	2. Engage with 4F and wider collaboration partners to ensure consistent approach.	**Complete** **Jan update:** Regular discussions underway through the current governance arrangements.	Assurance SLT CRMP SLT	I&A PB Assurance SLT	

						April Update: This is well embedded through existing governance, through 4F Strategic Board, 4F Ops Alignment Board and JFC Strategic Board			
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	AC Protection	Jun 2024	Articulate clear position and ambitions in 2025 CRMP	**In Progress** **Jan update:** Narrative for CRMP currently being collated. **April Update:** Narrative for CRMP is being drawn together, timeline amended to match the CRMP delivery timeline	Assurance SLT CRMP SLT	I&A PB Assurance SLT	
15b	Develop Policy and Procedure for collaborative working with Partners	ACFO Delivery of Services,	Partnership Leads	Mar 2024	Develop a 'Partnership and Collaborations' Register, to ensure a comprehensive record of joint working and enabling future reviews.	**Complete** **Jan update:** Resource to be identified.	Assurance SLT	I&A PB Assurance SLT	

		ACFO Service Support				**Apr update:** Register in place that records formal joint working arrangements.			
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** **Jan update:** Reviewing current arrangements. **April Update:** Continuing to review current arrangements – linked to 15b.1, Efficiency Plan – 16b.2	Assurance SLT	I&A PB 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.

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	Mar 2024	1. Ongoing process to revise the Medium Term Financial Strategy (MTFS). Monthly submission by services of identified pressures and service recommended savings. This includes areas for potential investment and potential service reductions.	2024-25 **– Complete** Business as Usual, budget setting for 2024-25 approved on 6 February 2024 (Full Council). Monthly reporting available via Elaine Owen	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Finance Business Partner	Jul 2024 (for 2025-26)	2. Identification of initial financial planning assumptions, e.g. rates of inflation and grant funding levels	2025-26 **– In Progress** **Apr update:** Aligned with SCC budget planning process – in progress.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT	

						Monthly returns to be submitted by each directorate to Corporate Finance. First submission due 22 May.	Monthly Finance Meetings Select Committee Full Council		
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	SLT	Sep 2024	3. PIAs completed on all potential efficiencies to understand the impact on communities and staff.	**In Progress** **Jan update:** New action. **Apr update:** Sample of business cases collated. Meeting scheduled in May to review.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Finance Business Partner	Sep 2024	4. Review a sample of Business Cases, across Working Groups, to assess their original costings and final expenditure.	**Not started.** Process to commence spring 2024.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT	

							Monthly Finance Meetings Select Committee Full Council		
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	ACFO Service Support	Sep 2024	5. Capital scrutiny through Infrastructure Board, progressing to Capital Programme Panel.	**In Progress** **Jan update:** Timeline for CRMP being finalised. **Apr update:** Consultation in progress – closing 31 July	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	ACFO Service Support and ACFO Delivery of Services	Sep 2024	6. CRMP planning underway. Consultation to feedback value for money and meeting community needs.	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT	

							Monthly Finance Meetings Select Committee Full Council		
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	CFO	Oct 2024	7. CLT and Cabinet Away Day/efficiency meetings to scrutinise MTFS submissions across the county and agree the approach to the MTFS.	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	CFO	Oct 2024	8. Future MTFS planning scrutinised by a budget sub-group (Member led).	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and	Chief Fire Officer	CFO	Nov 2024	9. Select Committee sign off budget prior to submission to Corporate Leadership Team (CLT)/Cabinet. Budget will go to full council February.	**Complete** **Jan update:** This is part of the	Corporate Leadership Team	I&A PB Assurance SLT	

	future efficiencies					productivity and efficiency plans for 2024/25.	Assurance SLT Monthly Finance Meetings Select Committee Full Council		
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Finance Business Partner	Mar 2024	1. Work with Fire Finance Network to develop benchmarking return. To compare pay budget, non-pay and grants.	**Completed** **Jan update:** Presentation to Assurance SLT in November and publication end of March 2024. Following consultation on P&E plan guidance, we are awaiting final version from the Home Office. **April update:** Productivity and	Monthly Finance Meeting Assurance SLT	I&A PB Assurance SLT	

						Efficiency Plan published and shared with Home Office.			
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Data and Digital	Mar 2024	2. Develop a productivity and efficiency plan for 23/24.	**Complete** Jul 2023 No longer required to review monthly. Procurement Plan annually reviewed at Logistics Management meeting under BAU. Capital Programme reviewed at RWG as required, following changes/new information etc.	Monthly Finance Meeting Assurance SLT	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023	1. Procurement Plan and Capital Programme reviewed monthly at RWG.	**Complete** Jul 2023 Register published on	RWG Assurance SLT	I&A PB Assurance SLT	

						Sharepoint monthly.	Monthly Finance Meetings		
16c	Progress Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023	2. Contract register reviewed at RWG.	**Complete** **Jan update:** First phase of training complete. E Modules in place. Additional training being monitored via Resources Working Group	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property. Finance Business Partner Procurement Manager	Oct 2023	3. Implement procurement and contract management training	**Complete** Oct 2023	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	

16c	Progress Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property. Finance Business Partner Procurement Manager	Oct 2023	4. Deliver the action plan as an outcome from the contract management internal audit.	**Complete** Dec 2023	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	SCC Internal Audit Team	Dec 2023	1. Internal audit to undertake a review of the audit outcomes.		RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	

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

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 AC Logistics Support, Operational Development Capital Programme Manager	Oct 2024	1. Collate outcomes from Phase 1 and 2 including user experience.	**In Progress** **Jan update:** WC returned to Operational duties, reducing capacity within team. Report not yet developed. **Apr 2024:** Delay in delivery of phase 2 linked to staff training and long-term support in the development of Phase 3. Delivery of phase 2 scheduled for completion September 2024. Outcomes report will follow as part of project delivery.	RWG Assets Board	I&A PB Assurance SLT	17a

17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Rosenbauer AC Logistics Support, Operational Development Capital Programme Manager	Feb 2024	2. Create end user network specifically relating to the AT project from existing network.	**Complete** **Jan update:** (dependent on 17a.1 – see above) **Apr update:** Network completed, including all key stakeholders within the Service. This highlighted key documentation, training and risk assessments that were missing resulting in a change to completion date of 17a.1.	RWG Assets Board	I&A PB Assurance SLT	
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Logistics Team	Mar 2025	3. Look at lessons learned to inform next procurement process. 1.	**Not Started** Linked to point 1 above. Linked to Phase 2 Outcomes report (Sep 2024) and Phase 3 Closure Report (Jan 2025)	Resources WG	Assurance SLT	

17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Questar Change Project Manager Logistics Team	Jun 2024	1. Complete and implement Telematics Project outcomes.	**In Progress** **Jan update:** Complete review of assets linked to the the Questar system has been completed. Anomalies being rectified. Considering use of a cloud system to support ongoing use and functionality of the system. Policy development is linked into use of digital media (eg. Body Worn camera). Telematics system to be trialled on vehicles prior to final implementation. **Apr update:** Delays with trial. Full review of contract instigated to determine if still fit-for-purpose.	RWG Assets Board	I&A PB Assurance SLT	

17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Logistics Team Project Manager	Jun 2025	Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet.	**Not started** Pending implementation of full system (17b.1)	RWG Assets Board	I&A PB Assurance SLT	
17c	Develop medium/long term Estates Plan, forming part of overall Assets Strategy.	AC Logistic Support/ Operational Development	SFRS Property Team SCC Land and Property Team	Sep 2025	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** **Jan update:** Monthly meetings taking place with SCC Land & Property to build relationships. New Facilities Management provider appointed 20 Nov 2023. **Apr update:** Monthly meetings with all key stakeholders from SFRS and SCC ongoing, with all capital and upgrade projects included as part of the update. This includes progress from	RWG	Assurance SLT	

						the Greener Futures team. New capital programmes linked to SFRS workshops, and collaboration with Surrey Police and income generation in progress. Project Initiation Document for SFRS workshops, to Property Panel 16 Apr 2024.			

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
18a	Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	POD Lead	POD Team Comms Team Data and Digital	Dec 2023 and annually thereafter	1. Set up communications to all employees outlining the requirement to do this.	**Complete** Oct 2023	Workforce Working Group (WWG)	I&A PB Assurance SLT	
18a	Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	POD Lead	POD Team Data and Digital	Dec 2023	2. Establish schedule for annual audit and place on business plan.	**Complete** **Jan update:** On business plan and annual review programmed on POD Outlook calendar.	Workforce Working Group (WWG)	I&A PB Assurance SLT	

18b	Increase understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	POD Lead	POD Team AC Response Trade Unions L&D	Jun 2024	1. Design and deliver basic training on Working Time Regulations to all On -all support officers and middle managers managing on call stations.	**In Progress** **Jan update:** Training designed. Meeting to discuss and agree with Union taking place 25 Jan 2024. Training to be rolled out from Feb 2024, subject to agreement with Union. **Apr update:** **ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	
18b	Increase understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	POD Lead	POD Team AC Response Trade Unions L&D	Oct 2024	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** **Jan update:** Wider training to commence following completion and evaluation of 18b.1 **Apr update:** **ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	

18c	Ensure all working time is monitored to ensure we align with requirements of the WTR.	POD Lead	Data and Digital Team AC Response	Dec 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** **Jan update:** Conversations are ongoing to establish Firewatch's capability to monitor working time. **Apr update:** **ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	18c
18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team Comms Team Data and Digital	Dec 2024	1. Create a crib sheet outlining the basics on WTR and communicate out to all current employees inc. those on Flexible Duty System, who haven't opted out, inviting them to do so alongside the crib sheet.	**In Progress** **Jan update:** Letter to be finalised and sent to Flexi-Duty Officers. **Apr update:** **ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB **Assurance SLT**	

18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team Data and Digital	Mar 2024	2. Run a report to establish which employees have already opted out. 3.	**Complete** Dec 2023	WWG	I&A PB **Assurance SLT**	
18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.		POD Team	Jul 2024	4. Monitor responses to see if the number of those having opted out has increased. 5.	**Not started** **Jan update:** Dependent on 18d.1 **Apr update:** No further update (see above)	WWG	I&A PB **Assurance SLT**	
18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	POD Team	Jul 2024	1. Include an Opt Out form in the welcome pack, requesting people to opt out with guidance as to why we are asking. 6.	**In Progress** **Jan update:** Opt Out form to be finalised. Activity to align with new recruits from May. **Apr update:** May course cancelled. ICT course in July 2024. Opt Out form to be in welcome pack ready for July.	WWG	I&A PB Assurance SLT	

18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	POD Team	Jul 2024	7. Record the outputs in Firewatch.	**Not started** Dependent on completion of 18e.1	WWG	I&A PB Assurance SLT	
18f	Establish guidance taking into account all of the above for managers.	POD Lead	AC response Trade Unions POD Team	Dec 2024	8. Draw up a guidance document on WTR to support the WTR policy.	**In Progress** **Jan update:** Guidance in draft form and awaiting FBU feedback. **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	L&D	Dec 2023	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.	**Complete** **Dec 2023**	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	

19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	L&D	Jan 2024	2. Notify all officers who have areas of non-compliance for mandatory training elements.	**Complete** **Dec 2023**	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	
19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	AC Professionalism	Jun 2024	1. Develop KPIs for this specific AFI to support monitoring and future planning	**Complete** **Jan update:** Part of ongoing L&D review. **Apr update:** KPIs in place and monitoring carried out monthly – reporting to Corporate Leadership Team	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	

19b	Ensure processes support continuous improvement.	AC Professionalism	L&D Operational Assurance Operational Support	Nov 2024	1. In scope of L&D review/system/monitoring.	**In Progress** **Jan update:** L&D review ongoing with weekly meetings. **Apr update:** L&D review is ongoing and expected to be completed by November 2024. The scope for the review includes identifying how the Operational Assurance, Operational Support, and L&D teams will work together to create a robust structure to ensure the service learns from operational incidents. This work has already started, and processes are in place. The review will	OPAWG OHSWWG	I&A PB Assurance SLT	

						evaluate the current processes and identify appropriate improvements.			
19b	Ensure processes support continuous improvement.	AC Professionalism	L&D	Nov 2024	Create a skills log to monitor/provide oversight of skills mix.	**In Progress** **Jan update:** Working with POD on this element as part of L&D review. This will be linked to NFCC Frameworks. **Apr update:** Incorporated within L&D review and the Developing the Workforce for the Future project.	OPAWG OHSWWG	I&A PB Assurance SLT	
19b	Ensure processes support continuous improvement.	AC Professionalism	Operational Support	Dec 2024	Operational Support to perform reality testing.	**In Progress** **Jan update:** Awaiting establishment of Operational Support Team. **Apr update:**	OPAWG OHSWWG	I&A PB Assurance SLT	

						Visits to stations have started with reality testing on recent training to check understanding. Operational Support Team working with station-based staff to develop realistic and appropriate training scenarios.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team Learning and Development Comms Team Staff Network Groups POD Team	Jun 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.	**In Progress** **Jan update:** Developing the EDI training package**.** Package includes: Positive Action training sessions, People Impact Assessment (PIA) training and Banter training. Positive action and PIA training detail in development. Pre-rollout sessions to be delivered at GC Hub meetings, to evaluate training prior to rollout across the Service. PIA session to be trialled at Feb 2024 Hub and Positive Action	EDI Programme Board	I&A PB Assurance SLT	

						session to follow in Mar. **Apr update:** Positive Action, and PIA tester training taken out of the GC Hub due to time restriction. To be delivered May 2024 – date to be agreed.			
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team Learning and Development Staff Network Groups POD Team	Jun 2024	2. Develop case studies based on lived experiences (including bullying and harassment) to be delivered in a programme of learning.	**In Progress** **Jan update:** External company (Vivida) developing video content, based on lived experiences taken from national culture reports. Vivida to deliver pilot session at March Leaders Forum prior to rollout. **Apr update:**	EDI Programme Board	I&A PB Assurance SLT	

						Vivida facilitated interactive learning video (pilot session), based on lived experiences, delivered at March Leader's Forum. Some final minor improvements taking place. On target for Jun 2024 rollout.			
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team POD Team	Dec 2024	Evaluate the outcomes from the training package.	**Not Started** Dependant on completion of 20a.1 and .2. Due to begin evaluation process Oct 2024.	EDI Programme Board	I&A PB 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.

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	EDI Lead	EDI Team People and Organisational Development (POD) team	Oct 2023	1. Create Myth Busting Video to address confusion about what Positive Action is and is not. 1.	**Complete** Sep 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team	Oct 2023	2. Video shared in SFRS Newsletter	**Complete** Sep 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Oct 2023	3. Develop targeted 'have a go' days for under-represented groups	**Complete** Oct 2023	EDI Programme Board	Assurance SLT	

21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Jan 2024	4. Develop Positive Action Plan	**Complete** Oct 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Mar 2025	5. Implement the plan a. Have a Go days b. Outreach programme c. Taster sessions	**In progress** **Jan update:** Have a Go days implemented. Community groups identified for consultation – looking to combine with Feb-Mar CRMP consultation where possible. **Apr update:** Q1 utilise CRMP public consultation for feedback on Have a Go days for under-represented groups. Q2 – in collaboration with POD, confirm dates for	EDI Programme Board	Assurance SLT	

						implementing 2024 Have a Go days. Plan in place for delivery of outreach programme but currently reviewing collaborative working with voluntary sector to coordinate the outreach programme workshops. Fire fit sessions **continue. Further work to be carried out to develop further – more targeted and increase locations.**			
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Staff Network Groups	Nov 2024	1. Establish a series of reality testing, to evaluate whether staff understand what Positive Action is and is not.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	

21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team	Nov 2024	2. Facilitate interactive workshops and discussions where staff can share their thoughts and concerns regarding positive action and positive discrimination	**In progress** **Jan update:** Currently facilitate discussions according to business need. **Apr update:** Continuing to develop Positive Action training with a presentation for delivery at interactive workshops. Interactive discussions further developed via Vivida (see 20a.2)	EDI Programme Board	I&A PB Assurance SLT	
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team	Nov 2024	3. Conduct regular assessments on positive action and positive discrimination to reinforce knowledge and identify any knowledge gaps.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	

21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Comms Team	Nov 2024	4. Provide feedback and additional training as necessary.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Comms Team	Nov 2024	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.	**In Progress** **Jan 2024** To follow rollout of Positive Action training **Apr update:** Some resources now available via Sharepoint EDI site. Will continue to be developed and updated.		EDI Programme Board	I&A PB Assurance SLT

21c	Create Myth Busting Video to address concerns about disclosing EDI data.	EDI Lead	EDI Team Comms Team	Mar 2024	6. Video shared in SFRS Staff Newsletter	**In Progress** **Jan update:** Video developed, to feature in Feb SFRS Newsletter. **Apr update:** Discussion with Trade Union representatives resulting in recording to be rescheduled for May's SFRS Staff Newsletter, with Trade Union support/feature in the video.	EDI Programme Board	I&A PB Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	POD Team	Dec 2024	1. Ensure a robust induction is in place.	**In progress** **Jan update:** Scope being defined as part of the Workforce of the Future project. **Apr update:** New induction incorporates EDI and is to be piloted with July ICT course. .	EDI Programme Board	I&A PB Assurance SLT	

21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team Data and Digital Team POD Team	Jun 2024	2. Develop EDI workforce performance measures and the process for monitoring/reviewing them (links to PMF/see AFI 14)	**Not started** Meeting to be scheduled to discuss in Feb 2024. **Apr update:** Meeting to be scheduled with POD and Digital and Data Team by May 2024	EDI Programme Board	I&A PB Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Jun 2024	3. Open days and career events aimed at underrepresented groups considering a career in the Fire Service	**In progress** **Jan update:** Positive Action Plan implementation in progress. Identified underrepresented groups have been contacted and relationships established. **Apr update:** Targeted career events to be scheduled. EDI to work with POD to better establish career events for those specific under-represented groups and utilise	EDI Programme Board	I&A PB Assurance SLT	

						station open days.			
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Jun 2024	4. Apply the tie breaker rule in promotions.	**Complete** Oct 2023	EDI Programme Board	I&A PB Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Sep 2024	5. Evaluate recruitment process following next recruitment campaign	**In Progress** **Jan update:** Recruitment campaign closed 28 Jan 2024. Data now being drawn up to consider Return of Investment. **Apr update:** Full data only available following selection. Continuing selection process with candidates.	EDI Programme Board	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team Comms Team	Oct 2023	1. Communicate the dates and frequency of conversations to take place.	**Complete** Oct 2023	WWG-KPIS-(CLT)	I&A PB Assurance SLT	
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team	Dec 2023	2. Ensure soundbite training on Performance Conversation for all employees is mandatory.	**Complete** Nov 2023	WWG	Assurance SLT	

22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team	Sep 2024	3. Communicate with different teams across the Service to explain the reasons for, requirements of and myth busting relating to Performance Conversations.	**In progress** **Jan update**: Time booked in with Comms in Feb 2024 to progress. **Apr update:** Conversation taken place with Comms. Session with JFC carried out as a pilot. Current resource issues slowing progress.	WWG	Assurance SLT	
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team Date and Digital	Sep 2024	4. Measure outputs both qualitative and quantitative of Performance Conversations	**In progress** **Jan update:** Quantitative measures in place. Approach to qualitative defined but further work required to fully embed. **Apr update:** Need to review defined qualitative approach	WWG	Assurance SLT	

						based on resources available to deliver.			
22b	Ensure all managers have Performance Conversation as an objective in their Performance Conversation.	POD Lead	POD Team	Mar 2024	1. Communication out to all managers to ensure they are adding this into their Performance conversations. 1.	**Complete** Jan 2024	WWG	I&A PB 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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Oct 2023	1. Define criteria for establishing Critical roles.	**Complete** Sep 2023	WWG	I&A PB Assurance SLT	

23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Oct 2023	2. Work with managers to assess all roles and whether they are critical.	**Complete** Oct 2023	WWG	I&A PB Assurance SLT	
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Jan 2024	3. Assure identification of all critical roles.	**Complete** Dec 2023	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Sept 2024	1. Establish an approach to succession planning.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Apr 2024	2. Establish succession plans for all critical roles	**In Progress** **Jan update:** FF role draft complete. **Apr update:** 75% of succession	WWG	I&A PB Assurance SLT	

						plans for all critical roles now complete. Progress of remaining few dependent on resourcing. Recruitment process in progress for a People and OD Partner. **Change Request to May I&A PB – move completion date to Dec 2024**			
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Jun 2024	3. Establish succession plans for all remaining roles	**Not started** **Jan update:** To follow completion of 23b.2	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Jun 2024	4. Establish succession plans for all remaining roles	**Not started** **Jan update:** To follow completion of 23b.2	WWG	I&A PB Assurance SLT	

23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Mar 2025	1. Draw up guidance on inclusive succession planning which: ○ Identifies successors. ○ Evaluates the risk profile. ○ Develops those in pipeline for succession. 5.	**Not started** **Jan update:** Dependant on 23b.2 and .3	WWG	I&A PB Assurance SLT	
23c	Evaluate succession planning process	POD Lead	POD Team Change Programme Manager	Mar 2026	2. Draw up approach to evaluating the success of the succession planning process.	**Not started** Dependant on 23b.2 and .3	WWG	I&A PB 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.

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.	POD Lead EDI lead	POD Team L&D	May 2025	1. Evaluate current attraction, selection activity.	**In Progress** **Jan update:** SCC Internal audit to be carried out. Findings to be analysed for inclusion in the scope of the Workforce for the Future project. **Apr update:** SCC Internal Audit not progressed but SFRS reviewed outcomes of previous recruitment campaign. Established a Recruitment workstream within Workforce for the Future project.	WWG	I&A PB Assurance SLT	

24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team PM People and Culture	May 2025	2. Review how we retain staff within Service to ensure we don't lose them once they have been recruited.	**In Progress** **Jan update:** Exit interview process merged with Surrey County Council. Stay interviews promoted and accessible. **Apr update:** Culture review undertaken yearly. Core Code of Ethics embedded into People Processes. Regular staff engagement sessions with SLT and avenues opened to allow employees to raise their views (ie,. Pulse Surveys, New Ideas forms, Business Cases, Speak up Service) Negotiating with Trade Unions (additional responsibility allowances for driving, continuous professional development	WWG	I&A PB Assurance SLT	

						offered at development stage, enhanced provision for parents of premature babies, increased paternity leave) Development of the workforce through participation of the NFCC's Supervisory and Middle Manager Leadership programmes. Sponsorship for employees to go on Executive Leadership programme through NFCC. Introduction of Microlink to support with reasonable adjustments for those who need them. Investment in Healthcare for operational staff to support Return to Work. Increased well being offer and yearly Honours and Awards ceremonies.			

24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team	May 2025	3. Consider approach to succession planning for future leaders. (see 23b)	**In Progress** (See 23b.)	WWG	I&A PB Assurance SLT	
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team	May 2025	4. Consider rank/role for those roles which do not have to be operational to be able to recruit externally and bring in specialist skill sets. 1.	**In Progress** **Jan update:** L&D move from the focus being on rank to a role ie. Instructor not Watch Commander completed. Work underway to investigate roles within Prevention and Protection. **Apr update:** Ongoing work within P&P to facilitate this. They are currently running a recruitment drive which is open to both SCC Terms and Conditions(T&Cs)	WWG	I&A PB Assurance SLT	

						staff and Gey Book T&Ss			
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team L&D	May 2025	5. Identify talent through performance conversations outputs and support the manager to support their development. 1.	**In Progress** **Jan update:** Review of output of Performance Conversations and support being provided. Review of approach required. **Apr update:** Q4 Performance Conversation outputs due by end April. This will identify those developing and aspiring. SLT members to have conversations with leaders of those areas/Teams to identify development opportunities. SLT to discuss further interventions with the use of NFCC	WWG	I&A PB Assurance SLT	

						Supervisory and Middle Manager Leadership programmes.			
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team AC Professionalism L&D	May 2025	6. Put together learning offer to allow those in house to progress and develop. 1.	**Not started** **Jan update:** Dependant on outputs of L&D review. **Apr update:** L&D review ongoing.	WWG	I&A PB Assurance SLT	
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team L&D NFCC	Dec 2026	7. Consider Direct Entry schemes.	**In progress** **Jan update:** Commitment to tranche 3 of the NFCC programme. **Apr update:** Tranche 3 to start in 2025	WWG	I&A PB Assurance SLT	
24b	Continue to promote the benefits of Career Pathways	POD Lead	POD Team Managers L&D	Dec 2024	1. Ensure they are in Performance Conversations as part of the development discussions.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT	

	across the Service								
24b	Continue to promote the benefits of Career Pathways across the Service	POD Lead	POD Team	Dec 2024	2. Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams.	**In Progress** **Jan update:** Part of ongoing engagement visits. Building approach to roll out across stations. (See 22a.3) **Apr update:** Career Pathways included in presentation (See 22a.3)	WWG	I&A PB **Assurance SLT**	
24c	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.	POD Lead	POD Team L&D	Nov 2024	3. Establish a timeframe for implementation considering that some of the qualifications will take time to gain.	**In Progress** **Jan update:** Timeline being drawn up in collaboration with L&D – next meeting scheduled 4th Mar 2024 to progress. Communications in draft. **Apr update:** Incorporated in L&D Review (Nov 2024)	WWG	I&A PB Assurance SLT	

24c	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	POD Lead	L&D	Mar 2024	1. Outline a clear framework of requirements for promotion including soft skills as well as those required for the role.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT	
24c	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.	POD Lead	POD Team L&D	Nov 2024	2. Establish a timeframe for implementation considering that some of the qualifications will take time to gain.	**In Progress** **Jan update:** Timeline being drawn up in collaboration with L&D – next meeting scheduled 4th Mar 2024 to progress. Communications in draft. **Apr update:** Incorporated in L&D Review (Nov 2024)	WWG	I&A PB Assurance SLT	

24d	Understand current workforce diversity and benchmark against others.	EDI Lead	EDI Lead	May 2024	1. Raising awareness of how we use the data to overcome myths and address current concerns regarding confidentiality at submission of details.	**In Progress** **Jan update:** Finalising video with Comms to include data issues. **Apr update:** Filming taking place early May and to be shared via SFRS Staff newsletter	**WWG**	I&A PB Assurance SLT	
24d	Understand current workforce diversity and benchmark against others.	EDI Lead	EDI Lead	Jun 2024	2. Encourage employees to complete diversity data request.	**Not started** **Jan update:** Dependent on 24d.1 **Apr update:** Will be included in video – further action to develop depending on outcomes of video.	**WWG**	I&A PB Assurance SLT	
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully	POD Lead	Learning and Development Team Comms Team	Dec 2025	1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning (24a/6) 3.	**Not started** **Jan update:** Dependent on the outcomes of the L&D review. **Apr update:** (See 24a.6)	WWG	I&A PB Assurance SLT	

	succeed another role.		Change Project Manager SCC Careers Team						
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.	POD Lead	POD Team AC Professionalism	Dec 2025	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.	**In progress** **Jan update:** Network established of Heads of HR in the Southeast. Secondments being discussed on next agenda. **Apr update:** Network in place but not met since last update. No further progress – low priority.	WWG	I&A PB Assurance SLT	
24f	Integrate the use of the Phase 3 Direct Entry Programme, into Service Workforce Planning.	POD Lead	NFCC SFRS colleagues in other services Comms team	Dec 2026	3. Engage with NFCC and pilot programme in Surrey.	**In Progress** **Jan update:** Part of Workforce plan Agreement for Surrey to form part of tranche 3 of the NFCC Direct level entry scheme**.** **Apr update:** (see 24a.7)	WWG People and Culture Programme Board	I&A PB Assurance SLT	

24g	Evaluate impact of all of the above approaches.	POD Lead	Change Programme Manager POD Team	Dec 2026	4. Use evaluation tool to assure processes.	**Not started** **Jan update:** Dependent on 24a -24f - been in place an insufficient amount of time to evaluate.	WWG	I&A PB Assurance SLT	

Business Safety Audit (BFS) Internal Audit

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	1 Review Fire Safety deliverables/targets in line with the new Risk-based Inspection Programme (RBIP) and link to new Key Performance Indicators (KPIs).	**Complete** Feb 2024 4 KPIs identified and continuously monitored and reported quarterly at Fire Safety Manager meeting.		I&A PB	
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	2 Develop a new process to offer greater assurance on issuing and monitoring enforcement and prohibition notices. 3 Implement the new process to give Fire Safety Managers responsibility to quality assure,	**Complete** Feb 2024 Enforcement Register reviewed monthly. Dates of enforcement expiry amended to mid-week (not weekends).		I&A PB	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
					review and monitor the process.				
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	4 Allocate Protection resources according to risk. 5 Implement a process to monitor the travel of Protection staff to ensure that performance is not negatively impacted.	**In progress** **Apr update:** Fire Safety Managers self-manage resources across areas – Action complete Process to monitor travel not yet started.		I&A PB	
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection SC Protection Support	Sep 2024	6. Ensure all Protection SOPs are current and in date, with a next review date identified.	**In progress** **Apr update:** Protection SOPs review taking place on approaching expiry dates. Prohibition/Enforcement, and Prosecutions SOPs reviewed and complete.		I&A PB	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
						Protection Delivery SOP in progress.			
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection SC Protection Support	Sep 2024	6 Assign the direct line management of the Protection Business Support Team to the Station Commander Protection Support to: • improve engagement with the performance conversation process • review personal targets • enable the GC to focus on the wider Protection Team	**In Progress** **Apr update:** Station Commander Protection Support direct line manager to Fire Safety Admin Team Leader. All actions, excluding personal targets now complete. Personal Targets to be defined and agreed.		I&A PB	
IA1	Address the risks highlighted in the BFS	AC Protection			7 Assign the direct line management of the Protection Business Support	**In Progress** **Apr update:**			

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
	Internal Audit findings		GC Protection SC Protection Support	Sep 2024	Team to the Station Commander Protection Support to: • improve engagement with the performance conversation process • review personal targets • enable the GC to focus on the wider Protection Team	Station Commander Protection Support direct line manager to Fire Safety Admin Team Leader. All actions, excluding personal targets now complete. Personal Targets to be defined and agreed.			
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection							

Appendix 3

Surrey Fire and Rescue Service Performance Report 2023 – 2024 Summary dashboard

Executive Director Summary

Our CRMP proposals consultation launched on 7 May - 31 July 2024. A response from the Fire Brigade Union (FBU) has been received and will be responded to; the content reflects largely national views on changes like Fire Station closures and contract types. The FBU continue to express a willingness to work with the service through continued dialogue and collaboration on the proposals. Conversations with all Trade Unions are ongoing.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has now discharged the Cause for Concern regarding the effectiveness of our Risk-Based Inspection Programme (RBIP). An update on the Inspection Improvement Plan has been published on the website. The State of Fire 2023 report has now been published and SFRS are reviewing the content.

A staff consultation on Disclosure and Barring Services checks for SCC terms and conditions staff launched on 22 April to 22 May. Checks on Grey Book staff are nearing completion. This follows changes in legislation and a report by HMICFRS. The changes allow SFRS to check all staff and volunteers to a minimum of Standard DBS. Unison and GMB have been consulted, Unison are supportive of the approach being taken.

What’s working well

- In Your Shoes' experiential learning developed in partnership with VIVIDA focussing on cultural issues faced across Fire Services in England. Pilot delivered with the Leaders Forum and learning incorporated for future delivery
- Face to face SLT engagement ongoing, feedback gathered and 'You said, we did' provided bi-monthly.
- Achieving response standard and focus on improving productivity.
- Improving water, wildfire and road capabilities – Prevention and Response.
- Implementation of 360-degree feedback to all Strategic and Middle Managers.
- Delivery of HR soundbites to managers on key HR processes.
- Inclusion of behaviours and development aspirations of staff through Performance Conversations which will underpin identification of Talent.
- Use of behavioural based assessments through Arctic Shores in recruitment and promotions processes aligned to our Core Code of Ethics.
- Operational Group Commander development/coaching programme now commenced.
- Area Commander recruitment process now live.
- Development of the Community Risk Profile for 2024

Challenges

- There is a risk that the focus on recruiting into fixed term roles as part of the recruitment controls will result in a reduction of applications from more skilled applicants due to lack of perceived security of roles.
- Trade Union challenges in relation to CRMP regarding closure of Banstead Fire Station could influence public responses.
- Ongoing reputational challenges within Fire and Rescue Service Sector further to continued examples of poor culture and behaviours.
- There remains gaps and uncertainties within the pension scheme arrangements, which pose challenges to operating remedy for McCloud and Matthews smoothly and predicably.

Progress since last quarter

- Nottingham Trent University have assured the Community Risk Profile informing proposals for the CRMP.
- The Consultation Institute has provided Certificate of Consultation Readiness to progress into CRMP consultation.
- Members Development Session held prior to consultation starting.
- CRMP consultation launched with Stakeholder Engagement Workshop with Community Group Leaders.
- 33% improvement at year end in the number of Safe and Well Visits (SAWV) in Surrey.

- Response times and frontline availability performance remains strong, reflecting efficient use of resources.
- Continue to reduce attendance to Automatic Fire Alarm (AFA) (residential) following the changes in policy, increasing productivity hours to deliver community and business safety activity.

Plans for next quarter

- Evaluation of mid-point of CRMP consultation delivered and plan updated if gaps are identified.
- Completion of succession plans.
- Group Commander promotions process to commence. Area Commander process to conclude.
- Commence implementation of SLT leadership development plan.
- New Salvation Army Welfare vehicle goes live in early June, ensuring adequate catering for staff during protracted incidents.
- Roll out of VIVIDA 'In Your Shoes' learning to SFRS staff.
- Commence Reigate, Chobham and Lingfield fire station rebuilds.
- Public and staff engagement on the new firehouse and other training facilities at Wray Park Centre.
- Publish the refreshed Community Risk Profile for 2024 in the summer.

KPI overview

Customer Outcomes

4 red KPI’s, 2 green, 1 amber.

Operational Efficiency

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

Demand and Supply/finance

4 green, 3 no target (count only)

Enablers

5 red, 6 green, 3 amber.

Customer outcomes

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
C01: Number of Safe and Well Visits (SAWVs) completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	High	**Red** **5,727** **(Apr 23 to Mar 24)**	**=>7,108**	**No change**
C02: % of SAWVs to vulnerable people	High	**Green** **85%** **(Apr 23 to Mar 24)**	**=> 70%**	**No change**
C04: Number of Business Safe and Well Visits completed or submitted for audit	High	**Green** **1,622** **(Apr 23 to Mar 24)**	**=> 3,282** **1,240**	**Improved**

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
CO8: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	High	**Red 58,598 (Apr 22 to Feb 23)**	**Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)**	**Improved**
CO9: Response to FOI requests - % within timescale	high	**85% (Apr to Feb 24)**	**=>90%**	**No change**
CO10: Response to complaints - % within timescale	High	**75% (Apr to Feb 24)**	**=>90%**	**Improved**
NEW: Number of Business Safety Audits (short and standard) completed	High	**1,143 (Apr to Mar 24)**	**=>2,052**	**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 in partnership with Southern Gas Network.

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.
- Funding agreed with Surrey Heartlands for community intervention officer. Going through SCC recruitment process.

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?

- Persons at Risk Referral Form in place with Adult Social Care (ASC) to enhance multi-agency referral process and make it more directed to risk.
- Developed learning session with ASC following a Coroners Prevention of Future Death (PFD) and lessons learnt from a fatal fire.

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

- Delivery of Nation Fire Chief Council (NFCC) pilot for SAWV evaluation and informing further development of form.
- 33% increase in SAWV delivery for year 23/24 compared to previous year.
- 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 – Fire Station crews have been given access to the Dynamic Cover Tool which provide an overview of fire mobilisations across Surrey, new monitors being provided to improve recording activity and support productivity and efficiency.
- 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**	**Red 5,727 (Apr 23 to Mar 24)**	**=>7,108**	**No Change**
OE3: % of SAWVs to vulnerable people	**High**	**Green 85% (Apr 23 to Mar 24)**	**=>70%**	**No Change**
OE4: Average time between receipt of emergency call by JFC and station end activation (assigned to station)	**Low to mid**	**Green 1m 37s (March 24)**	**< 2m**	**Worsened**

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
OE5: Front line appliance availability (based on average On-Call appliance availability)	**High**	**Green** **23 Day** **19 Night** **(Apr 23 to Mar 24)**	**=>** **20 Day** **16 Night**	**Worsened**
OE6: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	**High**	**58,598** **(Apr 23 to Mar 24)**	**Increase on 22/23 total of 64,067**	**Improved**
OE7: Operational Premises Surveys and Tactical Consideration Records completed	**High**	**766** **(Apr 23 to Mar 24)**	**=>758**	**No change**

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 advancing.
- 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.
- On Call projects (flexible mobilising and County Crewing) delivering availability improvements using a marginal gains approach
- The frontline appliance availability is influenced by On Call numbers and adds to the resilience and predictability of the Wholetime availability figures.

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 residents. Recruitment and Retention project set out workforce planning objectives and reporting to ensure we can maximise capacity. Skills mix being improved.

How well are we exploring opportunities for digital transformation?

- Asset Strategy in place, focus on data insight, bringing teams together.
- Prevent and Protect, Telematics and Asset Management Systems.
- Reviewing our Digital capability alongside SCC IT

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 accessing Dynamic Cover Tool to enhance transparency and to increase productivity.

Demand and supply/Finance

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
DS1: Average time of first appliance to critical incidents	**Low**	**Green 7m 36s (Apr 23 to Mar 24)**	**=<10m**	**No Change**
DS2: Average time of second appliance to critical incidents where applicable	**Low**	**Green 13m 18s (Apr 23 to Mar 24**	=<15m	**Worsened**
DS3: Average time of response to other emergencies	**Low**	**Green 7m 39s (Apr 23 to Mar 24)**	**=<16m**	**No Change**

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
DS4: Front line appliance availability (based on average On-Call appliance availability)	**High**	**23 Day** **19 Night** **(Apr 23 to Mar 24)**	**=>** **20 Day** **16 Night**	**Improved**
DS5: Number of Fire incidents	**Low**	**1,892** **(Apr 23 to Mar 24)**	**Count only**	
DS6: Number of Special Service incidents	**Low**	**3,795** **(Apr 23 to Mar 24)**	**Count only**	
DS7: Number of fire false alarms	**Low**	**4,365** **(Apr 23 to Mar 24)**	**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) (Domestic Residential – Evaluation of Phase Two in June 2024 onwards).
- Data intelligence, commence 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. New team structure and clear accountability aligned to the Capital Programme.
- 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
E1: Frontline appliance availability (based on average OC appliance availability)	**High**	**Green** **23 Day** **19 Night** **(Mar 24)**	**=>** **20 Day** **16 Night**	**Improved** ↑
E2: Actual staff establishment versus budget	**Matched**	**Amber** **95%** **(Mar 23)**	**100%**	**Improved** ↑
E4: % of staff hired from underrepresented groups • 17-35 age • Ethnic Minority • Disabled • Female • L/G/B/T/Q+	**Near County profile (2021)**	• **34.6%** • **3.2%** • **8.9%** • **18.4%** • **3.8%**	• **34.3%** • **14.5%** • **13.8%** • **51.2%** • **2.5%**	**No Change** →

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E5: Days/shifts lost to sickness absence – Year to date	**Low**	**Red** **11.8** **(Apr 23 to Mar 24)**	**=<10.5**	**Worsened**
E6: Days lost to sickness absence – 12 month rolling year	**Low**	**11.8** **(Jan 23 to Mar 24)**	**=<10.5**	**Improved**
E7: Near-misses as a % of all workplace incidents	**High**	**76%** **(Apr 23 to Mar 24)**	**76%**	**Improved**
E8: Days lost to injury	**Low**	**Green** **117** **(Apr 23 to Mar 24)**	**=<197**	**Improved**
E9: Fitness assessments in date	**High**	**Amber** **97%** **(Apr 23 to Mar 24)**	**100%**	**Improved**

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E10: 3 yearly medical assessments in date – attendances as % of due	**High**	**Amber 96% (Jan 23 to Mar 24)**	**100%**	**No Change**
E11: 8 core competencies in date	**High**	**Green 8 out of 8 achieved target (Mar 23)**	**=>95%**	**No Change**

Key messages and insights

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

- Workforce planning focused on ranks where there are pressures within the establishment and drivers.
- Working to improve the qualitative/quantitative return of performance conversations including the implementation of 360 review for all staff.
- 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 an increase in waiting times for all medicals and referral across the collaboration with East Sussex fire and Surrey and Sussex Police. Review underway following successful recruitment and pay evaluation.
- L&D re-structure has increased 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.

What practices need to improve?

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

Key projects and programmes

- Collaboration – Reviewing outcomes from Occupational Health provision.
- Robust governance for workforce planning
- Workforce of the Future Project being scoped.

- Further development of talent management, Learning Offer, Core skills framework, succession planning and critical roles.
- Trade Union negotiations
- Cultural Review Action Plan.
- Implementation of key legislation relating to the Firefighters pension scheme.
- Review of alignment to Working Time Regulations.

Forward look and next steps

- Disclosure and Baring Service consultation carried out. Checks commenced for SCC contract staff and social media checks at point of recruitment.
- Introduction of additional healthcare provision for operational staff. Targeted primarily at those long-term sick who are awaiting operations.
- Learning and Development Review.
- Development of a Cultural Dashboard (to include evaluation of exit interviews to inform future thinking).
- Engagement in programme of Work Experience, Early Careers and Careers.
- Creation of a dashboard to support managers in managing absence.

Data Appendix – Customer Outcomes and Operational Efficiency

Ref	KPI	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
CO1	Number of Safe and Well Visits completed or submitted for audit	4,014 (Apr 22 to Mar 23)	1,311 (Apr 23 to Jun 23)	2,725 (Apr 23 to Sep 23)	4,028 (Apr 23 to Dec 23)	5,727 (Apr 23 to Mar 24)	Currently targeting 593 per month, England average is 579 (Home Office Fire Stats 22/23)
CO2	% of SAWVs to vulnerable people	86% (Apr 22 to Mar 23)	86% (Apr 23 to Jun 23)	85% (Apr 23 to Sep 23)	85% (Apr 23 to Dec 23)	85% (Apr 23 to Mar 24)	No direct comparison as local definition of vulnerable. However, against national definition England average is 78% and Surrey is 92% (HO Fire Stats 22/23)
CO4	Number of Business Safe and Well Visits completed or submitted for audit	1,622 (Apr 22 to Mar 23)	377 (Apr 23 to Jun 23)	711 (Apr 23 to Sep 23)	1,101 (Apr 23 to Dec 23)	1,682 (Apr 23 to Mar 24)	Not comparable as other FRSs do not provide this service
CO6	Response to FOI requests - % within timescale	67% (Apr 21 to Mar 22)	100% (Apr 22 to May 22)	76% (Apr 22 to Aug 22)	67% (Apr 22 to Dec 22)	65% (Apr 22 to Feb 23)	SCC, 91% had a response within timescale (SCC FOI database 22/23)
CO7	Response to complaints - % within timescale	78% (Apr 22 to Feb 23)	80% (Apr 23 to Jun 23)	83% (Apr 23 to Sep 23)	83% (Apr 23 to Nov 23)	75% (Apr 23 to Mar 24)	SCC, 63% of stage 1 complaints had a response within

Ref	KPI	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
							timescale (Customer Relations Snapshot 22/23)
CO8	Increase in website visits for information and advice for residents and businesses	64,067 (Apr 22 to Mar 23)	9,539 (Apr 23 to Jun 23)	21,230 (Apr 23 to Sep 23)	29,987 (Apr 23 to Dec 23)	58,598 (Apr 23 to Mar 24)	Not comparable
OE1	% of schools with which the Service has successfully engaged	59% (Sep 22 to Mar 23)	59% (Sep 22 to Mar 23)	61% (Sep 22 to July 23)	61% (Sep 22 to July 23)	61% (Sep 22 to July 23)	Not comparable
OE4	Average time between receipt of emergency call by JFC and station end activation	1m 31s (Mar 23)	1m 37s (Jun 23)	1m 34s (Sep 23)	1m 33s (Dec 23)	1m 37s (Mar 24)	The England average call handling time for dwelling fires was 1m 17s (Home Office Fire Stats 22/23). This is not directly comparable as the Surrey measure includes all 'Critical' and 'Other Emergency' mobilisations.
OE5	Frontline appliance availability	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)	21 Day 18 Night (Apr 23 to Dec 23)	23 Day 19 Night (Mar 24)	No direct comparison available.

Ref	KPI	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
OE7	Operational Premises Surveys and Tactical Consideration Records completed	830 (Apr 22 to Mar 23)	153 (Apr 23 to Jun 23)	389 (Apr 23 to Sep 23)	599 (Apr 23 to Dec 23)	766 (Apr 23 to Mar 24)	Currently targeting **63** per month, England average is **98** (HMICFRS Data Analysis 22/23)
NEW	Number of Business Safety Audits (short and standard) completed	967 (Apr 22 to Mar 23)	273 (Apr 23 to Jun 23)	557 (Apr 23 to Sep 23)	808 (Apr 23 to Dec 23)	1,143 (Apr 23 to Mar 24	Not comparable

Data Appendix – Demand and Supply

Ref	KPI	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
DS1	Average time of first appliance to critical incidents	7m 29s (Apr 22 to Mar 23)	7m 10s (Apr 23 to Jun 23)	7m 28s (Apr 23 to Sep 23)	7m 39s (Apr 23 to Dec 23)	7m 36s (Apr 23 to Mar 24)	The England response time (turnout plus drive time) for dwelling fires was **6m 44s** (Home Office Fire Stats 22/23). 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 14s (Apr 22 to Mar 23)	12m 38s (Apr 23 to Jun 23)	12m 16s (Apr 23 to Sep 23)	13m 05s (Apr 23 to Dec 23)	13m 18s (Apr 23 to Mar 24)	Not comparable
DS3	Average time of response to other emergencies	8m 7s (Apr 22 to Mar 23)	7m 37s (Apr 23 to Jun 23)	7m 47s (Apr 23to Sep 23)	7m 42s (Apr 23to Dec 23)	7m 39s (Apr 23 to Mar 24)	Not comparable
DS5	Number of fire incidents	2,395 (Apr 22 to Mar 23)	628 (Apr 23 to Jun 23)	1,162 (Apr 23 to Sep 23)	1,532 (Apr 23 to Dec 23)	1,892 (Apr 23 to Mar 24)	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	3,827 (Apr 22 to Mar 23)	881 (Apr 23 to Jun 23)	1,801 (Apr 23 to Sep 23)	2,782 (Apr 23 to Dec 23)	3,795 (Apr 23 to Mar 24)	England average of **3,524** per million

Ref	KPI	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
							people and Surrey average of **3,247** (HO Fire Stats 22/23)
DS7	Number of Automatic False Alarms	4,615 (Apr 22 to Mar 23)	998 (Apr 23 to Jun 23)	2,205 (Apr 23 to Sep 23)	3,392 (Apr 23 to Dec 23)	4,365 (Apr 23 to Mar 24)	England average of **2,966** per million people and Surrey average of **2,651** (HO Fire Stats 22/23)

Data Appendix – Enablers

Ref	KPI	Q4 22/23	Q1 22/23	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
E2	Actual staff establishment versus budget	93% (Mar 22)	92% (Jun 22)	93% (Sep 22)	94% (Dec 22)	95% (Mar 23)	Not comparable
E4	**% of staff hired from underrepresented groups** 17-35 age	33.7% (Mar 23)	33.8% (Jun 23)	38.9% (Sep 23)	34.5% (Dec 23)	34.6% (Mar 24)	**Home Office Stats:** 22//23 Eng FRS Av = 29.8%
	Ethnic Minority	3.4% (Mar 23)	3.4% (Jun 23)	2.5% (Sep 23)	3.3% (Dec 23)	3.2% (Mar 24)	22//23 Eng FRS Av = 8.5%
	Disabled	9.2% (Mar 23	8.8% (Jun 23)	9.9% (Sep 23)	8.9% (Dec 23)	8.9% (Mar 24)	22//23 Eng FRS Av = 5.9%
	Female	18.9% (Mar 23)	18.8% (Jun 23)	23.6% (Sep 23)	18.5% (Dec 23)	18.4% (Mar 24)	22//23 Eng FRS Av = 19.4%
	L/G/B/T/Q+	3.4% (Mar 23)	3.4% (Jun 23)	4.2% (Sep 23)	3.5% (Dec 23)	3.8% (Mar 24)	22//23 Eng FRS Av = 4.2%
E5	Days/shifts lost to sickness absence - Year to date	14.1 (Apr 22 to Mar 23)	2.92 (Apr 23 to Jun 23)	5.96 (Apr 23 to Sep 23)	8.59 (Apr 23 to Dec 23)	11.8 (Apr 23 to Mar 24)	Whole service comparison not available, but comparison minus on call staff: England average was 9.4, and Surrey 12.4

Ref	KPI	Q4 22/23	Q1 22/23	Q2 23/24	Q3 23/24	Q4 23/24	Benchmark
							(Cleveland NHR 22/23)
E6	Days lost to sickness absence – 12 month rolling year	10.2 (Apr 21 to Mar 22)	10.5(Jul 21 to Jun 22)	11.8 (Oct 21 to Sep 22)	12.2 (Jan 22 to Dec 22)	14.1 (Apr 23 to Mar 24)	See above
E7	Near-misses as a % of all workplace incidents	76% (Apr 22 to Mar 23)	74% (Apr 23 to Jun 23)	73% (Apr 23 to Sep 23)	73% (Apr 23 to Dec 23)	76% (Apr 23 to Mar 24)	There is no direct benchmark. The Inspectorate provide benchmarking on RIDDOR injuries per 100 FTE. In 2022/23 Surrey was in the highest quartile.
E8	Days lost to injury	197 (Apr 22 to Mar 23)	9 (Apr 23 to Jun 23)	55 (Apr 23 to Sep 23)	116 (Apr 23 to Dec 23)	117 (Apr 23 to Mar 24)	See above
E9	Fitness assessments in date	96% (Mar 23)	96% (Mar 23)	96% (Sep 23)	96% (Sep 23)	97% (Apr 23 to Mar 24)	Surrey was in the second-best quartile for fitness tests completed (HMICFRS Data Analysis 22/23)
E10	3 yearly medical assessments in date	89% (Jan 22 to Dec 22)	84% (Jan 23 to Jun 23)	87% (Jan 23 to Sep 23)	95% (Jan 23 to Dec 23)	96% ((Jan 23 to Mar 24)	Not comparable
E11	8 core competencies in date	6 out of 8 achieved target (Mar 22)	3 out of 8 achieved target (Jun 22)	4 out of 8 achieved target (Sep 22)	7 out of 8 achieved target (Dec 22)	8 out of 8 achieved target (Mar 23)	Not comparable

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

WEDNESDAY, 17 JULY 2024

UPDATE ON YOUR FUND SURREY PROGRAMME

Purpose of report: To provide Members of the Select Committee with an update on the Your Fund Surrey community grant programme, presented for scrutiny.

Introduction:

1. Your Fund Surrey (YFS) is the County Council's community capital fund, focused on bringing community led projects to life. The programme was launched in November 2020 and, at that time, £100m of funding was made available over a five-year period to support community capital projects. All projects were to support the aims of Surrey's Community Vision 2030 and the programme supports the Council's priorities of empowering communities and ensuring no one is left behind.

2. An update report on the Fund was presented to Community, Environment and Highways (CEH) Select Committee on 5 December 2022. Following consideration of the report, committee members welcomed the accelerated pace of YFS approvals and asked Officers to bring an annual report to the Committee and to specifically address the following:

   The CEH Select Committee:

   - strongly supports the introduction (within the YFS framework) of the new regime designed to encourage smaller capital bids by providing an allocation of £50,000 (over two years) to each Member for this purpose, with encouragement to spend on Greener Futures initiatives if they wish

   - urges consideration of the possibility of increasing this Member allocation up to £100,000 to facilitate large, but not complex, community projects

   - commends the efforts of the Community Link Officers (CLOs) to raise awareness of YFS in the more deprived areas, but other actions may be necessary to secure successful funding for community projects in Surrey deciles one and two. The Committee regards this as a high priority

3. This Select Committee report sets out the progress of the Fund to-date and responds specifically to the points raised at the previous meeting, highlighted above.

Latest status of Your Fund Surrey

Your Fund Surrey – Large Community Projects (Large Fund)

4. Since the Fund was launched in 2020, the Large Fund has received over 340 applications and has funded 44 projects in every district and borough throughout the County, totalling over £20.5million. Residents and communities have benefitted from a wide range of community projects over the past three years, including community hubs, playgrounds, inclusive sports facilities, men's sheds, community gardens and accessible pathways. A list of all the funded projects is included in Annex 1.

5. There are over 50 live applications in the pipeline worth in excess of £34million. This includes applications at the idea submission stage, those preparing their full submission documents and those in the final assessment phase. The process is led by the applicant, which will influence when applications will be ready for review and not all the projects in the idea submission stage are expected to progress through to a decision.

Your Fund Surrey – Small Community Projects (Small Fund)

6. Following feedback from the CEH Select Committee, applicants and other elected Members, a new smaller fund, as part of the Your Fund Surrey programme, was launched in February 2023. The aim of the Small Fund was to utilise Divisional Member's understanding of their local communities to direct spend, ensure all communities throughout Surrey benefit from YFS investment and to introduce a simpler, quicker, and more accessible application process for smaller organisations and community groups.

7. The small fund initially provided each individual County Councillor with £50,000 to support smaller capital projects within their divisions, however this was subsequently reviewed, as recommended by the CEH Select Committee, and was increased to £100,000 per Councillor from March 2024. Members have until March 2025 to determine which projects they wish to support with their allocation.

8. To date, over 200 projects have been funded throughout the County from the Small Fund, totalling £2.17 million. This represents 27% of the total fund. A full list of funded projects is included in Annex 2. In addition, £350,000 worth of applications are currently being assessed. The majority of County Councillors have begun to use their allocation, but 8 Members have yet to support any

applications. The most commonly funded projects are the refurbishment of community / village halls, solar panels and provision of sports equipment.

9. Whilst there is no official pipeline, we know Members are in conversation with different community groups regarding potential projects and Officers are encouraging Members to decide which projects they wish to support as early as possible. This will allow projects to be funded and Members to publicise their contributions sufficiently in advance of the Surrey County elections in 2025.

10. We have noted a considerable up-take in applications over the past few months and we are now receiving between 10 and 15 new applications per week. It is anticipated there will be another significant increase in applications from the end of the pre-election period (July 2024) until the end of the year. From experience of the Your Councillor Community Fund, the majority of applications are submitted within the final few months.

Analysis of funding throughout the County

Your Fund Surrey – Large Community Projects

11. Outlined below is the split of spend to-date from the Large Fund across the County.

District / Borough	Amount Funded	No. of projects	Comments
Elmbridge	£2,040,092	6	Incl. Oxshott Hub £1.2m
Epsom and Ewell	£1,112,594	2	
Guildford	£5,524,890	9	Incl. Yvonne Arnaud £2.988m
Mole Valley	£3,379,629	2	Incl. Wildlife Aid £2.8m
Reigate & Banstead	£952,705	4	
Runnymede	£68,000	1	
Spelthorne	£2,595,654	5	Incl. Stanwell Events £1.1m
Surrey Heath	£14,000	1	
Tandridge	£2,583,820	9	Incl. Master Park £1.86m
Waverley	£1,116,640	3	
Woking	£1,155,628	2	
TOTAL	**£20,543,662**	**44**	

12. The above table highlights a lower proportion of funding in the areas of Surrey Heath and Runnymede, compared to the rest of the County, however there are projects in the pipeline from these areas. One project in Surrey Heath (c£500k) is due to be decided after the pre-election period and there are a further 3 projects in the pipeline for Runnymede (c£3m) and 3 in Surrey Heath (c£2m) which we hope will come forward before the end of the fund. Officers will continue to track and monitor spend and support applicants as necessary.

13. Officers have been working very closely with projects in Surrey County Council's designated Key Neighbourhoods and continue to do so. 16 of the funded projects support residents in Surrey Deciles 1 & 2 (the 20% most deprived areas of Surrey) and in the past year we have funded a number of projects in Spelthorne including c£1m towards the creation of a new community centre in Stanwell. We also recently funded a £1m project converting an old scout hut near Ash Wharf, Guildford, into a building the whole community can use. Both of these areas are located in designated key neighbourhoods.

14. We will continue to work with the Community Link Officers (CLOs) and applicants from our key neighbourhoods as we know they sometimes need more support with their applications and have needed longer to develop and submit their applications. We have working with community groups in 5 key neighbourhoods and are expecting their full submissions imminently.

15. Whilst not being geographically located in key neighbourhoods, all projects focus on Surrey County Council's objective of no one being left behind. As outlined on the website, projects are asked to focus on how their projects support vulnerable people or groups, support equality diversity and inclusion including minority groups, support areas of higher deprivation in surrey and have an environmentally friendly focus. All projects are completely accessible and are inclusive spaces for the whole community to enjoy. There is often a commercial element to projects which then allow them to offer free / discounted use to key groups within their communities.

Your Fund Surrey – Small Community Projects

16. Outlined in the table below is the current split of spend from the Small Fund between the different districts and boroughs. The total split is not even between the different areas as there are different numbers of County Councillors within every district or borough.

District / Borough	Total Fund	Funded to-date	Percentage
Elmbridge	£900,000	£435,728	48%

Epsom and Ewell	£500,000	£80,403	16%
Guildford	£1,000,000	£309,075	31%
Mole Valley	£600,000	£196,148	33%
Reigate and Banstead	£1,000,000	£92,361	9%
Runnymede	£600,000	£171,955	29%
Spelthorne	£700,000	£190,708	27%
Surrey Heath	£600,000	£124,782	21%
Tandridge	£600,000	£215,901	36%
Waverley	£900,000	£186,151	21%
Woking	£700,000	£161,159	23%
TOTAL	£8,100,000	£2,164,371089	27%

17. We are beginning a targeted approach to contact all Councillors to support them and determine what is in their pipeline. We understand a number of Councillors have identified projects they wish to support, but the applicant is finalising details and quotes for the project and so the application has yet to be submitted. The initial priority will be those Councillors who have yet to spend anything and/or the districts / boroughs with the least spend.

Benefits and legacy of the Funds

18. Of the Large Fund projects, 17 are now complete and we are beginning to monitor their use and evaluate the benefits the projects have brought to the local communities. We will be looking to carry out a formal piece of work to quantify their social value against our investment and evaluate how the projects have actively delivered against our prevention and health agenda. Following initial feedback from the projects, we are hearing about the considerable preventative impact the projects are having in our communities, much broader than initially anticipated. These include the following:

- A significant increases in membership, especially from minority groups
- There has been an increase in the sense of pride within communities who have designed and fundraised for a project. This has led to a reduction in antisocial behaviour and communities wanting to protect and look after their new assets.
- The funding has empowered communities to do more for themselves. A community group who formed specifically to apply for funding to improve a

local playground have recently applied for more external funding to improve their local neighbourhood further through a number of different projects.

- Funding has proven a catalyst to unlock other funding streams. Yvonne Arnaud Theatre have managed to raise significant additional monies as a result of our initial funding. Without our funding, they say this would not have been possible.

- A reduction in social isolation as people now have somewhere to go and feel a sense of community. This has been the case particularly for the 2 funded Men's Sheds projects, who's members have stated the projects have improved their mental health.

- Increased accessibility at all funded projects. An elderly resident in Tandridge is now able to visit a nature reserve throughout the whole year due to its' new all-weather trackway

- Significant increases in voluntary contributions and the pivotal role that brings to enrich our communities

19. The Council will monitor projects for at least 5 years and up to 20 years to ensure there is a lasting legacy and the full wider community benefits are realised. This will ensure the projects have delivered on their promises assessed during the approval process – whether that is offering additional and wider services to the community, providing free access to minority groups or ensuring the space is accessible to all. To ensure this happens, we will link them with our teams around the community to assure the Council the full benefits are being realised.

20. All funded projects are provided with a special plaque to install, which recognises the contribution Surrey County Council has made to support our goal to empower communities. We will be looking to create a network of funded projects, where we can link different projects together to support each other. They will be able to refer residents to provision elsewhere which will help to maximise the value and opportunity of YFS for residents and Surrey as a whole.

21. In advance of the County Council elections in May 2025, a review of all funding programmes will be undertaken in light of pre-election guidance. Updated advice, including potential amendments to current application deadlines, potential pauses of the Funds, and how funded projects will be communicated, will be provided to Members in good notice.

Conclusions:

22. Progress has been made against each of the recommendations from the previous select committee. An additional allocation has been made available for each County Councillor and funding is also available to our key neighbourhoods. Community benefits are being realised, but work is ongoing to quantify the social value against our investment. To ensure a distribution of projects throughout the County, work will be carried out to support applications in areas of the County with less spend.

Recommendations:

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

Next steps:

24. Officers, in conjunction with the Cabinet Member for Communities and Community Safety, to consider any recommendations arising from the Communities, Environment & Highways Select Committee meeting on 17 July 2023.

Report contact

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Sources/background papers

Refer to previous select committee reports

Agenda Communities, Environment and Highways Select Committee, 08/03/2022

Agenda Communities, Environment and Highways Select Committee, 05/12/2022

Annex 1

Funded projects as at 01/06/2024: YFS Large Community Projects

Organisation	Amount Funded	Project Summary	Community Benefits
Elmbridge			
1st Oxshott Scout Group and Oxshott Guides and Brownies	£1,187,817	Creation of a new community building	- Dedicated space for youth organisations to help foster a sense of community and belonging among young people. - Facilities upgraded so they are accessible for all. - Cultural and educational exchanges as residents will be from diverse backgrounds and bring different perspectives.
Sunbury and Walton Unit 327 of the Sea Cadet Corps	£370,100	Internal fit-out and commissioning of new Waterborne Training Centre	- Increased opportunities for young people to participate in waterborne sporting activities. - Improved community facilities and provision for local groups and organisations. - Accessible provision of female, male and disabled changing facilities. - Enhanced environmental credentials of a well-used community building. - Opportunities to enhance social interaction and improve health and wellbeing. - Improve the local economy through increased skills and volunteering opportunities. - Enable young people to undertake professional qualifications to increase chances of employment, skill development and outdoor learning.
Claygate Recreation Ground Trust	£35,000	Creation of a family garden, path, landscaping and introduction of picnic benches	- Improved accessibility allowing those with mobility challenges to enjoy the area - Promotion of outdoor activity, improving physical fitness - Improved mental wellbeing
Walton on Thames Charity	£53,675	Install a tree canopy to enable the use of an outside space all year round	- Year-round outdoor recreation area for different types of events - Encourages cultural activities such as festivals, performances, and markets - Improved community wellbeing and inclusive gathering space
Weybridge Men's Shed	£30,000	The building of two, double-garage sized wooden sheds to house Men's Shed's activities	- Reduces isolation and increase social interaction - Mental health and wellbeing benefits. - Knowledge sharing and mentorship through passing on traditional skills

Claygate Primary School	£363,500	Improving existing school pool to create an indoor community pool	- New community facility allowing greater participation. - Sports and recreation opportunities allowing for better health and wellbeing. - Improved accessibility for those with mobility issues
Epsom & Ewell			
Horton Chapel Arts and Heritage Society	£112,594	Landscaping of the grounds surrounding Horten Chapel creating new paths, seating and wildflower areas	- Encourage residents to meet and socialise in new community spaces. - Improved health and wellbeing through exercise - Increased accessibility for those with mobility challenges
Epsom Sports Club	£1,000,000	New Old Schools Lane Community and Sports Pavilion	- Improve physical and mental wellbeing of the community in Epsom & Ewell by providing an accessible and affordable local community facility - Meeting SCC ambition of 'Nobody Left Behind' by providing community amenities and support close to a Key Neighbourhood - Encouraging under-represented groups to play sports by providing accessible facilities
Guildford			
Disability Challengers	£99,000	An inclusive playground offering benefits for children, families and the community as a whole	- Allows those with disabilities and mobility issues to take part in recreational activities together - Improved health, fitness and wellbeing of young people in the area
The Church of the Good Shepherd	£27,065	Improve the indoor and outdoor facilities of the Shepherd's Rest Café	- Enhanced community meeting place with improved accessibility - New facilities enable more community events to be held
Lord Pirbright's Hall	£300,000	To create a new community pavilion	- Enhanced community facilities for sports and other activities. - Improved community health and wellbeing.
Ripley Village Hall	£645,035	Demolish existing building and create a fully accessible community building with 3 community rooms and external landscaping.	- Increased accessibility for individuals with disabilities or mobility issues - Increased community wellbeing via a wide range of recreational, fitness classes and social events
Normandy Community Shop and Cafe	£570,189	Creating a single-storey timber-framed, fibre cement clad shop and café to be run by the community.	- Local economic development. - Residents benefit from an area where they can meet and socialise, improving mental health and reducing loneliness. - Support for local producers and increasing access to local produce.

Yvonne Arnaud Theatre	£2,988,000	Improve the accessibility of the theatre and to create additional community spaces	- Improved accessibility so everyone is able to visit the theatre - Able to develop and extend current community programmes, educational development and workshops
The War & Spottiswoode Memorial Hall	£114,500	Peaslake Village Hall Extension	- Increased opportunities all young people to participate in art and theatre - Improved community facilities and provision for local groups and organisations - Better segregation and accessibility of facilities - Opportunities to enhance social interaction and improve health and wellbeing
1st Ash Vale Scout Group	£606,443	New building for 1st Ash Vale Scout Group and Community Meeting Place	- Provide a much-needed additional facility for community use in the area - Children and young people learn new skills - Opportunities to be active indoors and outdoors - Able to meet with others and get involved in projects to support the community.
Puttenham Parish Council	£ 174,658	Creation of a car park on unused land to encourage the community to access existing facilities	- Encourages community to access existing village facilities including playgrounds, community orchard and skateboard park - Encourages visitors to the village
Mole Valley			
Wildlife Aid Foundation	£2,808,000	Construction of a visitor centre and natural habitats	- Encourages wildlife conservation and biodiversity enhancements - Provide education and volunteering facility for whole of Surrey
Leatherhead & Dorking Gymnastics Club	£571,629	Creation of a new gymnasium and sensory room	- Accessibility to gymnastics for those with disabilities - Supporting those with disabilities in a therapeutic and supportive way - Positive impact on mental and physical health.
Reigate and Banstead			
Oakwood School	£150,000	Installation of a full-size, floodlit 3G pitch	- Provides a new inclusive, all-weather sports facility for the whole community - Increased recreational opportunities to reduce loneliness and enhance fitness.
Salfords Cricket Club	£431,000	Construction of a new pavilion to create a new community space	- New inclusive facility for the area - Improved social, cultural and recreational well-being
Reigate Rugby Club	£ 199,099	Regenerate existing multi-sport pitches with proper drainage and introduce	- Improved, environmentally sustainable recreational and sports facilities - Segregated shower units to encourage girls, women's and disabled sport

		solar panels to generate hot water in new segregated shower units	
South Park Sports Association	£150,000	Installation of a community 3G pitch	- Increased recreational and fitness opportunities. - Increases socialisation and reduces loneliness as facilities are accessible all year round
Runnymede			
Core Judo Academy	£68,000	Extension and improvement of existing car park and introduction of outdoor fitness area	- Increased access to green spaces. - Safe and accessible facilities for all members to be able to access.
Surrey Heath			
Camberley & District Men's Shed	£14,000	Refurbish the existing pavilion and install all necessary infrastructure and equipment to house the Men's Sheds	- Provide a new community gathering space - Reduce isolation and loneliness - Develop skills and create sense of pride
Tandridge			
Head2Head Theatre	£ 91,225	Creating a sustainable, energy-efficient centre for individuals with special needs and the wider local community through renovating the existing building	- Inclusive facility for individuals with special needs - Energy efficient building, promoting environmentally friendly practices
Warlingham Sports Club	£244,892	Reconfigure building to improve accessibility, overall functionality and enable it to become more inclusive	- Improved accessibility - Provide an improved facility for community events and gatherings
Limpsfield Parish Council	£49,509	Create new cycle and walking paths including improvements to footpaths, bridleways, information boards, maps, benches and rest places	- Improved accessibility for disabled people. - Encourage free physical activity to enhance wellbeing. - Tourism and local economy benefit from higher footfall.
Blanchman's Farm Local Nature Reserve	£119,000	Restoring the existing trackway around the nature reserve to make it fit for purpose and accessible for those with mobility issues	- Improves accessibility and inclusivity in the area - Physical, mental and social benefits for residents of all abilities

Master Park Pavilion Charity	£1,860,00	Demolition of the existing pavilion, and construction of a new fit-for-purpose building that will act as a community hub and sports pavilion	- Enhanced community facility for sports and other activities. - Will attract a wider range of residents, improving engagement and participation.
Bletchingley Village Primary School	£44,113	Creation of a new wellbeing garden	- Promoting outdoor learning for children. - Increased volunteering opportunities. - Reduced vehicle movements by providing improved local facilities. - Offering a new community space with opportunities to enhance social interaction, reduce isolation. and improve health and wellbeing. - Supporting the Council's green objectives through increasing biodiversity, reducing carbon emissions and noise pollution.
Bletchingley Parish Council	£95,000	Replacement of Stychens Lane Playground	- Enhancing children's social skills through outdoor and natural play. - Increasing physical activity and improving wellbeing. - Increased opportunities for volunteering. - Improving green open spaces to ensure they are accessible to all. - Reducing vehicle movements by improving local facilities.
Kingswood Shetlands & Friends Animal Assisted Therapy C.I.C	£69,935	A garden building and outdoor equipment	- Assisting young people who are not able to access education - Assisting special needs schools and local care homes to deliver AAT and incorporate recreation plans into their programs. - Supporting physical and mental health by providing unique opportunities to engage with animals. - Providing greater access to green spaces in Surrey. - Ensuring those with disabilities will be able to fully access and use the site. - Enhancing children's and young people's access to outdoor learning and skills development. - Supporting the Council's green objectives by educating children, youth, and other groups within the community about nature, animal welfare, or conservation. - Increased volunteering opportunities.
Tatsfield Parish Council	£10,146	Purchase of 10 recycled picnic tables for the village green	- Creating a community gathering space to enhance mental wellbeing - Supports local businesses.
Spelthorne			
8th Ashford (Middlesex) Scout Group	£899,645	Create a new scout headquarters, which will act as a shared space with other community groups	- Creation of a new community space encouraging community engagement and social interaction - Help foster skills such as leadership and teamwork

Stanwell Events	£1,105,834	Acorn Project – building extension and internal layout reconfiguration	- Ensuring Stanwell Events have a long-term base to support local residents - Enabling more services to be provided, and a larger number of residents being supported - Enhanced community cohesion - Increased wellbeing of local residents - Providing a space for local people to be proud of - Increased opportunities for partnership and collaborative working with a range of services
Ashford Town (Middlesex) Football Club Limited	£99,999	New Community 3G pitch	- Improve physical and mental wellbeing of the community in Stanwell and across the borough of Spelthorne by providing an accessible and affordable facility - Meeting SCC ambition of 'Nobody Left Behind' by supporting a Key Neighbourhood - Offering a new community space to enhance social interaction and physical wellbeing - Encouraging under-represented groups to play sports by providing accessible facilities - Aiming to tackle anti-social behaviour in the surrounding area by providing new activities
Friends of Kenyngton Manor Park	£190,176	Refurbishment of a playground to provide facilities for younger children	- Enhanced recreational activity. - Promotion of physical activity in a safe environment
WR Sports Club	£300,000	Extension to the clubhouse including new toilet, showers and kitchen	- Enhanced community hub, a welcoming space to gather and socialise. - Increased community outreach, including youth engagement - Better accessibility for those who have disability or mobility issues
Waverley			
The Parochial Church Council of the Ecclesiastical Parish of Haslemere	£1,000,000	The Link Community Hub – reconfiguration of existing building, adding first floor, new entrance, accessibility	- Several organisations planning to use the building to support children and young - people with counselling and other activities. - The building designed to be welcoming and the kitchen space offers the opportunity - for a cafe and social spaces for everyone. - The building is designed to be more sustainable and bicycle racks are included.
Park Mead Primary School	£99,900	Redevelopment of an existing ball court into a Multi-Use Games Arena (MUGA) with floodlights	- Increased recreational opportunities, all year round - Increases socialisation and reduces loneliness

Elstead Parish Council	£16,740	Irrigate the recreation ground to provide better, safer, facilities to the community	- Improved sports facilities, accessible for more residents - Enhanced safety for everyone involved in sports and recreational activities
Woking			
Surrey and Hampshire Canal Society	£75,000	A new, accessible electric canal boat and installing electric charging points along canal	- Sustainable, fully accessible, transportation allowing all residents to enjoy - Enhance tourism and the local economy
Old Woking and District Community Centre	£1,080,628	To refurbish and repair the existing building to create a community hub	- Facilities upgraded so they are accessible for all. - Cultural and educational exchanges as residents are from diverse backgrounds.

Annex 2

Funded projects as at 01/06/2024 : YFS Small Community Projects

Elmbridge

D Lewis	Oasis Childcare Centre Ltd	IT Infrastructure Upgrade	£10,590.00
	St Mary's Church Stoke d'Abernon	Hall Decking	£10,000.00
	The Parochial Church, Cobham	Hamilton Avenue Playground	£36,000.00
	Stoke D'Abernon Cricket Club	New Cricket Nets	£12,500.00
	Painshill Park Trust Ltd	Painshill Access Buggy	£6,867.00
			£75,957.00
E Mallett	St Peter's West Molesey	Community Hub Refurbishment	£50,000.00
			£50,000.00
J O'Reilly	Walton-on-Thames Cricket Club	Restore local recreation ground	£12,072.00
	Painshill Park Trust Ltd	Painshill Access Buggy	£6,866.00
			£18,938.00
M Sugden	FEDORA The Voice for Oxshott CIC	Bridleway footpath improvement	£15,000.00
	1st Claygate Scout Group	Solar Panel Installation	£5,000.00
	Claygate Village Hall Association	Hall Improvement Programme	£24,533.00
			£44,533.00
N Darby	Long Ditton Village Hall	Modernisation of the Club Room	£50,000.00
	Long Ditton PCC	Refurb community kitchen	£22,342.00
			£72,342.00
R Lake	Walton Parish PCC	Purchase new chairs and sofas	£3,275.00
	Walton Rowing Club	Solar Panels	£28,255.00
			£31,530.00
S Bax	Maritime Volunteer Service	Surrey MVS	£5,000.00
	Esher C Of E High School	Student Services Space	£23,150.00
	2nd Molesey Scout Group	Equipment 'Wheels & Water'	£12,000.00
			£40,150.00
T Oliver	Weybridge Vandals Cricket Club	Centenary Nets Project	£5,000.00
	Manby Lodge Infant School	School Resources	£2,000.00
	Brooklands Radio CIC	Upgrade PA system	£19,734.00
	Weybridge Rowing Club	Junior Squad Racing Boat	£12,000.00
			£38,734.00
A Tilling	Walton Parish PCC	Purchasing chairs and sofas	£3,275.00
	Walton Charity	Forest School provision	£6,359.00
	Elmbridge Community Eco Hub CIC	Eco Hub Energy Sustainability	£3,896.00
	Walton on Thames Alliance	Ashley Park Playground Refurb	£21,894.00
	Walton on Thames Cricket Club	Refurbishment of Cricket Nets	£18,000.00
	St Mary Oatlands	Garden Benches	£3,450.00
			£63,544.00
		TOTAL ELMBRIDGE	**£435,728.00**

Epsom & Ewell

J Beckett	Guides Association Epsom Division	Little Acres - disabled access	£2,500.00
			£2,500.00
E Kington	1st Cuddington Warspite Sea Scouts	Squirrel Scouts	£1,682.00
	Guide Association Epsom Division	Little Acres - disabled access	£20,000.00
			£21,682.00
J Mason			
			£0
S McCormick	Epsom Methodist Church	EMC Solar Panels	£31,222.00
			£31,222.00
B Muir	The Epsom Wells Community Association	Community Centre improvement	£24,999.00
			£24,999.00
		TOTAL EPSOM & EWELL	**£80,403.00**

Guildford

D Booth	Effingham Village Recreation Trust	Men's Shed Community Project	£18,774.00
	Guildford Environmental Forum	Mount Volunteers	£3,400.00
	Effingham Village Recreation Trust	Community Hub Space Repair	£17,826.00
	Ripley Bowling Club	New Roof for Short Mat Bowls	£10,000.00
	East Clandon Parish Council	Village Fete Revival - The Shed	£8,500.00
			£58,500.00
F Davidson	Guildford Town Centre Chaplaincy	Outreach project enhancement	£2,972.00
	Rosamund Community Garden	Rosamund Volunteer Amenities	£6,075.00
			£9,047.00
M Furniss	Seale and the Sands Summer Show	Main marquee for stage	£9,804.00
	Wanborough Village Hall Committee	Village Hall Kitchen Refurb	£3,467.00
	4th Farnham (Tongham) Scouts	New HQ Building	£4,000.00
	Tongham Care Group	Replacement Cricket Screen	£1,070.00
	Puttenham Parish Council	Community Youth Cricket Nets	£6,230.00
	Seale Village Hall	Kitchen Refurbishment	£5,500.00
	Artinton Parish Council	Notice Boards	£1,600.00
	The Sands Room	Let's Get Flowing	£4,882.00
	Shalford Village Hall	Installation of New Fire Doors	£9,898.00
	Seale and the Sands Summer Show	Equipment Storage	£5,893.00
	Puttenham Parish Council	Sit on Lawn Mower	£5,667.00
			£58,011.00
A Goodwin	Guildford Environmental Forum	The Mount Volunteers	£5,225.00
	Surrey Lifelong Learning Partnership	Bike Project Surrey	£2,500.00
	Sandfield Primary School	CoGreen	£1,500.00
			£9,225.00
R Hughes	Shere Village Hall	Improved Wheelchair Access	£14,424.00
	1st SEND (St Mary's) Scouts	Send Scout Changing Facilities	£8,797.00
	Shere Parochial Church Council	OSR Wheelchair Access	£38,000.00
	Holmbury St Mary Village Hall Trust	Refurbishment of Hall Kitchen	£8,000.00
	Peaslake Nursery	Canopy & Greenery Project	£7,905.00
	Friends of St Michael's Barn Church	Community Project	£8,000.00
			£85,126.00
J McShane	Surrey Lifelong Learning Partnership	Bike Project Surrey	£2,500.00
			£2,500.00
C Morson			**£0.00**
G Potter	George Abbot School	Greenhouse at George Abbot	£3,990.00
	Artventure Trust Limited	Artventure Garden	£5,000.00
	Hedger's Almshouses	Hedger's Garden Room	£24,194.00
			£33,184.00
F White	Westborough United Reformed	Lighting Upgrade	£3,900.00
			£3,900.00
K Witham	Fairlands Liddington Hall	Solar Panels	£6,205.00
	Fox Corner Wildlife Area Association	Boardwalk	£10,000.00
	Stella Hancock Driving Group RDA	Defibrillator for Charity	£1,000.00
	Jacobs Well Village Hall	Defibrillator for Village Hall	£1,211.00
	Normandy Cricket Club	Solar Panels f	£8,000.00
	Pirbright Cricket Club	Non Turf Pitch	£2,500.00
	Worplesdon Tennis Club	Tennis Club - Refurbishments	£19,000.00
			£49,582.00
		TOTAL GUILDFORD	**£309,075.00**

Mole Valley

H Clack	Reigate Pilgrims Cricket Club	Toilet Refurbishment	£2,500.00
	The Hamilton Room	Refurbishment	£5,000.00
	The Amber Foundation	Team Room Project	£13,500.00
	Brockham Village Hall	Conversion of Snooker Room	£9,000.00
			£30,000.00
S Cooksey	Chart Downs Community Centre	Improved disabled access	£22,169.00
			£22,169.00
C Curran	Bookham Residents' Association	Lower Shott Upgrade	£4,325.00
	Fetcham Residents Association	Heritage Village Sign	£2,000.00
	Fetcham Residents Association	Heritage Village Sign	£6,500.00
			£12,825.00
T Hall	Leatherhead Community Hub	Improvements to building	£7,660.00
	Freewheelers Theatre & Media Ltd	Equipment for access	£12,000.00
	All Saints Preschool Leatherhead	Kitchen and Hall Refurbishment	£11,163.00
	Fetcham Residents Association	Heritage Village Sign	£2,000.00
	Leatherhead FC	Wheelchair Viewing Platform	£9,590.00
	Fetcham Residents Association	Heritage Village Sign	£6,500.00
	St Mary's Parish Church, Fetcham	Community Storage	£6,800.00
			£55,713.00
C Townsend	Ashtead Cricket Club	Upgrade female washroom	£9,650.00
	Ashtead Cricket Club	Practice netting replacement	£17,682.00
			£27,332.00
H Watson	Christ Church Coldharbour PCC	Storage for the John Venus Hall	£2,000.00
	The Amber Foundation	Team Room Project	£13,500.00
	Oakwood Hill Village Hall	Improving Disabled Access	£8,550.00
	The Ashcombe School	Community Gym	£12,500.00
	Denbies Wine Estate Tld	E-Cycle solar chargers	£11,559.00
			£48,109.00
		TOTAL MOLE VALLEY	**£196,148.00**

Reigate and Banstead

C Baart	Active Prospects Charity	Accessible Allotment Project	£3,915.00
			£3,915.00
J Beech	Horley Town Council	Playground Railings	£17,000.00
			£17,000.00
L Bennett	PCC St Margarets Chipstead	PA Hall Floor Replacement	£3,747.00
			£3,747.00
N Bramhall	10th Redhill Guides	Guide Camp Store	£5,524.00
	Welcare in East Surrey	Replacement of failing flat roof	£2,832.00
			£8,356.00
J Essex	Watercolour Community Space	Community Space Fit Out	£24,000.00
	Watercolour Community Space	Underfloor Heating System	£9,017.00
			£33,017.00
N Harrison			**£0.00**
F Kelly			**£0.00**
V Lewanski			**£0.00**
A Lynch	Horley Town Council	Court Lodge Playground Railings	£14,209.00
	Horley Town Council	Flower Planters	£2,379.00
	Horley Town Council	Court Lodge Defibrillator	£1,195.00
	Horley Town Council	Car Park Improvements	£8,543.00
			£26,326.00
R Paul	Kingswood Residents Association	Kingswood Village Enhancement & Community Christmas Project	£10,463.00
			£10,463.00
		TOTAL REIGATE & BANSTEAD	**£102,824.00**

Runnymede

J Furey			**£0.00**
M Heath			**£0.00**
J Hulley	Virginia Water FC	Disabled Access/Drainage Work	£25,000.00
	Lyne Village Hall Committee	The Pavilion project	£43,910.00
			£68,910.00
R King	Thorpe Lea Primary School	Gazebo	£5,000.00
	Manorcroft Primary School	IT for All	£5,352.00
	The Hythe School	Early Years Outdoor Area	£4,661.00
	Manorcroft Nursery	Sensory Den	£6,300.00
	Surrey Youth Motorcycle Trials Club	Full size electric trials bike	£5,000.00
			£26,313.00
S Lewis	Addlestone Canoe Club	Canoe replacement project	£7,520.00
	All Saints New Haw	Lighting Update	£4,453.00
	All Saints New Haw	Hardstanding for Bike Rack	£1,592.00
	New Haw Club and Institute	New Haw Club Refurbishment	£6,492.00
	New Haw Club and Institute	New Haw Club Refurbishment	£5,383.00
	2nd New Haw Scout Group	Activity project	£1,972.00
			£44,912.00
M Nuti	St Peters Shared Church	Re-Ordering Project	£17,000.00
	Chertsey Agricultural Association	Gala Gazebos	£2,820.00
	Chertsey Town Football Club	New LED Floodlights	£12,000.00
			£31,820.00
		TOTAL RUNNYMEDE	**£171,955.00**

Spelthorne

M Attewell	Greeno Centre	Greeno New Café	£38,000.00
	Girlguiding Surrey West (Paxmead)	Paxmead Swing and Pizza Oven	£11,733.00
			£49,733.00
R Evans	1st Stanwell Scout Group	Replacement of Flat Roof	£8,500.00
			£8,500.00
H Boparai	St Saviour's Church	Community and Foodbank Hub	£50,000.00
			£50,000.00
S Mooney			**£0**
J Sexton	CareUK	Minibus for Care Home	£20,000.00
			£20,000.00
D Turner Stewart	Manor & Priory Residents Association	M&PRA 2024 Programme	£3,270.00
			£3,270.00
B Weerasinghe	Kempton Cricket Club	Refurbishment for Youth	£10,100.00
	Sunbury Cricket Club	Practice Net Renovation	£10,000.00
	1st Charlton Air and Sea Scouts	Community Access Point	£10,000.00
	Cameo Daycentres	Refurbishment of toilets venue	£10,000.00
			£59,205.00
		TOTAL SPELTHORNE	**£190,708.00**

Surrey Heath

P Deach	Mytchett Community Association	LED tubes for the Main Hall	£1,282.00
	Parish Council of Frimley Parish	Community Centre Energy Project	£7,500.00
	Deepcut Village Association	Provision of Solar Panels	£22,000.00
			£30,782.00
E Hawkins	Heatherside Community Assoc.	Refurbishment of floor	£4,850.00
	Heather Ridge Infant School	Security Fencing	£23,824.00
			£28,674.00
T Hogg	Frimley & Camberley Cadet Corps	Roof Replacement	£9,100.00
	The Old Dean Recreation Site	Accessible Toilet	£3,808.00
	Old Dean Bowling Club	CCTV Installation and Upgrade	£2,460.00
			£15,368.00
R Jennings-Evans	Lightwater Library Association	LLA Building Improvement	£2,947.00
	1st Lightwater Scout Group	Sound (Noise) Absorbing Panels	£2,672.00
			£5,619.00
D Lewis	Parish Council of Frimley Parish	Community Centre Energy Project	£7,500.00
			£7,500.00
R Tear	St Lawrence C of E Primary School	Board for School Hall	£5,364.00
	Chobham Recreation Ground	Playground Safety Surface	£10,000.00
	TAMAT	Disabled ramp	£17,950.00
	St Lawrence C of E Primary School	Board for School Hall	£3,525.00
			£36,839.00
		TOTAL SURREY HEATH	**£124,782.00**

Tandridge

C Farr	Outwood Parish Council	New kissing gates on footpaths	£2,000.00
	Godstone Parish Council	New path to playground	£6,000.00
	South Nutfield Cricket Club	Cricket Development	£2,500.00
	Nutfield Memorial Hall	Roller Shutter Replacement	£2,676.00
	Outwood Parish Council	Outwood Common Signpost	£2,000.00
			£15,176.00
J Gray	East Surrey Museum	Wooden Carved Sign	£1,870.00
			£1,870.00
C McIntosh	Hurst Green Infant School	School Wildlife Pond	£10,000.00
	Tandridge Access Group	Glebe Field Access Project	£8,051.00
	Bletchingley Skills Centre	Sensory Garden	£5,000.00
	Tandridge Access Group	Glebe Field Access Project	£4,810.00
	St Mary's C of E Primary School	St Mary's Community Pool	£30,000.00
			£57,861.00
R Rush	Chelsham and Farleigh PC	Chelsham Common Pond Project	£8,660.00
	Tatsfield Parish Council	Village Green Area Revamp	£10,620.00
	Warlingham Parish Council	Community Library Refurbishment	£22,750.00
			£42,030.00
L Steeds	Dormansland Baptist Church	DBC Hall Renovation Project	£5,555.00
	Dormansland War Memorial Hall	DBC Hall Repairs	£6,000.00
	St Peter & St Paul Lingfield PC	Restoration of church pipe organ	£11,000.00
	Lingfield Youth Hub	Youth Hub Equipment	£4,730.00
	Lingfield FC	Shower changing room refurb	£10,000.00
	Bloomin' Arts	New Floor at Bloomin' Arts	£9,196.00
	Dormansland Primary School PTA	Outdoor Playground Storage	£1,920.00
	Friends of Burstow School	Better technology	£1,599.00
	Dormansland War Memorial Hall	New windows, flooring and ceiling	£10,000.00
	Bloomin' Arts	New automatic door	£1,473.00
	Young Epilepsy	Soundbeam for students	£3,525.00
			£64,998.00
J Webster	Chaldon Community Trust	New hut for Chaldon Village Fete	£2,073.00
	9th Caterham Guides	Summer Camp Tent	£1,098.00
	Westway Centre Caterham	Replacement Kitchen Equipment	£10,420.00
	St Mary's Church Caterham	Organ Restoration Project	£2,000.00
	Prospero Theatre	Touring to non-arts spaces	£4,108.00
	Caterham Barracks Trust	Windows Replacement	£6,161.00
	Chaldon Community Trust	Improve heating	£8,106.00
			£33,966.00
		TOTAL TANDRIDGE	**£215,901.00**

Waverley

K Deanus	Chiddingfold Village Hall Charity	Village Hall Improvements	£3,000.00
	Hambledon Cricket Club	Club Storage Container	£7,378.00
	Hambledon FC	Portable Training Lights	£2,000.00
	Wonersh Parish Council	Lords Playgrounds Rejuvenation	£10,000.00
	Alfold Village Hall Committee	First Step of Hall Refurbishment	£7,500.00
			£29,878.00
P Follows			**£0.00**
D Harmer	Churt Village Hall	Children's Furniture Project	£6,086.00
	Peper Harow Parish Meeting	Water Meadow Parish Notice Board	£1,368.00
	Thursley Parish Council	Media Equipment	£1650.00
			£9104.00
A MacLeod	Farnham Round Table	Santa Sleigh Storage	£14,300.00
	FAOS Musical Theatre Group	Raise the roof project	£4,794.00
	Creative Response Arts	Digital project	£11,140.00
			£30,234.00
M Martin	Bourne PCC Brambleton Hall	Sliding Doors Brambleton Hall	£15,000.00
	The Bourne Show Committee	Bourne Recreation Ground Play Area	£1,950.00
			£16,950.00
C Powell	Hale Nursery & Primary School	Hale Nursery & Primary Library	£10,000.00
			£10,000.00
P Rivers	St John's Parish Church	Upgrade to Public Sound System	£4,000.00
	The Meath Epilepsy Charity	Vehicle for adults with disabilities	£10,000.00
	Farncombe Community Garden	Garden Accessibility	£24,238.00
	Waverley Borough Council	Broadwater Lake Planting Project	£2,000.00
	Farncombe Day Centre Limited	Blinds/UV film corridor windows	£4,500.00
	Rotary Club Godalming Woolsack	Youth Centre Garden Room	£7,500.00
			£52,238.00
J Robini	Haslemere Community Centre	Heat pump	£4,747.00
	Haslemere Lawn Tennis Club Ltd	Floodlight Replacement with LEDs	£10,000.00
			£14,747.00
E Townsend	Ewhurst Bowling Club	Refurbishment	£3,000.00
	Cranleigh and District Lions Club	Inclusive Play Equipment	£10,000.00
	Cranleigh Heritage Trust	Napper College	£10,000.00
			£23,000.00
		TOTAL WAVERLEY	**£186,151.00**

Woking

A Azad			**£0.00**
A Boote	Woking Borough Council	Graduate room flooring upgrade	£10,000.00
	St Mary's CofE Primary School	Reading Pods	£10,000.00
	Byfleet Bowls Club	Purchase of Club Equipment	£1,825.00
			£21,825.00
E Bowes	Pyrford Cricket Club	Replacement Clubhouse Windows	£6,680.00
	Pyrford CofE Primary School	Pyrford School Pond	£1,000.00
	Pyford Village War Memorial Hall	External Insulation and Re-Rendering	£15,443.00
			£23,123.00
LSpencer	Welcome Church	Welcome Church, Helios Project	£49,941.00
			£49,941.00
R Khan	Woodham Parish Hall	Fire Escape Doors	£2,000.00
			£2,000.00
S Hussain	Knaphill Schools PTA	Knaphill Schools Eco Project	£44,096.00
			£44,096.00
W Forster	Woking United Reformed Church	Batteries for Solar Power	£15,000.00
	Mayford Village Hall	Sustainable Futureproofing	£5,174.00
			£20,174.00
		TOTAL WOKING	**£161,159.00**

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE

MONDAY 17 JULY 2024

Forward Work Programme (FWP) and Recommendation Tracker (RT)

Purpose of report: To review and agree the Forward Work Programme (FWP) and Recommendation Tracker (RT). 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 2024/25 (Annex A).
3. The RT tracks recommendations made by the Committee as well as actions or requests (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.

Dilip Agarwal
Scrutiny Officer | Democratic Services | Law and Governance
Surrey County Council | dilip.agarwal1@surreycc.gov.uk

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Communities, Environment and Highways Select Committee Forward Work Programme 2024 – 2025

Communities, Environment and Highways Select Committee | Chairman: Jonathan Hulley I Scrutiny Officer: Dilip Agarwal Democratic Services Assistant: Jacob Schanzenbach						
Date of Meeting	**Type of Scrutiny**	**Issue for Scrutiny**	**Purpose**	**Outcome**	**Relevant Organisational Priority**	**Cabinet Member/Lead Officer**
17 July 2024						
	Policy Development	**1. Road Safety Strategy & Speed Limit Policy – Consultation Results**	Outcomes of public consultation on new Road Safety Strategy & 20mph policy, launched January 2024.	The Committee to provide feedback on the outcomes of the consultation and to seek an update on the issues of i) Funding and ii) Community Engagement which were recommendations from December 2023 Committee Session.		Matt Furniss, Cabinet Member for Cabinet Member for Highways, Transport and Economic Growth Katie Stewart, Executive Director for Environment, Growth, Land, Property and Infrastructure
	Performance Review	**2. Surrey Fire and Rescue Service Performance Report**	To provide the Select Committee with performance information on the Surrey Fire and Rescue Service.	The Committee to review the performance, provide oversight and feedback.	Empowering communities Growing a sustainable economy so everyone can benefit	Kevin Deanus, Cabinet Member for the Fire Service Dan Quin, Chief Fire Officer Bernadette Beckett, Chief of Staff
	Progress Report	**3. 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

	Progress Report	**4. Utilities Implementation Update**				Deputy Cabinet Member, Cllr Hulley
	Progress Report	**5. Verge-Cutting Programme Update**				Deputy Cabinet Member, Cllr Bax
15 October 2024						
	Pre-decision scrutiny	**1.Surrey Transport Plan (LTP4) Delivery Plan**	First sight of the new Surrey Transport Plan Delivery Plan. Committee reviewed the approach to developing the delivery plan in October 2023. To include: **EV rollout update** and review of progress to align highways policies with LTP4.	The Committee to provide input on the new delivery plan.		Matt Furniss, Cabinet Member Katie Stewart, Executive Director
	Progress report	**2.Climate Change Delivery Plan Annual update**	To receive a whole programme assessment annual progress report on the Climate Change Delivery Plan. To cover Greener Futures Communication and Engagement Strategy issues and update on Committee recommendations.	The Committee to provide its feedback progress against the Plan.	Enabling a greener future	Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport & Infrastructure Carolyn McKenzie, Director – Environment
IN PRIVATE AFTERNOON	Budget	**3.Budget Briefing (no. 2)**	Informal Budget Briefing Session To consider deep-dive recommendations to inform draft budget proposals.			
December 2024						
	Budget Scrutiny	**1.Budget 2024/25 and Medium-Term Financial Strategy**	Select Committee to receive draft budget proposals for 2023/24.	The Select Committee scrutinises the Council's budget proposals, provides feedback and makes recommendations, if required.	Growing a sustainable economy so everyone can benefit	David Lewis, Cabinet Member for Finance & Resources

	Pre Scrutiny	**2.SFRS** **a) Draft Community Risk Management Plan** **b) Surrey Fire and Rescue Service Performance Report**	Members Development Session April prior to Public Consultation on new CRMP May-July 2024. Proposals to be presented to CLT and icab October 2024.	The Committee to review and input into new CRMP prior to Cabinet Approval in January and full Council March 2025	Empowering communities Growing a sustainable economy so everyone can benefit	Denise Turner-Stewart Cabinet Member for Communities and Community Safety Dan Quin, Chief Fire Officer Bernadette Beckett, Chief of Staff
TBC	Pre- decision	**3. The County Deal**	To update on progress made and the devolution agenda. Council decision due early 2025.			
February 2025						
tbc	Pre-Decision	**1.Rights of Way Improvement Plan**	Review interest after 5 Feb Briefing session and decide how to factor into Scrutiny plans. Plan under consultation. Due to be approved and finalised end March 2025.			
Tbc	Strategy Update	**2.Waste Infrastructure Update**				
tbc	Policy Development	**3.Climate Change Adaption Plan** To receive a report that sets out how Surrey needs to adapt and build resilience to the impacts of climate change such as increased flooding, droughts, heatwaves and wildfires.	The committee to provide its feedback on the proposed Climate Change Adaptation Plan.	Empowering communities Growing a sustainable economy so everyone can benefit. Enabling a greener future	Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director for Environment, Transport & Infrastructure Carolyn McKenzie – Director, Environment.	

WRITTEN UPDATES or INFORMAL BRIEFING SESSION or VISITS or WORKSHOPS

15 July 2024	**Site Visit**	**RINGWAY & PARKING ENFORCEMENT**	To provide Committee an update on Highways maintenance issues management and parking enforcement and an overview of relevant systems.			
~~May 2024~~ Now October 24		**Greener Futures – Communications & Engagement Strategy** *To be considered initially at GFRG followed by an update to the CEHS Committee in October as part of the Climate Change item.*	Recommendation from 5 July Committee Session on Greener Finance Strategy: that the Committee requests an update on progress in early 2024 including on the Communications & Engagement Strategy and steps taken to engage residents on Net Zero. This should cover actions taken to implement the Climate Action Motion agreed by Council in July 2022 tabled by Lance Spencer.	The Greener Futures Group Manager committed to an update on progress to the committee in early 2024 to include an update on the Communications and Engagement approach and strategy. 25/09/2023.	Enabling a Greener Future	Marisa Heath, Cabinet Member for Environment Carolyn McKenzie, Director – Environment
Mid September	**Committee Briefing**	**London Road**	To update the Committee on decision being made on Section 1 – September Cabinet 2024.			
Autumn 2024	**Written Update**	**LEP transition Update**	LEPs will formally transfer in April 24. *Agreed Written update to be provided in the autumn once transactional change has worked through.* Background: Recommendation from December 2024 Committee session that an update on LEP integration is provided to the Committee by May 2024.	The Committee: *"Endorses the planned governance review of the One Surrey Growth Board and the vital importance of ensuring local business voices and needs are at the heart of decision making and arrangements going forward. Requests the Cabinet Member/Service to report back to the Committee on 'business voice' and on progress more broadly with integration by the end of this Municipal year (May 2024)."*	Empowering communities Growing a sustainable economy so everyone can benefit	Matt Furniss, Cabinet Michael Coughlin, Executive Director, Partnerships, Prosperity and Growth
Autumn 2024	**Written Update**	**Housing strategy Progress Update**	Recommendation from 4 December 2024 Committee session that Cabinet Member report back to the Committee on progress against the Strategy at or before the October 2024 Committee session, including	The Committee to review progress, provide oversight and feedback.	Empowering communities Growing a sustainable	Denise Turner-Stewart, Cabinet Member for Communities and Community Safety

			on progress against workstream KPIs for the SCC Programme for Housing. Additional recommendation for the Service to report back to the Committee on progress to engage Districts and Boroughs on the Housing Strategy and resolve outstanding issues by May 2025.		economy so everyone can benefit	Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth

ITEMS NOT SCHEDULED:						
TBC **(feb 25 tbc)**	Pre-Decision	**Rights of Way Improvement Plan**	Review interest after 5 Feb Briefing session and decide how to factor into Scrutiny plans. Plan under consultation. Due to be approved and finalised end March 2025.			
TBC	Policy development	**The Nature recovery strategy** to include countryside, rural matters and land management.	To review draft Nature recovery strategy and provide input to development.			
TBC	Progress Update	**Registrars Service Update**	Rationalisation of the Registrars Service including modifying the Estate. Review of income.			
TBC	Progress Update	**Partnership in Towns Update**	Update on developing approach following Committee Workshop in April 2024.			
TBC	Progress Update	**River Thames Scheme**	Update Members on the scheme. Some local opposition to aspects.			

SPECIAL SESSIONS ON UTILITIES (Private): The Select Committee has set up a time limited series of Special Sessions on Utilities with a focus on achieving better alignment of Surrey's and the Utilities strategic priorities in order to support and facilitate Surreys growth and net zero ambitions, as well as improving residents well being. Utilities are defined as water, energy, telecoms. The aim of the Special Sessions are to identify:

• **what is going well and what the issues are and how these can be better managed, resolved and mitigated** • **a set of joint actions to progress more collaborative strategic planning with a strong place based focus** • **a future mechanism for strategic engagement**						
January 2024	Water Scrutiny	Special Session on Water & Waste	To Committee to probe: - Better coordination of operational works - Better communication between stakeholders & engagement with the public esp in emergency - Waste management, harmful discharge/sewage overflows & long term environmental improvements - More effective & resilient strategic planning - Understanding vulnerable customers			Thames Water Affinity Water South East Water SES Water Water Resources South East
April 2024	Energy Scrutiny	Special Session on Energy	To Committee to probe: - Better coordination of operational works - Better communication between stakeholders & engagement with the public esp in emergency - Grid Connections - LEAP development - More effective & resilient strategic planning - Understanding vulnerable customers			SSE SGN Cadent UKPN
October TBC	Digital/ Telecoms Scrutiny	Special Session on Digital/Telecoms				
	Regulators & Government	Special Session with Local Government, Government & Regulators				

BUDGET SCRUTINY 2024						
1July 2024	Budget Scrutiny	Informal Budget Briefing				
July-August	Budget Scrutiny	Informal Budget Deep Dives				

15 October 2024	Budget Scrutiny	Informal Budget Briefing (to follow public session)				
5 December 2024	Budget Scrutiny	Public Committee Session to Review draft Budget.				

GREENER FUTURES REFERENCE GROUP						
31 July 2024		Greener Futures Investment Plan				
October tbc						
January 2025 tbc						
April 2025 tbc						

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COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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

KEY			
	No Progress Reported	Action In Progress	Action Completed

RECOMMENDATIONS

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
5 July 2023	Green Finance Strategy [Item 6]	**CEHSC 51/23:** Welcomes the review of effective communications and steps to 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.				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. Agreed in forward planning that Engagement Strategy to be considered in GFRG prior to update to CEHSC October 2024.
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. Agreed in forward planning that Engagement Strategy to be considered in GFRG prior to update to CEHSC October 2024.
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				Changes to be made by *December 2024* and considered by the Greener Futures Reference Group. Progress to be reviewed when the Delivery Plan comes back to Committee in October 2024.

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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KEY	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
		the medium-term financial 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.				Update to be provided in October 2024.
4 December 2023	Partnerships Prosperity & Growth Update: Homes Strategy & LEP Transition of Functions	**CEHSC 80/23:** Endorses the planned governance review of the One Surrey Growth Board and the vital importance of ensuring local business voices and needs are at the heart of decision making and arrangements going forward. Requests the Cabinet Member/Service to report back to the Committee on 'business voice' and on progress more broadly with integration by the end of this Municipal year (May 2024).				Committee to be updated on LEP and County Deal December 2024 tbc.

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
4 December 2023	Partnerships Prosperity & Growth Update: Homes Strategy & LEP Transition of Functions	**CEHSC 82/23:** Recognises the efforts that have been made to engage Districts and Boroughs and that these are ongoing. Asks the Service to continue working to resolve these issues and for the Cabinet Member to report back to the Committee on the state of play in this regard before the end of the next Municipal year (May 2025).				Acknowledged. An update will be shared with the committee. (Response 1 March 2024) *Written Update to be provided Autumn 2024.*
4 December 2023	Partnerships Prosperity & Growth Update: Homes Strategy & LEP Transition of Functions	**CEHSC 83/23:** Asks the Cabinet Member and the relevant Executive Directors to update the Committee on progress against the Strategy at or before its October 2024 Session, including on progress against workstream KPIs for the SCC Programme for Housing as appropriate.				Acknowledged. An update will be shared with the committee. (Response 1 March 2024) *Written Update to be provided Autumn 2024.*
7 February 2024	ETI Performance report [Item 5]	**6/24** Requests further work to improve signage on the highways network to improve information to residents; and	Lucy Monie			We are continuing to review how we improve this area and hope to implement some new signage in the summer. A new highways email subscription has been launched and we have seen a good response. Work is ongoing to see how we can

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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KEY			
	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
		to publicise mechanisms for residents to report issues and faults				improve our website and social media to support how we publicise reporting mechanisms
7 February 2024	ETI Performance report [Item 5]	**7/24** Requests that additional KPIs/metrics be developed in respect of cycling and active travel and a target for reducing the number of car journeys on our roads.	Jo Diggens			The Performance team will review the opportunities available to incorporate these metrics into the Framework for Highways & Transport.
7 February 2024	Mineral and Waste Local Plan [Item 7]	**9/24** Notes with concern the ongoing difficulty in identifying suitable land for waste management facilities to bridge the forecast capacity gap in Surrey beyond 2035 and the further additional 'call for sites' underway and applauds the efforts that are being made.	Caroline Smith		16/03/24	Update awaited.
7 February 2024	Mineral and Waste Local Plan [Item 7]	**10/24** Urges the Service to prioritise proactive discussions with Surrey's LPAs and other partners to identify suitable land and/or alternative ways of increasing capacity at existing suitable sites through expansion, diversification or improvement or use of facilities in neighbouring counties.	Caroline Smith		16/03/24	Update awaited.

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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KEY	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
7 February 2024	Mineral and Waste Local Plan [Item 7]	**11/24** Commends the project management approach and the detailed communication and engagement plans which include steps to keep members fully informed during the preferred options consultation; and invites officers to provide an update to the Committee at an appropriate time.	Caroline Smith		16/03/24	Update awaited.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	Recommends and **supports the development of a clear set of performance measures, targets and metrics** around take up of the service to provide Cllrs and residents clarity over the success of service take-up and on where to focus communications or other efforts to encourage take-up; as well as clarity over where targets are not being met so that decisions around value for money can be made.			4 July 2024	Distributed to Officers on 4 May 2024.

COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER

July 2024

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

KEY	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	Supports the **development and implementation of a communications plan** to support the introduction of the new Surrey Connect DDRT services which will be vital to growing patronage on existing and new services and agrees the recommendation that this be bought back to the Committee for scrutiny at a date to be agreed with officers.			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	Notes that this is an expensive service benefiting a relatively small number of people and that **ongoing monitoring of the success and take up of the service is therefore critical** and requests that the Committee is kept up to date on progress and that a report is submitted in 6 months' time *(by end October 2024).*			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**Encourages further exploration of opportunities to expand and maximise use of the service** to			4 July 2024	Distributed to Officers on 4 May 2024.

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July 2024

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		address resident needs for example to access medical appointments.				
29 April 2024	Bus Service Improvement Plan Update [Item 6]	Welcomes the comprehensive update and notes the requirement for the County Council to complete and submit the updated BSIP to DfT by 12 June or otherwise risk a delay in the release or the potential loss of the second instalment of £3.9m of BSIP Phase 2 funding.			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Bus Service Improvement Plan Update [Item 6]	**Welcomes the priority that is being given by the Council to Bus Services** which are vital to delivering greener futures objectives and to improving outcomes for residents through faster, more reliable, and cheaper public transport and continues to encourage the council to keep investing in and prioritising these services.			4 July 2024	Distributed to Officers on 4 May 2024.

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29 April 2024	Bus Service Improvement Plan Update [Item 6]	**Encourages better engagement with members on Bus Service changes and improvements** to enable them to promote services to residents and asks that this be factored into wider work to develop a Communications plan.			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Land Management Policy [Item 7]	**Welcomes the Land Management Policy and Framework** and the greater focus this brings on Surrey County Council's land-based assets and the opportunities these present for furthering strategic outcomes including to support the local economy and achieve climate change and biodiversity targets.			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Land Management Policy [Item 7]	Notes the extent and richness of Surrey County Council's land-based estate comprising over 10,000 acres of countryside and 3,000 kilometres of public rights of way and **supports continued work to optimise this estate to deliver benefits to the**			4 July 2024	Distributed to Officers on 4 May 2024.

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		residents of Surrey, including through leisure and recreation, mental and physical health, sequestering carbon and supporting biodiversity.				
29 April 2024	Sustainable Food Strategy- Report on Council Motion [Item 8]	**Notes the comprehensive work to develop the Surrey's Whole System Food Strategy** and the Surrey County Council Climate Change Strategy and the key ambition they set to make our local food system more sustainable, empower local people to make healthier food choices and reduce the impact of food system on climate change, and that these ambitions align closely with those set out in the Motion.			4 July 2024	Distributed to Officers on 4 May 2024.
29 April 2024	Sustainable Food Strategy- Report on Council Motion [Item 8]	**Agrees the Service recommendations for resolutions 1,3,4,5 of the Council Motion and that further work should take place outside of Committee to amend and agree resolution 2** of the Motion			4 July 2024	Distributed to Officers on 4 May 2024. Item deferred to September Council due to pre-election period.

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		taking into account the Committee's discussion and points made; and for the Committee to report to Council with recommendations in July 2024.				
29 April 2024	Sustainable Food Strategy- Report on Council Motion [Item 8]	**Encourage development of KPIs** to measure change on the ground (e.g. around sourcing of local food, length of food chain, quality of food supplied).			4 July 2024	Distributed to Officers on 4 May 2024.

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ACTIONS

Date	Item	Action	Responsible Officer	Deadline	Action response
4 December 2023	Budget 2024/25 And Medium-Term Financial Strategy [Item 5]	Cabinet Member for Highways, Transport & Economic Growth (Matt Furniss) to feedback outcomes from meetings with Department for Transport officials around the Highway Funding Formula.	Cabinet Member for Highways, Transport & Economic Growth Matt Furniss		Meetings with Department for Transport TBC. Outcome will be relayed to the Committee once meeting has taken place.
4 December 2023	Partnerships Prosperity & Growth Update [Item 9]	Cabinet Member for Adult Social Care (Sinead Mooney) will share the Housing Minister's response to the Call to Government on housing issues in Surrey once received.	Cabinet Member for Adult Social Care Sinead Mooney Katie Stewart/Rhiannon Mort		The response will be shared once received 12.01.2024.
7 February 2024	Environment, Transport and Infrastructure (ETI) Performance Report [Item 5]	**8/24** The Infrastructure & Major Projects Group Manager to provide a written update on the rollout of EV and on-street charging infrastructure ahead of the April Select Committee date. [Possible Annex to the Local Transport Plan 4].	David Stempfer Infrastructure & Major Projects Group Jo Diggens Deputy Chief of Staff		An update on the rollout of EV and on-street charging infrastructure is to be provided an Annex to the Local Transport Plan 4 Select Committee report. This Annex is being drafted by Jonathan James – SCC's EV Project Manager. Deferred to October Select Committee meeting. *Report deferred April to October 2024.*

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29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**16/24 (1)** To bring back the communications plan to the committee for scrutiny, once completed.	Paul Millin	4 July 2024	*Response*: As set out in the report to the Select Committee on 29 April, a number of new DDRT services are scheduled to commence at the start of September 2024 following on from those introduced in September 2023. It is therefore proposed to come back to the Select Committee with a further and more detailed report later in 2024/25. The services that commenced in September 2023 will have been operating for over a year, whilst the newer services starting this September will have been operating for several months. This aims to provide enough time for meaningful assessment and early comparisons respectively to be made. The follow up report will include the communications and promotional activity undertaken to publicise DDRT to residents, alongside what is planned for the future, the aim being to grow DDRT patronage even more.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**16/24 (2)** Assistant Director of Strategic Transport to provide figures on the cost of DDRT's per passenger trip in Mole Valley.	Paul Millin	4 July 2024	*Response*: The net cost per passenger trip for the period October 2023 to March 2024 was £15.32. By comparison, the net cost per passenger trip for the month with the greatest number of passengers (January 2024) was £14.62.

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					A comprehensive spreadsheet is available if more granular data is requested. More detail will form part of a report to be presented back to the Select Committee for scrutiny in later in 2024/25.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**16/24 (3)** Assistant Director of Strategic Transport to share comparative data on the passenger numbers from the socially necessary services that were subsumed by DDRT, before and after DDRT was in place.	Paul Millin	4 July 2024	*Response*: Please see accompanying spreadsheet, which highlights significant growth on DDRT services compared to the local bus 'shoppers' services they replaced. *Spreadsheet distributed to Committee on 4 July.*
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**16/24 (4)** Assistant Director of Strategic Transport to share the results of a future survey on how DDRT passengers were making journeys before DDRT was in place.	Paul Millin	4 July 2024	*Response*: This will form part of the detailed report being prepared for the Select Committee for scrutiny later in 2024/25.
29 April 2024	Surrey Connect Digital Demand Responsive Travel Service [Item 5]	**16/24 (5)** Performance targets for DDRT, once completed, to be presented to the Select Committee for scrutiny.	Paul Millin	4 July 2024	*Response*: This is work in progress and will form part of the detailed report being prepared for the Select Committee for scrutiny later in 2024/25.
29 April 2024	Bus Service Improvement Update [Item 6]	**17/24 (1)** Strategic Transport team to provide a list of improvements that had been made to bus stops over the	Paul Millin	4 July 2024	*Response distributed to Committee on 5 July by document file.*

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		past 6 to 12 months, and planned improvements for the next 2 years.			
29 April 2024	Bus Service Improvement Update [Item 6]	**17/24 (2)** Strategic Transport team to share more detail on the roll out of the recent regulation changes, in terms of information provision (e.g. bus operators to announce bus stops on the buses)	Paul Millin	4 July 2024	*Response distributed to Committee on 5 July by document file.*
29 April 2024	Bus Service Improvement Update [Item 6]	**17/24 (3)** Assistant Director for Strategic Transport to provide a summary of what was available in terms of providing real time passenger information.	Paul Millin	4 July 2024	*Response:* The Council provides the Real Time Passenger Information (RTPI) back office and system functionality to facilitate RTPI across the county. This is delivered through a contract with our supplier Trapeze. On street hardware includes circa 550 roadside RTPI displays, which all provide real time passenger information at the busier bus stops. 14 large screen multimedia displays are also located in our town centres, bus stations and railway stations, including integrated bus and rail real time journey information. Passengers can access stop specific real time passenger information via the Traveline website (www.traveline.info) by selecting “live times”, with over 95% of all bus journeys in Surrey having RTPI functionality. Some of Surrey’s bus operators provide

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					access to real time passenger information and bus trackers through their Apps and websites; this includes Metrobus, Stagecoach, Falcon, Safeguard, White Bus and Hallmark. The RTPI system is currently being upgraded to enable bus operators to show cancellations of their services on RTPI displays should they arise. Stagecoach cancellations will be live on by the end of July, with a roll out planned once the system is fully tested. Our capital programme includes plans to install up to another 100 roadside RTPI displays over the next 24 months, including the three-line LED displays commonly used at bus stops, alongside some new RTPI displays integrated into a bus stop flag. We are also exploring options for e-ink timetables. These are Kindle-style “electronic paper” information displays at bus stops. The Trapeze system also provides the functionality to enable Intelligent Bus Priority (IBP) at traffic signal-controlled junctions, and at bus priority “bus gates”. For example, 28 junctions in Guildford are IBP equipped helping local bus services to operate more reliably and reduce the impact of traffic congestion on these services. The RTPI system also enable extraction of data to provide detailed and precise

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					information of pinch-points and other obstacles to bus reliability helping to inform bus priority investigations linked to our Bus Service Improvement Plan.
29 April 2024	Land Management Policy [Item 7]	**18/24 (1)** The Assistant Director of Estates Management to provide figures for SCC's annual income from rents.		10 June 2024	The Assistant Director of Estates Management provided the following figure: £588,375
29 April 2024	Land Management Policy [Item 7]	**18/24 (2)** The Assistant Director for Estates Management to confirm the reason for one-storey school buildings.	Carolyn McKenzie, Director for Environment Colin Galletly, Assistant Director for Estates Management	10 June 2024	*Response:* It would be rare for mainstream schools due to size and footprint/economics - but for SEND schools, Trusts/Schools, they would and will prefer all classes (as many as possible) to have direct access to outside space as this helps with deregulated kids (by providing them with somewhere to go) and is preferred from an educational point of view. Additionally, it could be a planning issue where the objective would be to limit visual impact/massing in a particular environment or setting, relative to neighbouring/nearby buildings.
29 April 2024	Land Management Policy [Item 7]	**18/24 (3)** Environment Directorate to provide a list of grants obtained by SCC over the past year, in relation to the Council's land management policy.	Carolyn McKenzie, Director for Environment Colin Galletly, Assistant Director for Estates Management	4 July 2024	List distributed to Committee on 5 July by document file.