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Friday, 5 March 2021

To: The Members of the **EXECUTIVE**
(Councillors: Alan McClafferty (Chairman), Colin Dougan, Josephine Hawkins,
Rebecca Jennings-Evans, David Lewis, David Mansfield and Adrian Page)

Dear Councillor,

A meeting of the **EXECUTIVE** will be held at Surrey Heath House and
www.youtube.com/user/SurreyHeathBC on Tuesday, 16 March 2021 at 6.00 pm. The
agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

AGENDA

Pages

Part 1 (Public)

- | | | |
|----|------------------------------|---|
| 1. | Apologies for Absence | - |
| 2. | Minutes | - |

To confirm and sign the minutes of the meeting held on 16 February
2021 (copy attached).

- | | | |
|----|---------------------------------|---|
| 3. | Declarations of Interest | - |
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Members are invited to declare any interests they may have with
respect to matters which are to be considered at this meeting.
Members who consider they may have an interest are invited to
consult the Monitoring Officer or the Democratic Services Officer prior
to the meeting.

- | | | |
|----|-----------------------------|---|
| 4. | Questions by Members | - |
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The Leader and Portfolio Holders to receive and respond to questions

from Members on any matter which relates to an Executive function in accordance with Part 4 of the Constitution, Section B Executive Procedure Rules, Paragraph 16.

| | | |
|------------|---|------------------|
| 5. | Annual Plan 2021/22 | 3 - 20 |
| 6. | Bids for funding from the Local Community Improvement Fund | 21 - 32 |
| 7. | Climate Change Strategy and Action Plan | 33 - 140 |
| 8. | The Scheme of Delegation of Functions to Officers - Granting and Renewal of Leases | 141 - 144 |
| 9. | Write Off of Irrecoverable Bad Debts | 145 - 150 |
| 10. | Exclusion of Press and Public | 151 - 152 |

**Part 2
(Exempt)**

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|------------|-------------------------------|------------------|
| 11. | Review of Exempt Items | 153 - 154 |
|------------|-------------------------------|------------------|

To review those items or parts thereof which can be released as information available to the public.

Annual Plan 2021/22

Summary

This report contains the proposed Annual Plan for 2021/22, which sets out the key projects and performance indicator targets for the next financial year, for approval by the Executive. A draft plan was considered by the Performance & Finance Scrutiny Committee in January, and their comments have been included in this report and in the attached plan.

Portfolio: Leader

Wards Affected: All

Recommendation

The Executive is requested to approve the proposed Annual Plan 2021/22.

1. Key Issues

- 1.1 The Council agrees an Annual Plan each year which sets out the main goals, projects and targets for the financial year. Progress against these plans are reported to the Executive and Performance & Finance Scrutiny Committee at mid-year and following year-end.
- 1.2 The proposed Annual Plan 2021/22 is attached at Annex A.
- 1.3 Following the Council elections in May 2019, a review of the current Five Year Strategy 2016 – 2021 is underway, with the aim of agreeing a new Strategy at Council in October 2021. This review will be programmed over the coming year, and will include wider consultation with all Members, staff, partners and the public.
- 1.4 The attached draft Annual Plan 2021/22 is grouped under the Council's services/Executive Heads rather than the current Five Year Strategy objectives ('4 P's'), and also includes some strategic cross-cutting objectives.
- 1.5 The plan is made up of two sections under each service/Executive Head:
 - Key Projects 2021/22 - A list of the main projects to be delivered or progressed further by the service in 2021/22. This will not generally include 'business as usual' activities.
 - Key Performance Measures 2020/21 - Details of the key performance indicators for the service where the work of the service is more transactional, and proposed targets for 2021/22. These measure many of the Council's key 'business as usual' functions.

- 1.6 There are no specific projects listed for Legal Services, but the team contribute to and enable many of the other projects and targets to be achieved.
- 1.7 Progress against both the projects and the performance measures will be reported during the year to Corporate Management Team, the Executive and the Performance & Finance Scrutiny Committee.
- 1.8 The purpose of this Annual Plan is to be a tool with which to share and consult on the key priorities and targets for 2021/22, to manage and monitor our performance during the year, to cascade targets to staff for their Appraisals from April onwards and to give public transparency to the work of the Council.
- 1.9 A full review of how the performance targets of the Council are set, published, monitored and reported will take place in the first part of 2021/22, and improvements implemented.
- 1.10 Throughout the plan, Members will see that there are projects designed to respond to the on-going impact of the Covid-19 pandemic on residents, businesses and the economy, public services and voluntary and community organisations.
- 1.11 A draft of the Annual Plan was considered by the Performance & Finance Scrutiny Committee at its meeting on 27 January where it made the following comments/observations:
 - It was noted that the Borough's residents received primary healthcare provision from both the Frimley Clinical Commissioning Group and the Surrey Heartlands Clinical Commissioning Group and both organisations would need to be integrated into SHBC Priority 6: Integrated Care System (ICS) and Surrey Heath Health Alliance.
 - It was requested that the proposed target to review litter bin provisions under Community Priority 5: Joint Waste Solutions include reference to any requests made for litter bins in a particular location.
 - It was requested that when the London Road Recreation Ground playground refurbishment took place that Officers ensured that the local schools and residents associations were on the consultee list for the plans.

2. Resource Implications

- 2.1 The draft Annual Plan was formulated alongside the preparation of the budget for 2021/22. Resource implications are considered separately for each project and are contained within the budget for 2021/22.

3. Corporate Objectives and Key Priorities

- 3.1 The purpose of this Annual Plan is to be a tool with which to share and consult on the key priorities and targets for 2021/22, to manage and monitor our performance during the year, to cascade targets to staff for their Appraisals from April onwards and to give public transparency to the work of the Council.

4. Policy Framework

- 4.1 The Annual Plan delivers the objectives set out in the Council's Five Year Strategy.

5. Legal Issues

- 5.1 No specific legal issues – these will be dealt with on a project by project basis.

6. Governance

- 6.1 Progress against the Annual Plan will be reported to the Executive and Performance & Finance Scrutiny Committee.

7. Risk Management

- 7.1 No specific risk management issues – these will be dealt with on a project by project basis.

8. Equalities Impact

- 8.1 Equalities impact will be assessed for individual projects as appropriate.

9. Human Rights

- 9.1 No specific Human Rights issues.

10. Environmental Impact

- 10.1 Addressing Climate Change is a key strategic project set out in the Annual Plan.

11. Consultation

- 11.1 The Performance & Finance Scrutiny Committee has been consulted on the preparation of this plan. There is a target in the Annual Plan Improve engagement and consultation with residents on and offline to ensure effective consultation with all residents is achieved.

12. PR And Marketing

- 12.1 Once agreed the Plan will be shared with all Members and Staff and published on the Council's website.

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|-------------------------------|--|
| Annexes | Annex A – Draft Annual Plan 2021/22 for Consultation |
| Background Papers | Surrey Heath Borough Council Five Year Strategy |
| Author/Contact Details | Sarah Bainbridge – Senior Organisational Development Advisor sarah.bainbridge@surreyheath.gov.uk |
| Head of Service | Louise Livingston - Executive Head of Transformation |

KEY PROJECTS – STRATEGIC / CROSS-CUTTING

| REF | TARGET / PROJECT | MILESTONES/TARGET | RESPONSIBLE OFFICER | COMMENTS |
|-------|--|--|---|---|
| SHBC1 | <p>CLIMATE CHANGE – Surrey Heath Borough Council declared a Climate Change emergency in October 2019; agreed a target of making Surrey Heath Borough Council and its contractors carbon neutral by 2030, or earlier if possible, taking into account both production and consumption emissions; ad set up a Working Group to deliver these aspirations. In 2020/21 the Council published details of its baseline carbon emissions, both as an organisation and the wider Borough, and produced a Climate Change Action Plan.</p> | <p>By 31st March 2022 to have implemented the following targets to the milestones set in the action plan</p> <ul style="list-style-type: none"> • Progress delivery of the Surrey Heath Climate Change Action Plan, including implementation of key actions to include facilitating climate change awareness training, and increasing and diversifying communications and engagement on climate change, developing an energy strategy and investigating delivery of electric vehicle charging points. • Update the Council’s organisational carbon emissions baseline. • Develop a framework to monitor delivery of the Action Plan. | Executive Head - Community | |
| SHBC2 | <p>POVERTY – work with partners to support those living in poverty in the Community.</p> <p>Following a Poverty Consultation Event with public and voluntary sector partners in December 2020 an Action Plan has been agreed with a focus on:</p> <ul style="list-style-type: none"> • Signposting people to practical help and ensuring the gateway to support is clear • Communication plan to encourage people to seek assistance • Response to Covid impact and food poverty | <p>Action plan for the year sets clear milestones and targets.</p> <p>Hold Poverty Summit with all Councillors to share best practice and learning from the Poverty Working Group by the end of May 202.</p> <p>Hold another Poverty Consultation Event with partners, voluntary and community groups in 9 months (September 2021) to review progress.</p> | Executive Head -Transformation/ Executive Head – Regulatory / Community Partnerships Officer / Marketing & Communications Manager | |
| SHBC3 | <p>CAMBERLEY TOWN CENTRE REGENERATION</p> <ol style="list-style-type: none"> 1. Review of the Camberley Town Centre regeneration programme, in light of progress to date and the impact of the pandemic, including: <ol style="list-style-type: none"> a. In the context of the economic impact of Covid, develop a refreshed strategy for the Town Centre to encompass the London Road Block development b. Utilise the recently completed public realm improvements to the high street delivers a positive contribution to business confidence and footfall (post lock-down/social distancing) and inform future improvement projects c. Complete the public realm works at Arnold Walk and part of Pembroke Broadway to create a more welcoming entrance to the Town Centre from the Train Station. d. As the country comes out of lockdown develop a communications campaign that strongly promotes the ‘Unique Selling Points’ of Camberley Town Centre e. Review of ‘Big Spaces’ in the Council’s town centre ie former BHS and House of Fraser and agree proposals for their future use. f. To adopt a more direct approach to managing the success of The Square including on-shoring the JPUT (Jersey property unity trust) putting in place updated governance arrangements, and agreeing a letting strategy to support a more flexible approach to filling vacant shops. | <ol style="list-style-type: none"> a) Draft October 2021 b) May 2021 c) April 2022 d) May 2021 e) October 2021 f) July 2021 g) July 2021 h) Summer 2021 | <p>Head of Investment & Development</p> <p>Executive Head of Busines</p> <p>Executive Head of Corporate</p> <p>Marketing & Communications Manager</p> | <p>The Covid-19 pandemic has had an unavoidable adverse impact on the London Road Development, which has further delayed the project timescales.</p> <p>This will be addressed through the Surrey Heath Borough Covid-19 impact review (see SHBC 8 – Local Plan) and a revised project plan will be put in place.</p> |

| REF | TARGET / PROJECT | MILESTONES/TARGET | RESPONSIBLE OFFICER | COMMENTS |
|-------|---|--|--|----------|
| | <p>g. Secure agreement and commence procurement for Phase II of the refurbishment of The Square Shopping Centre, Camberley</p> <p>h. Works completed on the construction of the new Camberley Leisure Centre with an opening to the public taking place in Summer 2021.</p> | | | |
| SHBC4 | <p>FIVE YEAR STRATEGY – review and update the Council’s Five-Year Strategy setting out our ambitions for our communities, Borough and organisation, including consultation with partners, residents, businesses and staff.</p> <p>Agree new Strategy by October 2021 following public consultation.</p> | <p>Consult with partners and the public on draft Strategy May - July 2021 Agreed by the Council in October 2021</p> | <p>Executive Head – Transformation / Senior Organisational Development Advisor</p> | |
| SHBC5 | <p>VILLAGES – led by cross-party Villages Working Group – in 2021/22:</p> <ul style="list-style-type: none"> Continue the Villages Working Group to look at opportunities and proposals to support villages across the Borough Consider proposals for making better community use of 63a The High Street in Bagshot and Windle Valley Day Centre. Look at opportunities to use the Council’s community services partnership to improve transport links in villages (including provision of transport linked to the wider community transport strategy) | <p>Villages working group to review draft recommendations in February 2021</p> <p>Report recommendations and project plans to Executive in May 2021 and implement agreed actions.</p> | <p>Executive Head - Business</p> | |
| SHBC6 | <p>INTEGRATED CARE HEALTH AND SOCIAL CARE</p> <p>Work in partnership within the integrated health and social care agenda, to ensure that the Borough Council is appropriately represented in discussions at all levels. This includes the Surrey Heath Alliance and Frimley Health Integrated Care System, as well as North West Surrey Alliance and Surrey Heartlands Integrated Care System which covers some of the parish areas of the borough and at which representation will be made via the Community Services partnership with Runnymede Borough Council.</p> <p>Services delivered directly by the Council or as part of the Community Services Partnership have a major role to play in the preventative agenda. An area which has been prioritised by both the Surrey Health and Wellbeing Board and the Frimley ICS “Wellbeing” Framework is Obesity (incl healthy diet) and Physical Inactivity.</p> | <p>By 30th June 2021</p> <ol style="list-style-type: none"> To identify a group of Senior officers to work on the preventative priorities of both the Surrey Health and Wellbeing Board the Frimley integrated care system and Surrey Heath alliance. To map all workstreams and meetings related to the ICS and Alliance Partnerships and agree individual officers to lead of individual workstreams. | <p>Executive Head – Community</p> | |

| REF | TARGET / PROJECT | MILESTONES/TARGET | RESPONSIBLE OFFICER | COMMENTS |
|--------|---|---|--|----------|
| SHBC6A | <p>WHOLE SYSTEMS APPROACH TO OBESITY</p> <p>Data from the national Child Measurement Programme (2018/19) shows that 18.7% of children start school with excess weight and that by year six this figure has risen to 27.5%.</p> <p>In Surrey 55.5% of adults carry excess weight, however when we look at the data for Surrey Heath we can see 62.2% of adults are estimated to be overweight or obese . This is why Surrey Heath have made addressing the issue of overweight and obesity a priority</p> <p>The 'Whole Systems Approach' (WSA) framework is an evidence-based guide which will enable all partners to work together to tackle the direct and indirect causes of obesity.</p> | <p>By 30th September 2021</p> <ol style="list-style-type: none"> 1. To develop a network of stakeholders who will participate in the six phase process that is the framework. 2. Relevant officers and Members to attend a WSA Obesity Framework workshop. 3. To develop and start delivery of an action plan which addresses the direct and indirect causes of obesity. <p>Outcomes</p> <p>Outcomes will result from increased physical activity and improved and healthier eating</p> <ul style="list-style-type: none"> - By the end of 5 years, we would hope to see: - Adults: Reduction in new cases of diabetes and improvement in outcomes of people with diabetes. Improved reported wellbeing - CYP: Improved wellbeing – Improved attention and achievement at school - Frimley ICS staff: Improved reported wellbeing and reduced staff absence - Improving rates of childhood and maternal obesity | Executive Head - Community | |
| SHBC7 | <p>Commercial Property Strategy – review and update the Council's approach to commercial property in light of the likely economic downturn and announcements on new guidance on borrowing from Government. (Linked to delivery of new Medium Term Financial Strategy – see FIN2)</p> | <p>In line with new Medium Term Finance Strategy (MTFS) – agree at Council in October 2021</p> <p>Strategy will aim to set financial target, that also furthers the aims of the Council.</p> | Interim Executive Head - Finance | |
| SHBC8 | <p>LOCAL PLAN – continue to develop a new Local Plan to guide development in the Borough and address Housing need. Consult with the public, businesses and partners on the draft local plan.</p> <p>Include a review of the impact of the Covid-19 Pandemic on Surrey Heath Borough, including the impact on the town centre, empty retail spaces, housing capacity, car parking standards and a 'unique selling point' for the town centre.</p> | <p>Consultation on a Draft Plan and Draft Sustainability Appraisal/Strategic Environmental Assessment October – November 2021</p> <p>Aiming to submit Plan to the Secretary of State in October 2022.</p> | Executive Head – Regulatory / Planning Policy & Conservation Manager | |
| SHBC9 | <p>Covid-19 Response and Recovery Work</p> <p>The Council is working with partners to respond one of the biggest pandemics the world has experienced in 100 -years. It is also facing the biggest economic crisis in history. A major incident was declared in Surrey on 19th March 2020 and since then the Council has been actively working with partners and the community to respond to the incident to support the NHS and save lives. It is expected that the Council will remain in this response phase until at least June 2021 and then move to Recovery</p> | <p>The actions in 2021/2022 will include:</p> <ol style="list-style-type: none"> 1. To work with Surrey Local Resilience Forum(SLRF) partners to respond to the current pandemic in line with priorities agreed by the Strategic Coordinating Group. This includes but not limited to: <ol style="list-style-type: none"> a. Support the delivery of the Covid 19 vaccination programme. b. Providing welfare support to vulnerable and Clinically Extremely Vulnerable residents required to shield. c. Provide support to businesses required to close due to Covid restrictions. | Executive Head – Community | |

| REF | TARGET / PROJECT | MILESTONES/TARGET | RESPONSIBLE OFFICER | COMMENTS |
|-----|------------------|---|---------------------|----------|
| | | d. To enforce Covid restrictions. 2. By 1 st June 2021 to have established an internal Recovery Coordinating Group. The Recovery theme leads will include and not be limited to: a. Poverty – work with partners to support those living in poverty in the Community. (SHBC2) b. Parking – review impact of Covid-19 and future needs/strategy (BUS6) c. Theatre – Review impact of Covid and future targets and for the theatre. (BUS7) d. Post-Covid Customer Service (COR2) e. Deliver communications support for Covid Recovery work and vaccination programme (COR7) f. Support all residents and business post Covid with payment of Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit. (COR9) g. Post-Covid budget impacts (FIN3) h. Economic Development – supporting post Covid economic recovery in the Borough (TRA1) i. Review of Community Grants & support to Community to support post-Covid Recovery (TRA5) j. Agile and remote working (TRA6) | | |

BUSINESS

| REF | TARGET / PROJECT | MILESTONES/TARGETS | RESPONSIBLE OFFICER | COMMENTS |
|------|---|---|---|----------|
| BUS1 | NEW LEISURE CENTRE – Opening of new centre – Places Leisure Camberley | New centre to open July 2021. | Executive Head – Business / Recreation & Business Manager | |
| BUS2 | PLAYGROUND REFURBISHMENT – Install new playgrounds within Surrey Heath, following the selection of the design after public consultation and obtaining any necessary planning permission - 2021/22 programme | Refurbish Orchard Way playground, Frimley Road by December 2021 (subject to approval of funding in April – see below) Refurbish London Road Recreation Ground by July 2021. Others to be confirmed subject to approval of Community Infrastructure Levy (review April 2021) | Recreation & Business Manager | |

| REF | TARGET / PROJECT | MILESTONES/TARGETS | RESPONSIBLE OFFICER | COMMENTS |
|------|--|--|---|----------|
| BUS3 | PHYSICAL ACTIVITY STRATEGY – To agree a Physical Activity Strategy with the goal of creating an environment where all residents, regardless of background or circumstances, can participate in physical activity. Reflect updated Sports England and Active Surrey Strategies expected early 2021. | First Draft of Strategy for consultation with Members and partners / community groups by September 2021. Take to Council for Approval by end of March 2022. | Commercial & Community Development Manager | |
| BUS4 | Parking – Refresh and review parking strategy for Camberley Town Centre and then the rest of the Borough in light of the impact of Covid-19 and likely change in demand and needs. | Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021. | Executive Head - Business / Parking Services Manager | |
| BUS5 | Theatre – Review impact of Covid and future targets and for the theatre. Review future theatre strategy, with a clear commitment to continuing to provide a theatre in Camberley, either on its current site or an improved location. | Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021. Future theatre strategy aim for a project plan by end of March 2022. | Executive Head – Business / Venue Manager – Camberley Theatre | |

| KEY PERFORMANCE MEASURES 2021/22 - BUSINESS | | | | | | | |
|---|---|--------------|-------------------|-------------------|-------------------|--------------------------|---|
| INDICATOR | DESCRIPTION | TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | COMMENTS |
| People Reached by the Heritage Service | Includes visitors to the Surrey Heath Museum, pupils taking part in sessions delivered in schools, elderly people taking part in reminiscence sessions and other enquires including historical research. | 6,500 | 0 | 500 | 808 | 6,500 | This indicator measures performance for each discreet quarter. The target is for the whole year. Higher is better. Target is likely to be missed due to Covid restrictions but this will allow us to monitor the impact compared to previous years. |
| Reduction in the Percentage of Inactive Surrey Heath Residents | A reduction in the % of 'inactive' (taking part in less than 30 minutes physical activity a week) Surrey Heath residents according to Sport England's Active Lives survey. A lower percentage result is better. | 23% | 20.30% | N/A | 18.70% | 23% | This indicator measures performance for surveys taken over a six month period. Lower is better. |
| People Attending Events at Camberley Theatre | The number of people attending theatre and community events at Camberley Theatre. | 55,000 | 0 | 80 | 1,214 | 55,000 | This indicator measures performance for each discreet quarter. The target is for the while year. Higher is better. Target is likely to be missed due to Covid restrictions but this will allow us to3monitor the impact compared to previous years. |
| NEW - Parking – measuring impact of Covid | The number of people Parking ('parking events') compared to pre-Covid numbers in 2019/20. | N/A | - | - | - | Compare to 19/20 figures | |

COMMUNITY

| REF | TARGET / PROJECT | PROPOSED TARGET 2021/22 | RESPONSIBLE OFFICER | COMMENTS |
|------|--|--|--|----------|
| COM1 | <p>COMMUNITY SERVICES PARTNERSHIP</p> <p>The Executive has agreed to operate a Community Services for older and vulnerable in partnership with Runnymede Borough Council. The targets in 2021/2022 and successive years will be to provide a sustainable service, less reliant on grants, and meeting the needs of increasing numbers of older and vulnerable residents in the Borough.</p> | <p>The proposed targets in 2021/2022 will include:</p> <ol style="list-style-type: none"> 1. By 1st April 2021 to have completed the successful transfer of Surrey Heath Borough Council Community Services staff to Runnymede Borough Council, without any reduction in service. 2. By 1st April 2021 to have set up a Community Services Partnership Board with Political and Senior Officer Membership. 3. The two councils will jointly agree an annual plan for the partnership 4. By 30th March 2022 to have completed the actions to the milestones set by the Community Services Partnership Board. | Community Services Manager | |
| COM3 | <p>AIR QUALITY – monitor air quality levels on the A331 (Blackwater Valley Relief Road) following the implementation of the 50 m.p.h speed limit in 2019. Continue to monitor air quality across the Borough to ensure levels of pollutants continue to be compliant with national standards. Review our Air Quality Strategy.</p> | By 31 st March 2022 to have completed the Annual Air Quality Monitoring of the Borough and to have submitted the Annual Air Quality Status report to the council. | Environmental Health & Licensing Manager | |
| COM4 | <p>SURREY ENVIRONMENT PARTNERSHIP (SEP) – deliver in partnership the Surrey Environment Partnership Work Programme for 2021/22 with a view to increasing recycling and minimising waste with focus on 'Ourselves' (SHBC), 'Our Services' and 'Our Community'.</p> | By 31 st March 2022 to have completed the actions in the Surrey Environment Partnership Work Programme with the aim of minimising waste; increase recovery, re-use, recycling and composting waste; and reduce fly tipping. | Executive Head - Community / Managing Director – Joint Waste Solutions | |

| REF | TARGET / PROJECT | PROPOSED TARGET 2021/22 | RESPONSIBLE OFFICER | COMMENTS |
|------|--|---|--|----------|
| COM5 | <p>JOINT WASTE SOLUTIONS:</p> <p>By 31st March 2022 to have continued to work with our waste contractor to provide a high quality waste service. The actions will include:</p> <ol style="list-style-type: none"> Working with our waste contractor to implement the contract improvement plan to milestones agreed by the Joint Contract Services Committee. To work with the Surrey Environment Partnership and the waste contractor to achieve continuous improvement in waste collection and street cleansing. | <p>Projects in 2021/2022 to include:</p> <ol style="list-style-type: none"> Improved customer journey and complaints handling within the Amey Call centre. Continuous KPI improvements. Improvement in IT Implement the Carbon Trust Amey Fleet Model recommendations and replace diesel and petrol powered vehicles, plant and equipment with zero/low carbon alternatives (e.g. electric, hybrids, bio fuels). <p>Projects in 2021/2022 to include:</p> <ol style="list-style-type: none"> Litter bin review - JWS are currently working with the Surrey Heath GIS team to create a 'waste layer' on the GIS system. Review feedback from Councillors about local requirements. Improvements to waste and recycling services at communal developments - Funding available through the Surrey Environment Partnership will cover expanding and improving the food waste collection service, as well as improving Dry Mixed Recycling. Assisted collection review - To ensure efficiency in the service and improve service to the residents. Rejected load investigation process - Will ensure that all rejected loads are subject to an agreed set of investigative actions and to understand the cause and resolution. | Executive Head – Community / Managing Director – Joint Waste Solutions | |

| KEY PERFORMANCE MEASURES 2021/22 – COMMUNITY SERVICES | | | | | | | |
|--|--|--------------|-------------------|-------------------|-------------------|-----------------------|---|
| INDICATOR | DESCRIPTION | TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | COMMENTS |
| Household waste recycled and composted | Cumulative year-to-date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings. | 61% | 62.4% | 62.1% | 61.4% | 62.0% | This indicator measures performance for a rolling year to date. Higher is better. |
| Percentage of streets falling below a grade B cleaning standard | The percentage of streets reviewed as part of the regular survey falling below a 'Grade B' standard of litter (Predominately free of litter and refuse apart from some small items) | 4% | 0.60% | 0.67% | 0.67% | 4% | This indicator measures performance for each quarter. The target is each for quarter. Lower is better. Target as set out in contract standards. |

| KEY PERFORMANCE MEASURES 2021/22 – COMMUNITY SERVICES | | | | | | | |
|---|---|------------------------------|-------------------|-------------------|-------------------|------------------------------|---|
| INDICATOR | DESCRIPTION | TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | COMMENTS |
| Number of 'missed' bins. | Number of 'missed' residential kerbside collections per 100,000 collections. | 80 | 81 | 65 | 55 | 80 | This indicator measures performance for each discreet quarter. The target is for each quarter. Lower is better. |
| Food Businesses with a 'Food Hygiene Rating' of 3 or Over | Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme. Statutory indicator reported to Food Standards Agency. | 95% | 96.40% | 96.96% | 95.95% | 95% | This indicator measures performance at the end of each quarter. The target is for each quarter. Higher is better. |
| Environmental Health complaints | Percentage of noise complaints resolved within 3 months. | 80% | 75% | 87% | 88% | 80% | This indicator measures performance for each quarter. The target is each for quarter. Higher is better. |
| Number of journeys by community bus in a year | Number of journeys BOOKED for community bus in a year. | 24,000 BOOKED JOURNEYS | 5,246 | 4,849 | 1,158 | 24000 | This indicator measures performance for each discreet quarter. The target is for the while year. Higher is better. Review as part of new partnership |
| Number of Meals at Home products served in the Year | Number of "meals at home" products served in the year including both lunch and tea. | 35,000 (ANNUAL TARGET) | 16,622 | 16,363 | 14,235 | 37,000 (ANNUAL TARGET) | This indicator measures performance for each discreet quarter. The target is for the while year. Higher is better. |
| Number of residents supported by Community Alarms | Number of residents supported by the community alarm service (could include two service users at the same address) | 1,100 | 1,111 | 1,111 | 1,115 | 1,100 | This indicator measures performance at the end of each quarter. The target is for each quarter. Higher is better. |
| Number of referrals to social prescribing service | Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project. | 900 (ANNUAL TARGET) | 38 | 119 | 120 | 900 (ANNUAL TARGET) | This indicator measures performance for each discreet quarter. The target is for the while year. Higher is better. |
| Handyperson service referrals | Number of referrals to the newly introduced Handyperson service. (Homelink Handyperson service is a partnership between SHBC, Runnymede BC, Spelthorne BC and Woking BC.) | 235 (ANNUAL TARGET) | 44 | 38 | 56 | 235 (ANNUAL TARGET) | This indicator measures performance for each discreet quarter. The target is for the while year. Higher is better. |

CORPORATE

| REF | TARGET / PROJECT | MILESTONES / TARGET DATE | RESPONSIBLE OFFICER | UPDATE / COMMENTS |
|------|--|---|---|-------------------|
| COR1 | Prepare for and Conduct the Police and Crime Commissioner Election, Surrey County Council Elections and Local By-Elections in May 2021. Manage the impact of Covid and associated restrictions on the safe running of the election. | 6-8 May 2021 | Executive Head – Corporate / Democratic Services Manager | |
| COR2 | Post-Covid Customer Service – review of how we deliver front-facing services and implement recommendations. | Review by September 2021 Complete implementation by March 2022 | Executive Head – Corporate / Customer Relations Manager | |
| COR3 | Review of post-room function / cash & credit card kiosk in Surrey Heath House reception – how does the Council handle incoming/outgoing mail and receive cash/cheques. | Review by September 2021 Complete implementation by March 2022 | Executive Head – Corporate / Customer Relations Manager | |
| COR4 | Review website structure/online customer experience including search facilities and self-service options and implement improvement programme. | December 2021 | Marketing & Communications Manager | |
| COR5 | Introduce new corporate document templates for all Council literature. | Fully complete by March 2022 | Marketing & Communications Manager | |
| COR6 | Improve engagement and consultation with residents on and offline to ensure effective consultation with all residents is achieved. Deliver public consultation to support creation of new Five Year Strategy (see SHBC4) | Agreement a framework for best practice and report progress to Executive by September 2021 and March 2022. Five Year Strategy - Consult with partners and the public on draft Strategy May - July 2021 | Executive Head – Corporate / Marketing & Communications Manager | |
| COR7 | Deliver communications support for Covid Recovery work and vaccination programme in conjunction with LRF and Health Partners. | On-going | Marketing & Communications Manager | |

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| KEY PERFORMANCE MEASURES 2021/22 – CORPORATE | | | | | | | |
|--|--|--------------|-------------------|-------------------|-------------------|-----------------------|---|
| INDICATOR | DESCRIPTION | TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | INFO |
| Percentage of Complaints Responded to Within Target | Percentage of 'formal' complaints (stage 2-3) responded to within target 2 days to acknowledge and 10 days to reply) | 90% | 100% | 100% | 100% | 95% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |
| Customer Satisfaction Rating of Good/Excellent to Exceed 90%. | Customer satisfaction rating of good/excellent to exceed 90% | 90% | 100% | 100% | 100% | 95% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |

FINANCE

| REF | TARGET / PROJECT | MILESTONES / TARGET DATE | RESPONSIBLE OFFICER | COMMENTS |
|------|---|---|---------------------|----------|
| FIN1 | TREASURY STRATEGY - Review and refresh the Council's Treasury strategy to ensure that returns from treasury investments are borrowing costs are optimised. | Treasury updated twice yearly in June and December and the strategy agreed in February (for the following year) | Chief Accountant | |

| REF | TARGET / PROJECT | MILESTONES / TARGET DATE | RESPONSIBLE OFFICER | COMMENTS |
|------|---|---|----------------------------------|----------|
| FIN2 | MEDIUM TERM FINANCIAL STRATEGY (MTFS) – Review and refresh the Medium Term Financial Strategy. Set a sustainable and robust budget. | Align with the preparation of the new Five Year Strategy. To be agreed by the Council October 2021. | Interim Executive Head - Finance | |
| FIN3 | Post-Covid budget impacts – analyse and modelling the impact of major reductions in income, and carry out budget setting for 22/23, aiming to minimise the impact on services and use of reserves. | Budget agreed February 2022 | Interim Executive Head - Finance | |
| FIN4 | Review of purchasing and procurement - to ensure best value for money (link in with local procurement work TRA1) The Council will also update its purchasing and procurement guidance to reflect post-Brexit Government directives and legislation. | During 2021/22 the Council will consolidate its various purchasing and procurement resources and expertise to achieve improvements in: <ul style="list-style-type: none"> • Value for Money • Transparency of our procurement processes for local businesses • Accountability and achievement of savings in the costs of goods and services purchased • Sustainability • Use of framework agreements | Interim Executive Head - Finance | |
| FIN5 | To review and update the Council Tax Support Scheme arrangements. | Review ready to come into effect from 1 April 2022. | Revenues & Benefits Manager | |
| FIN6 | Support all residents and business post Covid with payment of Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit. Administer 'Additional Restrictions Grant funding' to businesses up to 31 March 2022. | On-going Measure take up of grants | Revenues & Benefits Manager | |

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| KEY PERFORMANCE MEASURES 2021/22 - FINANCE | | | | | | | |
|--|--|------------------------|-------------------|-------------------|-------------------|-----------------------|---|
| INDICATOR | | PROPOSED TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | INFO |
| Invoices Paid On Time | Percentage of invoices paid on time. | 97% | 97.78% | 98.06% | 98.24 | 97% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |
| Council Tax Collected | Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year | 99.25% (ANNUAL TARGET) | 28.26% | 55.74% | 85.60% | 98.75% | This indicator measures cumulative year-to-date performance at the end of each quarter. The target is for the whole year. Higher is better. |
| Non-Domestic (Business) Rates Collected | Percentage calculated, as a cumulative year-to-date figure, from the total business rates payments received compared to the total amounts payable in that year | 99.25% (ANNUAL TARGET) | 28.10% | 53.6% | 84.70% | 98.75% | This indicator measures cumulative year-to-date performance at the end of each quarter. The target is for the whole year. Higher is better. |
| Benefits Processing | a) Number of days taken to process new housing benefits claims | 20 DAYS (NEW CLAIMS) | 25.30 | 20.10 | 23.60 | 20 DAYS | This indicator measures performance for each quarter. The target is for each quarter. Lower is better. |
| | b) Number of days taken to process changes to benefits | 10 DAYS (CHANGES) | 4.90 | 2.40 | 2.40 | 7 DAYS | This indicator measures performance for each quarter. The target is for each quarter. Lower is better. |

INVESTMENT & DEVELOPMENT

| REF | TARGET / PROJECT | MILESTONES / TARGET DATE | RESPONSIBLE OFFICER | COMMENTS |
|------|---|--|-------------------------|----------|
| I&D1 | Corporate Property: <ul style="list-style-type: none"> Maximise income from five commercial owned properties Let vacant spaces Maximising benefit of our assets, for example Surrey Heath House and community sites | Income target to be set as part of budget in February 2021 | Interim Estates Manager | |
| I&D2 | Corporate Property – maintenance Deliver planned maintenance programme for 2021/22 (part of five year work programme) on time and in budget for our assets, buildings and estate across all service. | March 2022 | Interim Estates Manager | |

REGULATORY

| REF | TARGET / PROJECT | MILESTONES/TARGETS | RESPONSIBLE OFFICER | COMMENTS |
|------|--|--|-----------------------------|----------|
| REG1 | Housing – Consolidating and monitoring key projects which support those most at risk of homelessness: <ul style="list-style-type: none"> Provision of Night Stop 'stopgap' accommodation for homeless people and those at risk of becoming homeless. New Floating Support Service (launched October 2020) and Connaught Court accommodation If further Government funding announced in early 2021, consider if capacity exists to deliver a fourth homelessness project and report to the Executive. | Agree cost of works with PIWG and complete works by June 2021 (subject to being able to access property under Covid restrictions). Review as part of quarterly target of numbers in temporary accommodation. Review available funding in early 2021 and report to the Executive. | Housing Services Manager | |
| REG2 | Developing Social Housing – consider the potential (and implement if approved) to deliver a joint venture to develop social housing. | Report to the Executive on the potential to deliver a joint venture by December 2021. If approved – deliver in accordance with agreed project timescales. | Executive Head - Regulatory | |

| KEY PERFORMANCE MEASURES 2021/22 - REGULATORY | | | | | | | |
|---|--|-----------------------|-------------------|-------------------|-------------------|-----------------------|---|
| INDICATOR | DESCRIPTION | PROPOSED TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | COMMENTS |
| Processing of 'Major' Applications | Percentage calculated as the number of major applications processed within timescales (13 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension | 72% | 50% | 57% | 100% | 72% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. Government target is 60% |
| Processing of 'Non-Major' Applications | Percentage calculated the number of minor and 'other' applications processed within timescales (8 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension | 84% | 78% | 73% | 84.76% | 84% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. Government target is 70% |
| Appeals dismissed against the Council's refusal of planning permission | Percentage of appeals dismissed against the Council's refusal of planning permission. | 65% | 50% | 0% | 50% | 65% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |
| Number of households living in temporary accommodation | Number of all households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty but by using our prevention powers. | 30 | 67 | 32 | 31 | 30 | This indicator measures performance at the end of each quarter. The target is for each quarter. Lower is better. |
| Housing advice – homelessness prevented | A count of the number of households who approached the Council as homeless or threatened with homelessness within 56 days who had their homelessness prevented (i.e. were able to remain in their current home) or relived (i.e. were found a move to an alternative home) by the work of the Council's Housing Solutions Team | 30 | 10 | 26 | 10 | 30 | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |
| Home Improvement Agency Activity | The number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe and well in the community. | 80 | 22 | 27 | 29 | 80 | This indicator measures performance for each quarter. The target is for the whole year. Higher is better. |
| Family Support Feedback | Proportion of children and young people (and/or parent carers) who feedback that they have made positive progress in relation to identified outcomes. | 70% | 88.00% | 92.00% | TBC | 70% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. Delay in reporting Q3 due to implementation of new system. |
| Family Support outcomes | % of families not re-referred to Surrey Family Safeguarding hub or early help hub within 6 months of closure to family support programme | 70% | - | - | - | 70% | Delay in accessing data from Surrey County Council but should be resolved shortly. |
| Refugee resettlement | Number of families resettled under the UK resettlement scheme. | 3 FAMILIES | N/A | N/A | N/A | 3 Families | Currently on hold by UK Government. This indicator measures performance for each quarter. The target is for the whole year. Higher is better. |

TRANSFORMATION

| REF | TARGET / PROJECT | TARGET/MILESTONES | RESPONSIBLE OFFICER | COMMENTS |
|------|---|---|---|----------|
| TRA1 | ECONOMIC DEVELOPMENT – supporting post Covid economic recovery in the Borough, including: <ul style="list-style-type: none"> - Advertising and distributing business grants - Setting up a 'Youth Hub' - Skills work alongside partners - Seeking to adopt a 'local procurement' approach to Council spending - Promoting 'Additional Restrictions Grant' to businesses | Spend 100% of grant pot by 31 st March 2022 (and if don't review scheme) Youth Hub – set up by end April 2021 Skills Work – describe schemes in place Local Procurement Paper to Executive by June 2021 Additional Restrictions Grant in place until March 2022. | Economic Development Manager | |
| TRA2 | Economic Development – working with property partners to avoid empty retail spaces and support local small business, for example using temporary 'meanwhile' lets to local artisans. | Have a scheme in place by end June 2021 | Economic Development Manager | |
| TRA3 | PROMOTING THE BOROUGH – Have in place inward investment promotional literature and content based on local data and case studies and use to promote Surrey Heath through the year. Relaunch 'Open for Business' strapline. | Regular reporting on number of businesses contacted and rate of successful outcomes achieved. | Economic Development Manager | |
| TRA4 | IMPROVED PROJECT AND PERFORMANCE MANAGEMENT – implement an improved process, toolkit and system for project and performance management across the organisation including relevant training and support for staff. | Quarterly project reporting in April, July, October and January. Updated project process, documentation and staff training in place by March 2022. | Senior Organisational Development Advisor | |
| TRA5 | Review of Community Grants & support to Community to support post-Covid Recovery Following a report to the Executive in February 2021, deliver: <ul style="list-style-type: none"> • The Council's Community Grants Scheme in 2021/22 with a simplified application process • Local Councillor Grants in place until March 2022. | Target to maximise update of our Community Grants Review of the Council's range of Community Grant schemes to ensure local needs and priorities continue to be met beyond the pandemic be carried out by November 2021. | Community Partnerships Officer | |
| TRA6 | Agile and remote working – implement new ways of working and the ICT Digital strategy to: <ul style="list-style-type: none"> - Improve customer services and efficiency - Improve resilience – e.g. through moving systems to the Cloud - Improving staff flexibility and engagement - Make the best use of our building assets | Implement Agile Working Policy from April 2021 Consolidating space within Surrey Heath House | ICT Managers / HR Manager | |
| TRA7 | Implement a new workforce plan which is fit for purpose to deliver SHBC's future objectives | December 21 | Executive Head - Transformation | |
| TRA8 | Identify and action opportunities to develop partnership working and collaboration with neighbouring authorities. (For example Community Services Partnership with Runnymede) | Community Services Partnership from 1 April 2021 Review of other opportunities On-going | Executive Head - Transformation | |

| KEY PERFORMANCE MEASURES 2020/21 - TRANSFORMATION | | | | | | | |
|---|---|-----------------------|-------------------|-------------------|-------------------|-----------------------|---|
| INDICATOR | DESCRIPTION | PROPOSED TARGET 20/21 | 2020/21 Q1 STATUS | 2020/21 Q2 STATUS | 2020/21 Q3 STATUS | PROPOSED TARGET 21/22 | COMMENTS |
| Planning Enforcement Breaches | Percentage of planning enforcement referrals where the initial action (e.g. a site visit) takes place within the target timescales set out in the Local Enforcement Plan. Current target timescales: <ul style="list-style-type: none"> • High Priority – 2 working days • Medium Priority – 10 working days • Low priority – 21 working days | 75% | 69% | 94% | 75% | 75% | This indicator measures performance for each quarter. The target is for each quarter. Higher is better. |

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Bids for funding from the Local Community Improvement Fund

Summary

In October 2020 the Council set up the Local Community Improvement Fund for bids to use local CIL funds for the non-parished wards. The first funding round was opened during December 2020 to January 2021. The Executive is asked to consider bids for capital funding received by 31st January 2021.

Portfolio: Finance

Date Portfolio Holder signed off report: 2 March 2021

Wards Affected: Frimley, Frimley Green, Heatherside, Mytchett & Deepcut, Old Dean, Parkside, St Michaels, Town and Watchetts.

Recommendation

The Executive is advised to RESOLVE that

- (i) £13,000 be awarded to Heather Ridge Infant School for improvements to the Haven House Building;
- (ii) £50,000 be awarded to Chobham Road Recreation Ground Playground Refurbishment (Frimley);
- (iii) £70,000 be awarded to Orchard Way Playground Refurbishment (Camberley);
- (iv) £7,000 be awarded to a CCTV for Old Dean Recreation Ground;
- (v) no funding be awarded for highway works in West End.

1. Key Issues

- 1.1 In October 2020 the Executive agreed to pool the Neighbourhood CIL contributions to allow wards that don't deliver new development but that do experience its impact to have access to CIL funding and also to allow the community to bid for funding. Funding is only for small scale local capital projects and is at the discretion of the Council's Executive subject to availability of funding.
- 1.2 Information on the Fund bidding process is published on the Council's website. There are two funding bid rounds each year and this is the first bid round to be considered by the Executive.
- 1.3 The scheme was opened for bids over December and January, with the extra time allowed due to Christmas and New Year holidays.

Future bid windows will only be for one month, with the next opportunity suggested to be June 2021.

2. Resource Implications

- 2.1 The funding for this is the local ward element of the CIL contributions received from developers. As at 31st December 2020 available funds for each ward are listed in Table 1 below.
- 2.2 CIL income has reduced in 2020/21 as activity within the development industry has slowed down due to the economic impact of Covid19. The level of funding available for future bid rounds will be affected by this slow down.

Table 1

| Ward | Ward funds as at 1 st April 2020 | CIL committed 2020/22 | CIL collected 1 st April 2020 to 31 st December 2020 | Remaining funding in each ward as at 31 st December 2020 |
|--------------------|---|--|--|---|
| Deepcut & Mytchett | £39,280.85 | <ul style="list-style-type: none"> • Loman Road play area £20,000 • Mytchett Skate Park £23,000 • Wheelchair swing Frimley Lodge Park £28,000 | £44,413.06 | £12, 693.91 |
| Frimley Green | 0 | 0 | £4619.82 | £4619.82 |
| Frimley | £27,758.26 | 0 | 0 | £27,758.26 |
| Heatherside | £45,742.66 | 0 | 0 | £45,742.66 |
| Old Dean | 0 | 0 | 0 | 0 |
| Parkside | £43,048.13 | 0 | 0 | £43,048.13 |
| St Michael's | £44,980.10 | 0 | £25,201.82 | £70,181.92 |
| St Paul's | £16,146.00 | 0 | 0 | £16,146.00 |
| Town | £228,928.47 | £150,000 for 5G and CCTV ducting | 0 | £78,928.47 |
| Watchetts | £6,786.68 | 0 | £3213.00 | £9,999.68 |

- 2.1 There is insufficient funding within the Frimley and Watchetts wards to fund the bids for the refurbishment of playgrounds within these Wards. In accordance with the Executive agreement in October 2020 to pooling Ward funding for projects, the costs of these projects will be distributed across other wards. Table 2 below sets out how this will be achieved for this and future bidding rounds and has been agreed by the Portfolioholder for Finance. .

Table 2

| <u>Ward</u> | Ward funds as at 1 st April 2020 | CIL committed 2020/21 | CIL collected 1 st April 2020 to 31 st December 2020 | Calculated remaining CiL fund | Project Bids | Monies needed from Pool | % of Monies | Fund after own contribution | Donation to pool | Remaining Fund | Multiplier | % value of contribution |
|--------------------|---|-----------------------|--|-------------------------------|--------------|-------------------------|-------------|-----------------------------|------------------|----------------|------------|-------------------------|
| Deepcut & Mytchett | 39,280.85 | 71,000.00 | 44,413.06 | £12,693.91 | | 0.00 | 0.00% | 12,693.91 | £4,384.68 | £8,309.23 | 0.34541626 | 34.54% |
| Frimley Green | 0.00 | 0.00 | 4,619.82 | £4,619.82 | | 0.00 | 0.00% | 4,619.82 | £1,595.76 | £3,024.06 | | |
| Frimley | 27,758.26 | 0.00 | | £27,758.26 | 50,000.00 | 22,241.74 | 24.92% | 0.00 | £0.00 | £0.00 | | |
| Heatherside - | 45,742.66 | 0.00 | | £45,742.66 | 13,000.00 | 0.00 | 0.00% | 32,742.66 | £11,309.85 | £21,432.81 | | |
| Old Dean | 0.00 | 0.00 | 0.00 | £0.00 | 7,000.00 | 7,000.00 | 7.84% | 0.00 | £0.00 | £0.00 | | |
| Parkside | 43,048.13 | 0.00 | | £43,048.13 | | 0.00 | 0.00% | 43,048.13 | £14,869.52 | £28,178.61 | | |
| St Michael's | 44,980.10 | 0.00 | 25,201.82 | £70,181.92 | | 0.00 | 0.00% | 70,181.92 | £24,241.98 | £45,939.94 | | |
| St Paul's | 16,146.00 | 0.00 | | £16,146.00 | | 0.00 | 0.00% | 16,146.00 | £5,577.09 | £10,568.91 | | |
| Town | 228,928.47 | 150,000.00 | | £78,928.47 | | 0.00 | 0.00% | 78,928.47 | £27,263.18 | £51,665.29 | | |
| Watchetts | 6,786.68 | 0.00 | 3,213.00 | £9,999.68 | 70,000.00 | 60,000.32 | 67.23% | 0.00 | £0.00 | £0.00 | | |
| | | | | £309,118.85 | 140,000.00 | 89,242.06 | | 258,360.91 | £89,242.06 | £169,118.85 | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | Checksum | £169,118.85 | | | | | £169,118.85 | | |

3. Options

3.1 The Executive has the option to:

(i) Agree or not agree the bids in line with the recommendations set out in Annex A, or

(ii) To not agree any funding for the bids.

4. Proposals

4.1 It is proposed that the Executive agrees the bid for funding from the Local Community Improvement Fund in line with the recommendations set out in Annex A. The approach to pooling of funding will be dealt with using the methodology in Table 2 above.

5. Supporting Information

5.1 4 bid applications were received and a summary of each is included in Annex A.

6. Corporate Objectives And Key Priorities

6.1 This project supports the objective to make Surrey Heath an even better place to live. It also supports prosperity in sustaining the local economy so that people can work and do business across Surrey Heath.

7. Policy Framework

7.1 The ability to set a CIL charge is set out in the Planning Act 2008 (as amended) and Community Infrastructure Levy Regulations 2010 (as amended). A CIL charging schedule will sit alongside the Local Plan, although it does not form part of the statutory development plan.

8. Legal Issues

8.1 No legal issues arise

9. Governance

9.1 Governance of the CIL Neighbourhood Funds is set out on the Councils website.

10. Risk Management

10.1 The key risk is that projects are not delivered. For this reason supporting evidence is required

11. Equalities Impact

11.1 No matters arising

12. Human Rights

12.1 No matters arising.

13. Environmental Impact

13.1 No matters arising.

14. Consultation

14.1 Projects can be nominated by the community.

15. PR And Marketing

15.1 No matter arising.

16. Officer Comments

16.1 No matters arising.

| | |
|-------------------------------|--|
| Annexes | Annex A Bids for Funding |
| Background Papers | None |
| Author/Contact Details | Jenny Rickard - Executive Head of Regulatory Jenny.rickard@surreyheath.gov.uk |
| Head of Service | Jenny Rickard - Executive Head of Regulatory |

Bid Summaries**WARD: Frimley****Applicant: Surrey Heath Borough Council (Business Services)****Project: Chobham Road Recreation Ground Playground Refurbishment (Frimley)****CIL support requested: £50,000****Project cost: £70,000**

Chobham Road Recreation Ground is an established, popular and well used playground, central to the urban area, and has a number of schools in close proximity to the park. The recreation ground is the home to Frimley Cricket Club which draws additional visitors.

Although the playground has been refurbished in various stages over the years, the majority of the equipment has been identified by RoSPA (the accredited playground safety inspectors) as no longer fit for purpose: it needs full replacement together with major resurfacing works.

Part of this project would be to remove and replace the sand with a more suitable safety surface: concerns have been raised by residents about foreign objects being found in the existing sand surfacing within the play area (such as animal faeces, broken glass and even needles), posing a significant health and safety risk to users of the playground.

The completed project will make the area a safe place to play and bring together a community, enhancing health and well-being for all users. If not undertaken, it is expected that the playground will have to close (being deemed as unfit for purpose by RoSPA) and this is likely to put additional pressures on other, already busy, local play provision.

Funding of £20,000 towards the play improvement scheme (for equipment) was agreed at Executive in March 2017. However, this did not address the surfacing concerns that have become more prevalent over time and now need to be addressed. With the total cost of the project estimated to be £70,000, £50,000 is sought from the CIL support fund to facilitate the replacement of the sand, re-levelling the play area and install a new safety surface (ongoing maintenance would be covered under SHBC's existing grounds' maintenance contract and will also be included in the annual RoSPA inspections).

If successful in securing CIL funding, SHBC will issue invitations to tender in line with Council policies and ensure the procurement is carried out in accordance with SHBC regulations. Timescales: approximately six months from start to finish, including all consultation work with the local community.

Letters of Support: Received from Cllr Jane Croke.

Recommendation: **SUPPORT** subject to agreement to pooling of funding

The bid is supported by the local community and ward councillors. The scheme will be part funded from other SHBC funds. However, Frimley Ward does not have enough funding to support this bid.

WARD; Heatherside

Applicant: Heather Ridge Infant School, Haven House Building

Project: To maintain and improve the front of Haven House and to improve access.

Grant requested: £13,000

Project cost: £164,000

The building is used for the for the school community and is available for the local community, to be used for local meetings. The building will also be in use for groups/parents to hire for local clubs, meetings and parties.

The improvements to the building will provide more space and enable safer access for users of the building. Improving the access to the building will ensure the safety for users such as parents dropping off and picking up children and community groups using the building for meetings and events.

The works include a new entrance and pathways, secure lighting, replacement fencing, replacement cladding and insulation and a new front door for added security.

Funding has been secured from other sources towards the overall cost of the project.

This includes £138,500 saved from the school budget over the last 5 years and £12,500 from third party donations.

This bid seeks to secure funding to enable the project to be completed. The works, once completed, will enable the building to be fully restored and maintained for use by the school and local community for future years.

Letters of Support:

Recommendation and rationale:

Recommendation: **SUPPORT**

The bid is for £13,000 for which Heatherside ward has adequate funding. This is a community led bid to which the school is contributing £151,000 from budgets and fundraising. The project will bring an underused building back into use for parents and children at the school. The necessary planning permission has been obtained. The building has the potential for hire which will deliver an income stream to support ongoing maintenance.

WARD: Old Dean

Applicant: Old Dean Community Group

Project: CCTV for Old Dean Play Area (Camberley)

CIL support requested: £7,000

Project cost: £7,000

In July 2020, a new £210,000 play/recreation facility was officially opened by the Mayor at Old Dean Recreation ground funded from planning infrastructure monies with additional contributions from Accent Housing, Eikon Charity and the Old Dean Community Group. Since opening this new facility has suffered from vandalism.

On 17th November 2020, the Executive received a presentation from Mr Trefor Hogg, chairman of the Old Dean Community Group (ODCOG), on a petition submitted concerning Old Dean Recreation Ground.

The petition asked the Council to invest in better lighting that was able to resist vandalism and invest in CCTV to protect the playground area at Old Dean Recreation Ground so that the asset remained fully usable by the community. The petition had been available for signing on the Council's website between 9 July and 9 October 2020 and had received 520 signatures.

Mr Hogg presented the petition, highlighting the recent investment by the Council, Accent Housing, and ODCOG to the play area. Members were informed about vandalism and deliberate damage to the play equipment, along with other anti-social behaviour at the site. He asked the Executive to consider the following measures to help address these issues:

- Install lighting that worked and was robust, in order to make the footpaths safer and to deter misuse of the area at night
- Install an alarm system in the pavilion
- Install CCTV recording

Letters of Support: Received from Cllr Shaun Garrett and Cllr Rodney Bates

Recommendation and rationale:

Recommendation: **SUPPORT** subject to agreement to pooling of funding

The most recent incident of vandalism has required extensive structural repair

costing circa £44,000. The cost of this work is covered by the Council's insurers who have indicated that unless further measures are taken to protect the building it may be deemed uninsurable in the future.

It is calculated that over the past three years the officer time spent on dealing with issues relating to vandalism has cost the Council circa £16,000 plus circa £12,000 in equipment repair and replacement costs.

A monitored alarm system for the pavilion, including annual subscription, is relatively low (circa £1,000 plus £160 pa maintenance) which has already been installed and funded from existing budget.

The existing council owned 3 lamp columns at the site that were out of action due to vandalism have already been repaired with more robust LED options and funded from existing budgets.

However, Old Dean Ward does not have enough funding to support this bid.

....

WARD: Watchetts

Applicant: Orchard Way Community Group

Project: Orchard Way Playground Refurbishment (Camberley)

CIL support requested: £65,000

Project cost: £66,000

Installed approximately thirty years ago, the play area in Orchard Way is well used by children from the James Road Estate as well as many other children from schools in the area. It provides a hub of the community, attracting adults and children alike and is an important outdoor provision for health, well-being and community cohesion. The open space area of the playground is also used by the community, holding various events including carol singing in partnership with St Mary's Church. The event draws many people from across the estate and beyond, including residents from the neighbouring sheltered housing who often feel isolated.

The current playground area has recently been identified by RoSPA (the accredited playground safety inspectors) for full replacement. No longer fit for purpose, the playground requires a complete refurbishment including replacing all the existing equipment and renewed safety surfacing.

The full replacement of the playground equipment will make the playground a safe place to play, enhancing the community's health and well-being. If not undertaken, it is expected that the playground will have to close (being deemed as unfit for purpose by RoSPA).

The community group has raised £1,000 towards the cost of the project (from donations and proceeds from fund raising events which were held at the park, as well as a Waitrose token collection). The overall cost is estimated to be £66,000. With no other funds available, £65,000 is sought from the CIL support fund (ongoing maintenance would be covered under SHBC's existing

grounds' maintenance contract and will also be included in the annual RoSPA inspections).

If successful in securing CIL funding, SHBC will issue invitations to tender in line with Council policies and ensure the procurement is carried out in accordance with SHBC regulations. Timescales: approximately six months from start to finish, including all consultation work with the local community.

Letters of Support: Received from Cllr Charlotte Morley and Cllr David Lewis.

Recommendation and rationale:

Recommendation: **SUPPORT** subject to agreement to pooling of funding

The bid is for a play area owned and managed by the Borough Council and delivery is supported by the Business Service who will oversee the delivery of these improvements. Without these improvements the play area will have to be closed as it no longer meets safety standards. The play area serves an area with significant local levels of deprivation. The bid is supported by the local community and ward councillors. However, Watchets Ward does not have enough funding to support this bid.

....

WARD: West End

Applicant: Cllrs Alleway and Page

Project: School Safety Crossings and Speed Calming in strategic access roads and community connectivity.

Grant requested: £195,500.

Project cost: £195,500.

The project seeks funding to provide two pedestrian crossings with beacons on a raised platform and speed calming in the form of a Pedestrian Refuge Island.

The first crossing would be outside of Holy Trinity School, Benner Lane and the second crossing located at Beldam Bridge Road near the junction of Kings Road.

The Pedestrian Refuge Island would be located on Rosewood Way (A322)

In recent years, the local area has seen the development of approximately over 400 houses.

There are currently no pedestrian crossings near the school. The school 'lollipop' crossing service is no longer in operation. Local residents and Councillors has expressed concern about the safety of school pupils and other pedestrians when attempting to cross the road, due to increased vehicular traffic.

Beldam Bridge Road is described as a busy cut-through route for vehicles travelling between Chobham and West End. The new development south of Beldam Bridge Road has increased the footfall and increased the danger to pedestrians crossing the busy road.

The pedestrian crossings and raised platforms would help to slow the traffic and facilitate safer crossing for pedestrians and parents and pupils travelling to the school.

The Pedestrian Refuge Island would be situated on the busy Rosewood Way (A322).

Vehicles travel at speed along this route. The Refuge Island is needed to provide a safe crossing point for residents of the nearby Nursery Green Estate on their way to school and for the community using the local shops and Garage along this stretch of the road.

Costs

Pedestrian crossing

Zebra Crossing £34,000

Speed Control Table £15,000

Design and Traffic Management £30,000

(Total for each crossing £79,000)

Total for two crossings = £158,000.

Pedestrian Refuge Island

Estimated Island cost £12,500

Design and Traffic Management £25,000

Total = £37,500.

Total Bid = £195,500

Letters of Support: bid submitted by Cllrs Alleway and Page. Bid mentions petition and support of Parish Council but no documents attached.

Recommendation and rationale:

Recommendation: **NOT SUPPORT.**

The bid area lies outside of the non-parished wards area and within West End parish which has received £ £611,308.25 in CIL funding to date which would

fund the works without recourse to neighbourhood funding from the non-parished wards. There is a suggestion that West End parish would contribute funding toward these works but no amount is suggested. No evidence of support or funding from the County Highway Authority is referred to or has been submitted with this bid. Nor has any evidence been submitted to show that in the absence of that support the project is deliverable.

Climate Change Strategy and Action Plan

Summary

Following the declaration of a Climate Emergency in October 2019, a Climate Change Working Group was formed. A key action of this group is the development of a Climate Change Action Plan, to set out the aims, objectives and actions for delivery in Surrey Heath to support achieving the 2030 carbon neutral target. Executive approval is requested for the agreement and publication of the Surrey Heath Climate Change Action Plan. It is envisaged that this Action Plan will sit within the broader framework of the Surrey Climate Change Strategy. This report also seeks endorsement of Surrey's Climate Change Strategy.

The Climate Change Action Plan was developed in conjunction with the Climate Change Working Group and the Plan has its support. The Action Plan includes a total of 65 Actions across 6 key themes, with actions prioritised for delivery, based on feedback from the Climate Change Working Group. It sets out Surrey Heath specific actions, whilst recognising the importance of partnership working to deliver these actions. The Action Plan is proposed to be a living document, which will be reviewed and updated and will feed into customer friendly webpages which will form the basis for ongoing public engagement on Climate Change.

Portfolio: Environment & Health Portfolio Holder

Date Portfolio Holder signed off report: 3 March 2021

Wards Affected: All

Recommendation

The Executive is advised to RESOLVE that the Climate Change Action Plan, as set out at Annex A to this report, be agreed and Surrey's Climate Change Strategy be endorsed.

1. Key Issues

- 1.1 Climate change is one of the greatest challenges facing our society. The scientific evidence of climate change is overwhelming and will have a lasting impact on people and wildlife (see Annex 1, Appendix 1 for more details). The Intergovernmental Panel on Climate Change 2018 report makes clear that the impacts of climate change are being experienced now through unprecedented global trends and through more localised severe weather events.
- 1.2 The United Nations and the international scientific community have made clear the potentially severe global human, environmental and economic impacts that man-made climate change poses. The Paris Climate Agreement of 2015 recognised the need to accelerate actions and investment to combat climate change and pursue efforts to limit the future global temperature increase to 1.5°C. The potential

implications if we do nothing for communities include increased risk of flooding and extreme heat, disruption to critical infrastructure, networks and industry, and increased risk to our health and wellbeing.

- 1.3 On the 9th of October 2019, the Council declared a Climate Emergency and pledged to work towards becoming carbon neutral by 2030 across its own estate and operations, including contractors used, and support the actions being taken by Surrey County Council in this area.
- 1.4 A Climate Change Action Plan has been prepared to assist the Council in delivering the targets set by the Climate Emergency declared in 2019 and support partnership working on climate change. This Action Plan was developed in conjunction with the Climate Change Working Group, over a number of meetings, and has its support. At the 4th February 2021 Climate Change Working Group meeting it was resolved to ask for Executive to agree the Climate Change Action Plan. The Action Plan has two key aims:
 1. To work towards achieving the ambitious net-zero carbon emission target by 2030 as an organisation and contribute to making the Borough net zero by 2050 (with the aspiration for net zero by 2030).
 2. To ensure that the Council as an organisation is resilient to the impacts of climate change and support the resilience of the Borough to the impacts of climate change.
- 1.5 The aims are supported by eight objectives which are set out in the Surrey Heath Climate Change Action Plan (Annex 1). The Action Plan is supported by the emission baseline set out in the Climate Change Study¹ prepared by Aceom on behalf of the Council to support the development of the new Local Plan. Chapter 4 of the study sets out the baseline carbon emissions for Council as an organisation, as well as the Borough wide emissions (2017 base year).
- 1.6 The total baseline emissions from Surrey Heath Borough Council's buildings and assets in 2017 was 4,122 tCO₂e. Currently, the greatest contributor to the Council's own GHG emissions is procurement spend, accounting for 71.2% of emissions. The total emissions for the Borough in 2017 was 417,346 tCO₂e. The greatest contributor to this was domestic energy use, accounting for 41% of emissions, with road transport the next greatest contributor (33%).
- 1.7 The study also makes wider recommendations on how the Draft Local Plan, which is currently being prepared by the Council can help to address climate change. It is intended that the new Local Plan will deliver climate change actions specific to planning, including ensuring that new developments contribute to climate change mitigation and adaptation. As such, Local Plan Actions have not been included in the Climate Change Action Plan at this stage.

¹ Available at

<https://www.surreyheath.gov.uk/sites/default/files/Surrey%20Heath%20Local%20Plan%20-%20Climate%20Change%20Study.pdf>

- 1.8 The Action Plan has been separated into the following six key themes:
- Energy – includes 12 actions
 - Transport – includes 12 actions
 - Environment – includes 13 actions
 - Behavioural change – includes 15 actions
 - Operations – includes 10 actions
 - Monitoring – includes 3 actions
- 1.9 For each of the 6 key themes, actions have been categorised according to the following criteria:
- If the action is a Council operation (actions directly within the scope of Surrey Heath Borough Council as an organisation) or actions in the wider borough (actions to support and work with all other relevant organisations and individuals to significantly reduce emissions Surrey Heath).
 - If the action is direct (for example the installation electric vehicle charging points) or indirect (for example undertaking initial scoping work to understand the feasibility of installing electric vehicle charging points).
 - If the action is high, medium or low priority. This was determined based on the ease and effectiveness of delivering an action, in consultation with the Council’s Climate Change Working Group.
 - Start date timescales, as defined in table 1 of Annex 1.
 - If the action can be delivered within existing budgets, is likely to require additional funding or will require additional funding (either through capital or revenue investment or grant funding).
- 1.10 The challenges associated with addressing climate change are inherently complex and guidance and best practice is continually evolving because of changes in technology and our understanding of the issues. Therefore, the Action Plan has been prepared as a living document that will be updated regularly, adapting to changing circumstances and in consultation with the Climate Change Working Group.
- 1.11 The Action Plan draws directly on Surrey’s Climate Change Strategy (Annex 2), providing an Action Plan that is specific to Surrey Heath Borough Council. The Surrey strategy supports the shared ambition of Surrey’s 12 local authorities for Surrey’s residents to live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities and sets out the collective approach to do our part to tackle climate change. The strategy establishes the approach for how Surrey’s local authorities and other partners will work together to put the county on the path to net zero carbon emissions.
- 1.12 The Surrey strategy was developed through engaging with academic partners, residents, businesses, schools and emergency services through workshops, focus groups, resident panels, and commissioning groups. It contains:

- 8 themed chapters
- 19 targets
- 164 actions

2. Resource Implications

- 2.1 The work to date has been carried out within existing staffing resources. The Council is currently recruiting for a Climate Change Officer to take this work forward. This will be funded from a combination of salary savings from an unfilled posts and government grants..
- 2.2 The 2021/2022 includes a revenue growth of £45,000 for Climate Change Work. Any capital funding required will be submitted to the Council for approval on a case for case basis.
- 2.3 There is the potential that a number of actions will be delivered through external funding streams, such as government grants. It should be noted that in many cases actions requiring investment will pay back in the future. For example, through investing in improvements to the energy efficiency of Council owned and operated buildings, future energy bills will be reduced creating a long-term saving.

3. Options

- 3.1 The Executive has the following options:
- To **AGREE** the Surrey Heath Climate Change Action Plan.
 - To **AGREE** to endorse Surrey's Climate Change Strategy.
 - To **NOT AGREE** for the Council to agree the Surrey Heath Climate Change Action Plan.
 - To **NOT AGREE** for the Council to endorse Surrey's Climate Change Strategy.

4. Proposals

- 4.1 For the Council to agree the Surrey Heath Climate Change Action Plan and endorse Surrey's Climate Change Strategy.

5. Supporting Information

- 5.1 The Action Plan is supported by the emission baseline set out in the Climate Change Study² prepared by Aceom on behalf of the Council to support the development of the new Local Plan. Chapter 4 of the study sets out the baseline carbon emissions for Council as an organisation, as well as the Borough wide emissions (2017 base year).

² Available at

<https://www.surreyheath.gov.uk/sites/default/files/Surrey%20Heath%20Local%20Plan%20-%20Climate%20Change%20Study.pdf>

6. Corporate Objectives And Key Priorities

- 6.1 The implementation of Action Plan will play a pivotal role delivering the 2030 carbon neutral target set by the Climate Emergency declared in October 2019.

7. Policy Framework

- 7.1 None.

8. Legal Issues

- 8.1 None identified at this stage.

9. Governance

- 9.1 The Climate Change Working Group will take a lead role in overseeing the delivery of the Action Plan, should it be agreed.

10. Risk Management

- 10.1 None.

11. Equalities Impact

- 11.1 None.

12. Human Rights

- 12.1 None.

13. Environmental Impact

- 13.1 The implementation of Action Plan will play a pivotal role delivering the 2030 carbon neutral target set by the Climate Emergency declared in October 2019. The benefits of delivering climate change mitigation and adaptation are wide ranging, including supporting biodiversity and contributing to human health.

14. Consultation

- 14.1 The Climate Change Action Plan was considered by the Climate Change Officers Group meeting in January 2021 and by the Climate Change Working Group at the 4th of February meeting. Public engagement is proposed through the creation of customer friendly webpages, as set out below.

15. PR And Marketing

- 15.1 It is proposed that a new set of webpages on the Council's website are dedicated to climate change, including the replication of the Climate

Change Action Plan. The webpages are ready to go live should the Council agree the Climate Change Action Plan.

16. Officer Comments

16.1 The expedient implementation of the Climate Change Action Plan will be crucial to delivering the Council’s net zero 2030 target pledged in 2019 when the Climate Emergency was declared.

| | |
|-------------------------------|--|
| Annexes | Annex 1 – Surrey Heath Climate Change Action Plan Annex 2 – Surrey’s Climate Change Strategy |
| Background Papers | Surrey Heath Climate Change Study prepared by Aecom – available at https://www.surreyheath.gov.uk/sites/default/files/Surrey%20Heath%20Local%20Plan%20%20Climate%20Change%20Study.pdf |
| Author/Contact Details | Keiran Bartlett – Senior Planning Officer Keiran.Bartlett@surreyheath.gov.uk |
| Head of Service | Jenny Rickard - Executive Head of Regulatory |

Surrey Heath Borough Council Climate Change Action Plan



Climate Emergency Declaration

On the 9th of October 2019, the Council declared a Climate Emergency and pledged to become carbon neutral by 2030 across its own estate and operations, including contractors used, and support the actions being taken by Surrey County Council in this area.

Introduction

Climate change is one of the greatest challenges facing our society. The scientific evidence of anthropogenic climate change is overwhelming and will have a lasting impact on people and wildlife¹. The Intergovernmental Panel on Climate Change 2018 report² makes clear that the impacts of climate change are being experienced now through unprecedented global trends and through more localised severe weather events. The Climate Emergency declared by the Council recognises that climate change is happening, and that action needs to be taken now, both to mitigate and to adapt.

The Surrey Heath Climate Change Action Plan has two key aims:

1. To work towards achieving the ambitious net-zero carbon emission target by 2030 as an organisation and contribute to making the Borough net zero by 2050 (with the aspiration for net zero by 2030).
2. To ensure that the Council as an organisation is resilient to the impacts of climate change and support the resilience of the Borough to the impacts of climate change.

¹ Appendix 1 provides links to the key sources of scientific evidence for anthropogenic climate change.

² V Masson-Delmotte et al.: Global Warming of 1.5°C. An IPCC Special Report on the Impacts of Global Warming of 1.5°C above Pre-industrial Levels and Related Global Greenhouse Emission Pathways, in the Context of Strengthening the Global Response to the Threat of Climate Change, Sustainable Development, and Efforts to Eradicate Poverty. Summary for Policymakers. Intergovernmental Panel on Climate Change, Oct. 2018. http://report.ipcc.ch/sr15/pdf/sr15_spm_final.pdf

To deliver the aims of the Action Plan, eight objectives have been identified:

1. Develop and deliver a credible pathway to being carbon neutral by 2030 in our estate and operations.
2. Deliver significant carbon reductions through developing and implementing an energy strategy to reduce energy consumption and increase local renewable energy production to transition to zero-carbon energy.
3. Work with partners to support initiatives and infrastructure to increase the uptake of walking, cycling and public transport, and low emission vehicles.
4. Deliver improvements to green infrastructure in the Borough, increasing the potential of land, biodiversity, current and future woodland in the Borough to sequester and store carbon.
5. Work with partners to help facilitate reduced waste and increase reuse and recycling in the Borough.
6. Use education and best practice sharing to drive significant behavioural changes within Surrey Heath to encourage the adoption of more sustainable lifestyle choices.
7. Facilitate and encourage partnership working to increase the resilience of the council's estate and operations to climate change and set the standard for all sectors of our local community to reduce their carbon emissions and adapt to the impacts of climate change.
8. Support the development of the green economy, including sustainable farming and food production.

The Action Plan draws directly on the Surrey Climate Change Strategy, available on Surrey County Council's website³. The strategy supports the shared ambition of Surrey's 12 local authorities for Surrey's residents to live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities and sets out the collective approach to do our part to tackle climate change.

The Action Plan is supported by the emission baseline set out in the Climate Change Study⁴ prepared by Aceom on behalf of the Council to support the development of the new Local Plan. Chapter 4 of the study sets out the baseline carbon emissions for Council as an organisation, as well as the Borough wide emissions (2017 base year). The study also makes wider recommendations on how the new Local Plan, currently being prepared by the Council, can address climate change. The new Local Plan will deliver climate change actions specific to planning policy, including ensuring that new developments contribute to

³ <https://www.surreycc.gov.uk/people-and-community/climate-change/what-are-we-doing/climate-change-strategy>

⁴ Available at <https://www.surreyheath.gov.uk/sites/default/files/Surrey%20Heath%20Local%20Plan%20-%20Climate%20Change%20Study.pdf>

climate change mitigation and adaptation. As such, Local Plan Actions have not been included in the Climate Change Action Plan at this stage.

It is widely accepted that delivering actions to address climate change will offer many co-benefits. These include:

- Health benefits – Due to cleaner air, warmer homes, more exercise and better mental health.
- Economic benefits – Less lost time due to traffic congestion, job creation in the green economy, operational cost savings via increased energy efficiency and waste reduction.
- Biodiversity benefits– green infrastructure and nature based solutions to climate change, such as tree planting, can have a wide range of additional benefits including supporting biodiversity, water, soil and air quality.

The challenges associated with addressing climate change are inherently complex and guidance and best practice is continually evolving as a result of changes in technology and our understanding of the issues. Therefore, the Action Plan has been prepared as a living document that will be updated regularly, adapting to changing circumstances. The Action Plan is replicated on the Council's website⁵, along with more information on how individuals can make a difference.

It should be noted that the ability to deliver the Action Plan will depend on the resources that are available. Indeed, not all actions in this Plan will be deliverable and the key actions will need to be prioritised to deliver carbon emission reductions efficiently and effectively.

Defining actions

The Action Plan is separated into the following six key areas, although it is noted that there is a degree of overlap:

- Energy
- Transport
- Environment
- Behavioural change
- Operations
- Monitoring

⁵ Link to be added when webpages go live.

To reflect the Council's levels of influence across the Borough, the actions within each of the six key areas has been separated into two categories:

1. Council Operations: Actions that are directly within the scope of Surrey Heath Borough Council as an organisation (building and assets).
2. Wider Borough: Actions to support and work with all other relevant organisations and individuals to significantly reduce emissions Surrey Heath.

It is noted that there are differences between actions that are direct and actions that are indirect. As such, each action has also been labelled as either a direct action, such as the installation electric vehicle charging points into Council owned car parks, or an indirect action, such as undertaking initial scoping work to understand the feasibility of installing electric vehicle charging points into Council owned car parks.

Timescales

Specific actions may take months or years to deliver and therefore an indicative **start date** timescale is provided for each action in the six key areas, based on the definitions summarised in Table 1 below.

| Timescale | Start date⁶ |
|------------------|-------------------------------|
| Ongoing | Action currently in progress |
| Short term | 6 – 12 months |
| Medium term | Up to 2 years |
| Long term | Longer than two years |

Table 1: summary of action start date timescales.

Priority actions

Due to the wide range of actions it is necessary to prioritise actions based on their effectiveness and ease to undertake. Actions have been categorised and colour coded as high, medium and low priority, in consultation with the Council's Climate Change Working Group, based on the effectiveness of the action and the ease of undertaking the action.

⁶ Effective as of the 1st April 2021.

Resources

Actions in the plan cover a wide range of service areas and in some cases will require external funding to be delivered. As such, Actions have been categorised as follows:

- Within existing budgets - actions which can be delivered within existing budgets and resources at this stage.
- Will require additional funding - actions which will require external funding (either through capital investment or grant funding) or additional resources to be delivered.
- Likely to require additional funding - actions which will likely require external funding (either through capital investment or grant funding) or additional resources to be delivered.

Monitoring and actions

The Climate Change Working Group will continue to meet regularly to facilitate the delivery of actions in this Action Plan, including evaluating updates to the Action Plan. The Action Plan is a dynamic document that will evolve as the climate emergency landscape inevitably shifts over time. Therefore, the plan will be reviewed regularly to ensure that it stays current and remains fit-for-purpose.

A monitoring framework will be developed by the Council to measure the success of actions. A suite of relevant key performance indicators will also be developed to assist with performance management, and this will capture key milestones achieved during the last reporting period and any risks or issues for the actions in question. Each action has categorised based on the service area responsible for delivery.

The Action Plan sets out the Corporate Management Team lead for each key area, together with the relevant service area for each action. The service areas include Economic Development (ED), Media and Marketing (M&M), Environmental Health (EH), Planning Policy (PP), Human Resources (HR) and Development Management (DM).

Energy

The Surrey Heath Climate Change study identifies that approximately 15% of the Council's carbon emissions as an organisation originate from its energy usage. It also identifies that domestic and industrial energy usage accounts for over 60% of Borough wide emissions.

| Council Operations Energy Actions | | | | | | |
|--|---|--------------------------------------|----------------------------|------------------|-----------------|---|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT lead Finance - Service area: |
| E1 | Develop and implement an Energy Strategy for the Council do deliver Energy actions, working with partners including the Surrey Energy Partnership ⁷ and Surrey Climate Commission. | Within existing budgets | Indirect | Short term | High | Climate change officer |
| E2 | Become members of APSE Energy ⁸ . | Within existing budgets | Indirect | Complete | High | PP |
| E3 | Change electricity supply to a 100% green energy tariff for Council owned and operated buildings. Consider options for offsetting gas usage in Council owned and operate buildings. | Likely to require additional funding | Direct | Short term | High | Property |
| E4 | Continue and accelerate the rollout of LED lighting across the Council's estate, including parks and open spaces, to reduce energy use. | Will require additional funding | Direct | Ongoing | High | Property and Green Spaces |
| E5 | Continue and accelerate improvements to the energy efficiency of Council owned and operated buildings. Work with tenants to | Will require additional funding | Direct | Ongoing | High | Property |

⁷ Surrey Energy Partnership aims to support and facilitate the transition to clean energy

⁸ The Association for Public Service Excellence (APSE) is a bespoke Local Authority Energy Collaboration is a partnership developed by our member authorities which looks to leverage and maximise the opportunities afforded to local authorities by working together on a national scale in the green energy agenda.

| | | | | | | |
|-------------------------------------|---|--------------------------------------|----------|-------------|--------|------------------------|
| | identify and implement measures to improve the energy efficiency of the Council's leased assets. | | | | | |
| E6 | Identify and bid for external grant funding for energy efficiency and renewable energy projects. | Within existing budgets | Indirect | Ongoing | High | Finance |
| E7 | Examine the viability of installing renewable energy onto Council owned buildings and land, such as solar panels, and identify buildings and/or land that is suitable for renewable energy installations. | Likely to require additional funding | Indirect | Ongoing | High | Property |
| Wider Borough Energy Actions | | | | | | |
| E8 | Promote the introduction of renewable and low carbon energy across the Borough. | Within existing budgets | Indirect | Ongoing | High | PP |
| E9 | Work with businesses and citizens across Surrey Heath by providing information and advice on low-cost technologies to reduce energy consumption. | Within existing budgets | Indirect | Short term | Medium | ED, M&M EH |
| E10 | Examine the potential for zero/low carbon heat networks in the Borough. | Likely to require additional funding | Indirect | Medium term | Medium | Planning policy |
| E11 | Work with our partners in local government and the energy supply sector to consider the establishment of district energy networks or similar systems. | Within existing budgets | Indirect | Long term | Medium | Climate Change Officer |
| E12 | Investigate the potential to survey energy uses and consumption patterns across the Borough. | Likely to require additional funding | Indirect | Long term | Low | EH |

Transport

The Surrey Heath Climate Change study identifies that approximately 34% of Borough wide emissions relate to transport, of which the vast majority relates to road transport. The study also identifies that approximately 10% of the Council's emission originate from employee commuting and fleet vehicles.

| Council Operations - Transport Actions | | | | | | |
|---|---|--------------------------------------|----------------------------|------------------|-----------------|--|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT lead Regulatory/Community - Service area: |
| T1 | Continue to implement and develop agile working practices to reduce employee journeys and business miles. Encourage greener community and active travel for necessary journeys. | Within existing budgets | Direct | Ongoing | High | HR |
| T2 | Undertake a survey of employee commuting and business travel patterns. | Within existing budgets | Indirect | Short term | Medium | HR |
| T3 | Identify incentives that could be used to encourage sustainable modes of transport for staff, including investigating the potential for an employee car club. | Within existing budgets | Indirect | Medium term | Medium | HR |
| T4 | Examine the potential to transition SHBC fleet vehicles to electric and/or other low/zero emission vehicles. | Likely to require additional funding | Indirect | Medium term | High | Community Services/ Green spaces |
| T5 | Investigate the potential to increase electric vehicle charging points within Council car parks. | Likely to require additional funding | Indirect | Ongoing | High | Property & Parking |
| Wider Borough – Transport Actions | | | | | | |
| T6 | Support the rapid shift to electric vehicles by working in partnership with Surrey County Council and electric vehicle charging point providers to | Within existing budgets | Indirect | Short term | High | Climate Change officer |

| | | | | | | |
|------------|--|--------------------------------------|----------|-------------|--------|----------------------------|
| | investigate the potential to deliver EV charging points installation projects across the Borough. | | | | | |
| T7 | Start initial work on exploring the opportunity for improving sustainable movement corridors in Surrey Heath, working with Surrey County Council. | Within existing budgets | Indirect | Short term | High | PP |
| T8 | Work with partners to prioritise the delivery of strategic infrastructure to be located near key transport hubs, reducing the demand for travelling by private car and improving overall mobility and accessibility, in and between urban areas. | Within existing budgets | Direct | Ongoing | High | PP |
| T9 | Work with SCC to significantly improve the Borough's cycle network, with the potential for the production of a cycle strategy specific to Surrey Heath. | Within existing budgets | Direct | Ongoing | High | PP |
| T10 | Investigate the potential for an Urban Consolidation Centre in Camberley which would enable last mile deliveries to be made using electric freight vehicles (including e-bikes) rather than diesel-powered HGVs. | Likely to require additional funding | Indirect | Long term | Low | ED/ Climate Change officer |
| T11 | Work with taxi companies and licence holders to consider low carbon vehicles. | Within existing budgets | Indirect | Medium term | Low | EH |
| T12 | Investigate opportunities to develop a car sharing scheme for local residents. | Likely to require additional funding | Indirect | Medium term | Medium | Climate Change officer |

Environment

The Surrey Heath Climate Change Study identifies that the total carbon sequestered by Council-owned green space in 2017 was estimated to be 195.3 tCO₂e, which equates to -195.3 tCO₂e removed from the atmosphere. The study also estimates that the total carbon sequestered within Surrey Heath by non-Council-owned green space in 2017 was 10,336 tCO₂e, which equates to -10,336 tCO₂e removed from the atmosphere.

| Council Operations - Environment Actions | | | | | | |
|---|---|--------------------------------------|----------------------------|------------------|-----------------|--|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT lead Business - Service area: |
| ET1 | Continue to minimise the use of herbicides and pesticides where possible and appropriate. | Within existing budgets | Direct | Ongoing | High | Greenspaces |
| ET2 | Continue to encourage reduced mowing where appropriate to allow wildflower planting and growth. Review machinery used to undertake works, including increasing the use of low carbon equipment. | Within existing budgets | Direct | Ongoing | High | Greenspaces |
| ET3 | Review potential to undertake a tree density assessment of the Borough, giving a clear understanding of tree cover in the borough. | Likely to require additional funding | Indirect | Medium term | Medium | Greenspaces /trees |
| ET4 | Examine the opportunities to improve green infrastructure networks in the Borough, including opportunities for Suitable Alternative Natural Greenspace (SANGs). | Within existing budgets | Indirect | Ongoing | High | Greenspaces /PP |
| ET5 | Investigate the potential to 'rewild' the Borough, including open spaces in Council ownership | Likely to require additional funding | Indirect | Medium term | Medium | Greenspaces |
| ET6 | Identify opportunities for community gardens/ allotments throughout the Borough. | Within existing budgets | Indirect | Medium term | Medium | Greenspaces |

| | | | | | | |
|--|--|--------------------------------------|----------|-------------|--------|-----------------------|
| ET7 | Examine how the carbon storage capacity of the Council's green assets can be maximised. | Likely to require additional funding | Indirect | Long term | Low | Greenspaces |
| ET8 | Examine the potential to 'green' Council buildings, such as integrating green roofs and green walls into the fabric of buildings (this also relates to energy, providing better insulation etc). | Likely to require additional funding | Indirect | Medium term | Medium | Greenspaces /Property |
| ET9 | Investigate and cost opportunities to reuse water, for example incorporating rainwater harvesting, as part of Council building projects. | Likely to require additional funding | Indirect | Medium term | Medium | Property |
| Wider Borough – Environment Actions | | | | | | |
| ET10 | Work with partners to facilitate a tree planting and green infrastructure strategy (specific to climate change), taking account of the Borough's biodiversity assets. | Within existing budgets | Indirect | Ongoing | High | PP |
| ET11 | Work with partners to develop and deliver a framework for biodiversity net gain. | Within existing budgets | Indirect | Short term | High | PP |
| ET12 | Continue to work with Joint Waste Solutions and partners to deliver reductions in carbon emissions associated with waste management in Surrey Heath, including vehicle fleet management and supply chain engagement. | Within existing budgets | Indirect | Ongoing | High | Joint Waste Solutions |
| ET13 | Promote the 'greening' of buildings in the Borough, such as integrating green roofs and green walls into the fabric of buildings. | Within existing budgets | Indirect | Medium term | Medium | DM/ PP |

Behaviour Change

Supporting and promoting changes to more sustainable practices and lifestyles can play a significant role in reducing emissions from all sources, both within the organisation and the Borough more widely.

| Council Operations – Behaviour Change Actions | | | | | | |
|--|--|--------------------------------------|----------------------------|------------------|-----------------|--|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT lead Transformation - Service area: |
| B1 | Increase and diversify our communications and engagement on climate change, including directing resources towards community engagement and behavioural change. | Within existing budgets | Indirect | Ongoing | High | ED |
| B2 | Facilitate local events promoting sustainable practices, making best use of the Council's assets (e.g. using vacant units in the SQ etc). | Likely to require additional funding | Indirect | Medium term | Medium | ED |
| B3 | Investigate the potential for pop-up units in the Town Centre for local sustainable businesses, for example in vacant units. | Likely to require additional funding | Indirect | Short term | Medium | ED |
| B4 | Require deliveries to be by electric vehicles where practicable. | Likely to require additional funding | Indirect | Medium term | Medium | ED |
| Wider Borough – Behaviour Actions | | | | | | |
| B5 | Work with the Local Enterprise Partnership (LEPs), e.g. to identify funding sources that residents can access. | Within existing budgets | Indirect | Short term | High | ED |
| B6 | Consider the potential to support or advertise local reuse websites/apps to promote waste reduction in the Borough. | Within existing budgets | Indirect | Medium term | Low | EH |
| B7 | Establish a programme of funding for charities or other local initiatives who redistribute surplus food to those in need. | Will require additional funding | Indirect | Long term | Low | Transformation |

| | | | | | | |
|------------|---|--------------------------------------|----------|-------------|--------|------------------------|
| B8 | Working in partnership with local businesses and organisations to deliver carbon reductions throughout the Borough. | Within existing budgets | Indirect | Medium term | Low | ED/ EH |
| B9 | Work with local events to reduce emission and waste from events through producing a best practice guidance. | Within existing budgets | Indirect | Medium term | Low | EHOs |
| B10 | Investigate the potential for a local award for businesses that demonstrate excellence in reducing carbon emissions or achieve net zero. | Likely to require additional funding | Indirect | Medium term | Low | ED/ EH |
| B11 | Investigate potential opportunities to partner with universities for local research and innovation. | Within existing budgets | Indirect | Medium term | Medium | ED |
| B12 | Review and improve how we involve residents in our existing decision-making processes. | Within existing budgets | Indirect | Short term | High | Climate Change Officer |
| B13 | Review the implications of moving towards a low carbon economy on Surrey Heath's jobs and skills markets. | Will require additional funding | Indirect | Long term | Low | ED |
| B14 | Working with partners, use local economic data to provide a clearer picture of ongoing reuse activities, to identify circular economy opportunities and assets. | Likely to require additional funding | Indirect | Long term | Medium | ED |
| B15 | Work with partners to help facilitate reduced waste and increase reuse and recycling in the Borough. | Within existing budgets | Indirect | Ongoing | High | Joint Waste Solutions |

Operational

The Surrey Heath Climate Change Study identified that the Council's procurement spend accounts for over 70% of the organisation's emissions.

| Council Operations – Operational Actions | | | | | | |
|---|---|--------------------------------------|----------------------------|------------------|-----------------|---|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT Lead Corporate - Executive Head/ lead officer: |
| O1 | Make climate change a priority for decision making, both in terms of procurement processes and officer reports. | Within existing budgets | Indirect | Ongoing | High | Executive Head - Corporate |
| O2 | Embed carbon reduction objectives into all decision-making processes in the Council, ensuring that the Council's supply chains are minimising carbon emissions. | Likely to require additional funding | Indirect | Ongoing | High | Executive Head - Corporate |
| O3 | Educate, train and encourage internal procurers and commissioners to review their consumption of goods and services, reduce usage and adopt more environmentally friendly products and procedures | Will require additional funding | Indirect | Medium term | High | Head of Corporate & Head of Transformation |
| O4 | Further reducing the use of single use plastics by working towards minimising single use plastics within the organisation (except for personal protective equipment). Review SHBC's own operations and practices in line with The UK Plastics Pact target – 100% recyclable, compostable or reusable plastic packaging. | Will require additional funding | Indirect | Medium term | High | Climate change officer |
| O5 | Consider how internal budgets are used effectively to value and support work on carbon reductions and identify appropriate ways to | Within existing budgets | Indirect | Ongoing | High | Climate change officer |

| | | | | | | |
|--|--|--------------------------------------|----------|-------------|--------|--------------------------------------|
| | support and incentivise internal carbon reduction/offsetting projects | | | | | |
| O6 | Carry out departmental Climate Change risk assessments | Will require additional funding | Indirect | Short term | High | Climate change officer and champions |
| O7 | Establish a network of staff Climate Change Champions across the Council. | Within existing budgets | Indirect | Ongoing | High | Climate change officer |
| O8 | Raise staff/Councillor awareness through carbon literacy training | Will require additional funding | Indirect | Ongoing | High | Climate change officer |
| O9 | Examine the potential to introduce a Community Municipal Investment (CMI) to support the investment of local green projects. | Will require additional funding | Indirect | Short term | High | Climate change officer |
| Wider Borough – Operational Actions | | | | | | |
| O10 | Evaluate the need to develop a Surrey Heath Resilience Plan and how this could be facilitated. | Likely to require additional funding | Indirect | Medium term | Medium | Climate change officer |

Monitoring

| Council Operations – Monitoring Actions | | | | | | |
|--|---|--------------------------------------|----------------------------|------------------|-----------------|---------------------------------------|
| ID | Action | Resourcing | Direct or indirect? | Timescale | Priority | CMT Lead Legal - lead officer: |
| M1 | Update the Council’s carbon emissions baseline as an organisation to 2019. As part of this, assess the potential for grant funding to help support the delivery of this action. | Likely to require additional funding | Indirect | Short term | High | Climate change officer |
| M2 | Create a monitoring framework for the Action Plan to monitor progress. | Within existing budgets | Indirect | Ongoing | High | Climate change officer |
| M3 | Collect consumption data from tenants to improve monitoring data, working with tenants to gather carbon footprint or energy consumption data. | Within existing budgets | Indirect | Medium term | High | Climate change officer |

Appendix 1 – links to key sources of scientific evidence for anthropogenic climate change

- The Government’s website ‘Climate Change Explained’ (<https://www.gov.uk/guidance/climate-change-explained#evidence-and-analysis>) provides useful background information and evidence on Climate Change, including a PDF version of the webpage with references.
- The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change. The IPCC website (<https://www.ipcc.ch/>) includes numerous reports setting out the evidence of climate change and the impacts it will have on human life and biodiversity.
- The Committee on Climate Change (CCC) advises the government on emissions targets and reports to Parliament on progress made in reducing greenhouse gas emissions. The CCC is an independent, statutory body established under the Climate Change Act 2008. The CCC website (<https://www.theccc.org.uk/publications/>) includes a number of publications on climate change, including the national ‘sixth carbon budget’.

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**Surrey's
Greener
Future**



SURREY'S CLIMATE CHANGE STRATEGY

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GLOSSARY

| | |
|--|---|
| Business as Usual (BAU) | The emissions pathway or scenario if no further mitigation action is taken to reduce emissions. |
| Carbon neutral pathway | The emissions pathway that will ensure achievement of net zero carbon emissions by 2050 (or otherspecific date). |
| Consumption-based emissions | Consumption-based greenhouse gas (GHG) emissions accounting is an alternative to the production-based approach to measuring an area's GHG emissions. It is the emissions associated with the consumption of goods and services by residents of that area. |
| Fuel poverty | A household is considered to be fuel poor if they have required fuel costs that are above average, or if they were to spend that amount they would be left with a residual income below the official poverty line. |
| Greenhouse gas emissions (GHG) | Those greenhouse gases emitted from the combustion of fossil fuels. |
| Local Enterprise Partnerships (LEP) | Business led partnerships between local authorities and local private sector businesses. |
| Net zero carbon | The amount of total emissions released on an annual basis averages to be zero or negative i.e. the amount of emitted emissions balanced with those removed or offset. |
| Scope 1 emissions | Those emissions coming from the fuel (e.g. petrol, diesel or gas) that is directly used within an area and from other sources such as landfill sites or industry within the area. |
| Scope 2 emissions | Those emissions coming from the electricity that is used within the area, even if it is generated somewhere else. |

| | |
|--|--|
| Scope 3 emissions | Those emissions associated with the goods and services that are produced elsewhere but imported and consumed within the area. |
| Small and medium enterprises (SME) | Non-subsidiary, independent firms which employ fewer than 250 employees typically. |
| TCO_{2e} | Tonnes of carbon dioxide equivalent (all greenhouse gas emissions emitted represented as carbon dioxide). |
| Territorial emissions/ production-based emissions | An approach to producing emissions inventories that focuses on activities occurring within a boundary as opposed to a population's consumption within that boundary. This methodology was developed by the Intergovernmental Panel on Climate Change for national emissions reporting. |
| UK Climate Change Committee (UKCCC) | Independent, statutory body established under the 2008 Climate Change Act, to advise the UK Government on progress and action to reduce emissions. |

FOREWORD

SURREY'S AUTHORITIES

The shared ambition of Surrey's 12 local authorities is that our residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities. In support of this ambition – and the UK's commitment to achieving net zero carbon emissions by 2050 – this strategy sets out our collective commitment to do our part to tackle climate change. Critically, it is an evidence-based approach to making real progress against a challenging ambition.

The Intergovernmental Panel on Climate Change has set out the likely effects of the average global temperature increasing beyond 1.5°C, which includes more extreme weather events, rising sea levels, and significant disruptions to natural ecosystems resulting in food and water shortages.

At current rates of consumption, we predict Surrey will use up its share of the global carbon budget – the total carbon emissions that the world can “afford” if it is to avoid dangerous climate change – within eight years. To achieve our goal of net zero carbon by 2050, we must act today.

In response to this challenge, a number of authorities across Surrey have declared or recognised a climate emergency. This document establishes the approach for how Surrey's local authorities and other partners will work together to put the county on the path to net zero carbon emissions. Our success lies in us all taking action to shift our behaviour and to live more sustainable lives to help safeguard our communities and the environment.

This strategy also underlines our intention to work in partnership with national Government. We simply cannot deliver on our zero carbon target in Surrey without changes to the national policy landscape and national action. To this end, we will continue working with the Government to shape the national strategy for delivering on the UK's net zero carbon target. It will also be critical that we work alongside the business community in Surrey and other key partners to ensure we are able to secure the required innovation and investment required to undertake this work.

The scale of our ambitions must reflect the scale of the challenge. How we respond to this challenge will define our generation. All of us must take action to do our part, now and into the future. Together, we can ensure Surrey is cleaner, greener and more resilient – a place where future generations can truly thrive.



Tim Oliver
Leader Surrey County Council 2020



Globally, the science tells us very clearly that we are perilously close to triggering dangerous or runaway climate change. Climate change is already leading to major disruptions to our weather patterns and our food and water systems, whilst also leading to major threats to our most precious habitats and species and to many areas and much of our infrastructure.

But what worries scientists more is that we are close to the point where climate change will drive itself - for example where climate change leads to a thawing of permafrost, which then leads to the release of significant amounts of methane that then drives further climate change. The science - which is beyond any reasonable doubt - tells us how much we can emit if we want to have a good chance of avoiding such dangerous or runaway climate change, and this tells us that we have to change course and to make significant and rapid reductions in our carbon emissions in the coming decade.

So why should Surrey act on this global challenge? Firstly, because it should do its bit in helping to tackle a wider problem. By being a leader and setting an example for others to follow, Surrey can be a force for good in the wider world. Secondly, acting on climate change can deliver a wide range of benefits for Surrey itself - the evidence clearly shows that climate action can help Surrey to tackle congestion, improve air quality, enhance public health, stimulate employment, provide better homes and tackle inequality. Instead of thinking why would we act, Surrey should be thinking why wouldn't we.

This strategy sets out an ambitious plan for Surrey to deliver meaningful action on climate change in the coming years. It sets out clear targets and many of the practical actions that need to be taken. Although transformative change can be catalysed by local government, government can't do it alone. All actors and organisations from across the public, private and voluntary sectors, and people and communities across the county, need to get involved so that they help to shape and help to deliver cross-cutting climate action. The newly established Surrey Climate Commission is an independent body that can play a key role in supporting and guiding the transition and in tracking progress and celebrating successes.

With a clear vision, a joined-up approach and a collective effort, this strategy shows how Surrey can be a climate leader in the years to come, thereby helping to tackle a global challenge whilst generating clear local benefits.



Professor Andy Gouldson,
Professor of Environmental Policy, Leeds University
Author of Surrey County Emissions Report



A GREENER FUTURE FOR SURREY



Surrey village of Charlwood

The United Nations and the international scientific community have made clear the potentially severe global human, environmental and economic impacts that man-made climate change poses. The Paris Climate Agreement of 2015, recognised the need to accelerate actions and investment to combat climate change and pursue efforts to limit the future global temperature increase to 1.5°C.

The potential implications if we do nothing for communities include increased risk of flooding and extreme heat, disruption to our critical infrastructure, networks and industry, and increased risk to our health and wellbeing.

Surrey's 12 local authorities (11 District and Borough Councils and Surrey County Council) have collectively recognised the severe and imminent threat that climate change poses, and have declared or recognised the climate emergency and established their own emissions reduction targets. In July 2019, Surrey County Council, in declaring its climate emergency, committed the County to becoming net zero carbon by 2050 at the latest, in line with national ambition.

The public declaration of a net zero carbon target commits all local authorities in Surrey to tackling climate change across every aspect of our service provision and estate, in conjunction with action by Surrey residents, businesses and partners. This is not only the right thing to tackle the climate emergency for future generations, but also a significant opportunity to increase our energy efficiency, improve our resilience and deliver a greener, healthier society.

¹ As defined by the Paris Agreement a net zero goal is one in which there is a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases.

Despite our commitment to reducing our emissions we must recognise that we are already facing, and will continue, to face the impacts of climate change on a daily basis. Just earlier this year, the UK Met Office recorded the wettest February on record for the UK, with three named storms experienced – such severe weather events have been estimated to be 59% more likely as a result of climate change.² As part of this strategy, we are seeking to build on our existing measures to strengthen resilience down to the household level, through climate-proofing our services and infrastructure.

Surrey's Climate Change Strategy is our delivery on these ambitions. It provides a joint framework for collaborative action on climate change across Surrey's local authorities and other partners.

The strategy and its strategic priorities were developed through engaging with academic partners, residents, businesses, schools and emergency services through workshops, focus groups, resident panels, and commissioning groups.

Our strategic priorities and accompanying actions will deliver against our emissions reduction targets, identified through the creation of a science-based carbon neutral pathway. These actions have been developed to build upon existing strategies, as well as working with emerging strategies, to create a comprehensive and coordinated response to the climate emergency.

The strategic priorities within the strategy, and the accompanying emissions reduction targets, will be revisited every five years to consider potential for acceleration, with an annual progress report against our targets and key actions.

A joint framework for collaborative action on Climate Change across Surrey's local authorities.

It must be recognised that there exists major challenges to Surrey achieving its ambitions, not least as these emissions reductions will require National Government action, such as further grid decarbonisation and changes to national policy. Further risks to the achievement of the county's target include the uncertainty of technological developments, the need for increased and sustainable green finance and significant behaviour shift amongst residents and businesses in the county – risks that are largely out of our hands as local authorities. To that end, some of the actions presented in this document are for Surrey's local authorities, and other actions are for local partners and residents to engage with.

Following the publication of the strategy, costed delivery plans will be developed for each of the actions outlining the expected costs, ownership and any specific key performance indicators (KPIs) for monitoring.

² UK Met Office, 2020. Source.

THE CLIMATE EMERGENCY

Scientific evidence from the Intergovernmental Panel on Climate Change (IPCC) calls for rapid reductions in global carbon³ emissions if we are to limit average levels of global warming to 1.5°C and so avoid the risks associated with dangerous or runaway climate change.⁴ Even half a degree increase above this would significantly worsen the risk of flooding and extreme weather events, drought and extreme heat, which will lead to considerable impacts on human health, natural and food systems, as well as industry.

Globally, the IPCC suggests that from 2020 we must limit total future global emissions to 344 billion tonnes of greenhouse gases, known as the global carbon budget, if we want to give ourselves a 66% chance of avoiding dangerous climate change. However, the IPCC has estimated that if we take no further action, based on current trajectories, we will have used up this global carbon budget, within a decade. The potential life-threatening impacts of climate change, coupled with the current inaction, led to the declaration of a climate emergency by the UK National Government when, in 2019, the UK became the first G7 nation to legislate for a long-term net zero carbon target.

SURREY'S CLIMATE EMERGENCY

Currently, Surrey is emitting greenhouse gas emissions (GHG) at an even faster rate than average global levels. Dividing the global carbon budget by population gives Surrey a total carbon budget of 56 million tonnes. Based only on the fuel and electricity used within its boundaries, Surrey currently emits 6.19 million tonnes of carbon dioxide emissions a year, it means that if we do nothing, at this current rate of emissions we would use up our carbon budget in just over eight years.

Although carbon emissions from Surrey have fallen by 28% between 2005 and 2017, it is recognised that this has mainly resulted from decarbonisation of the national grid from which we draw electricity. With on-going decarbonisation of electricity, and taking into account population and economic growth⁵, it is projected that Surrey's 2005 level of emissions will continue to fall to a 44% reduction by 2050 (Figure 1 - right page). However, this is less than half of our 2005 emissions, and therefore significantly short of the county's target. It is clear that doing nothing, what is known as a business as usual (BAU) scenario, is not an option if we are to achieve our net zero carbon ambition.

³ For simplicity, we use the term 'carbon' as shorthand for all greenhouse gases. All figures in this report relate to the carbon dioxide equivalent (CO₂e) of all greenhouse gases. Note that our assessment therefore differs from other assessments that focus only on CO₂.

⁴ IPCC, 2018. Summary for Policymakers. Source.

⁵ Economic growth assumed at 2.5% p.a. and population growth assumed at 0.1% p.a.

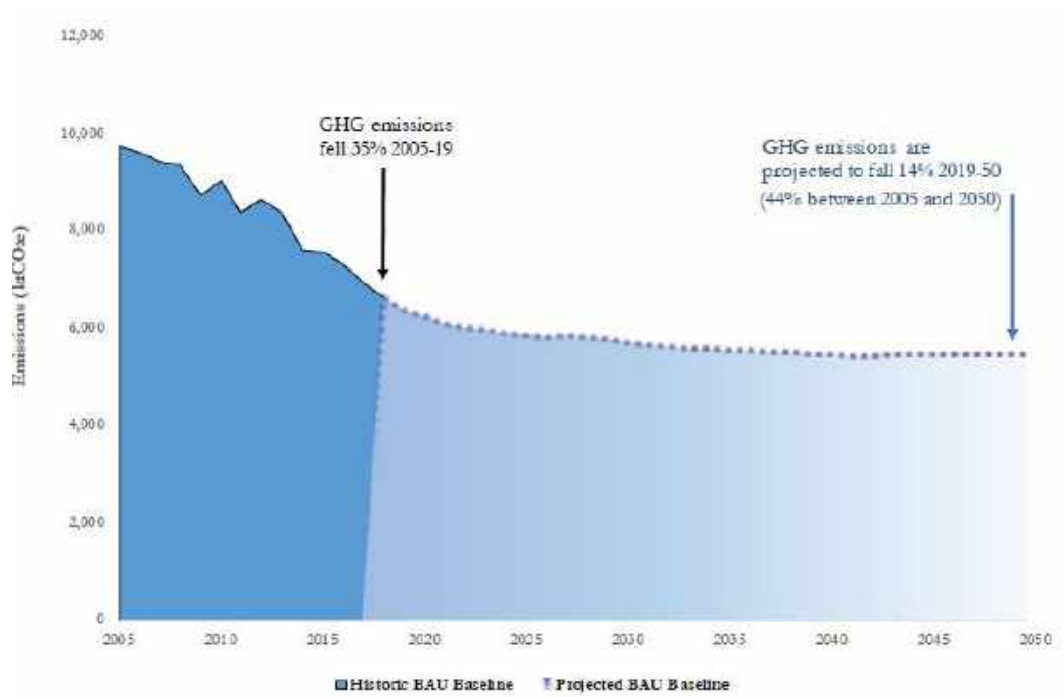


Figure 1 - Surrey's Business as Usual emissions trajectory

GHG EMISSIONS BY SECTOR

Currently, 46% of Surrey's emissions come from the transport sector, with housing responsible for 28% of emissions, public and commercial buildings for 15%, and industry 11%.

By 2050, it is projected that, under a BAU scenario, emissions from transport will increase very slightly, but that housing will see a substantial 11% increase in the proportion of emissions for which it is responsible. Decreases are forecast in the proportion of emissions from public and commercial buildings and industry, largely a result of expansion in the domestic buildings sector over this period.

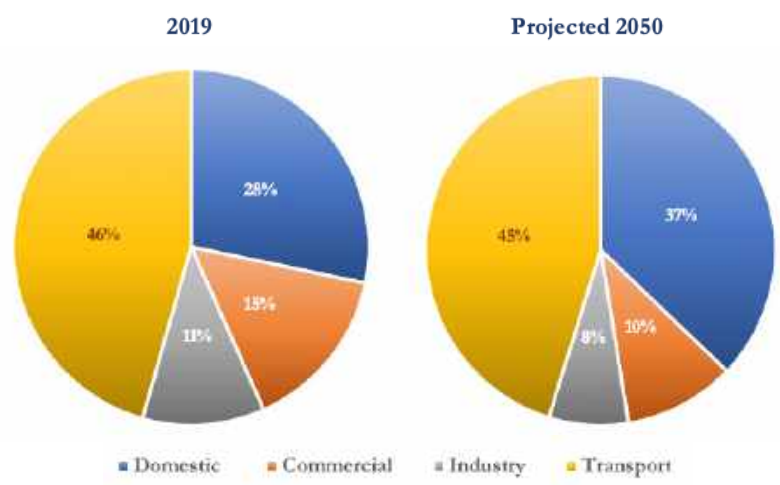


Figure 2 - Surrey's Present and Projected Emissions by Sector

SURREY'S CARBON NEUTRAL PATHWAY

We must begin to reduce our current emissions output across all areas of Surrey's activity immediately and quickly. We are committed to delivering on our net zero carbon ambition by 2050 and to achieve this we must reduce our GHG emissions against **2019 levels** by:

46%
by 2025,

67%
by 2030,

80%
by 2035,

87%
by 2040,

92%
by 2045, and

100%
by 2050.

A BAU emissions trajectory has been developed which indicates where we would be if we continued to produce emissions with no additional policy measures, see Figure 3.⁶

⁶ On-going decarbonisation is assumed in line with government commitments

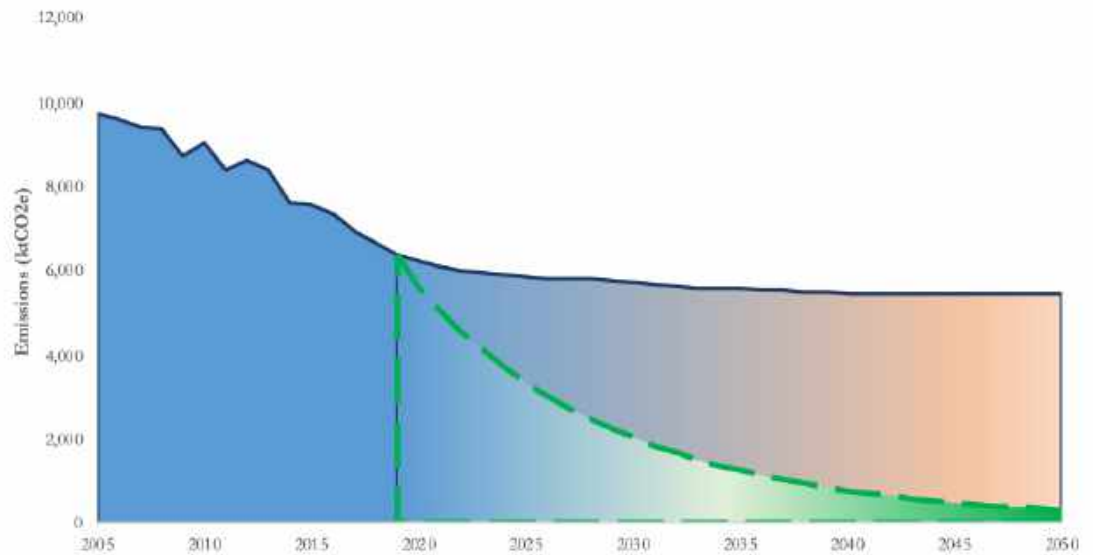


Figure 3 - Surrey's net zero carbon emissions trajectory (against business as usual)

Similar BAU trajectories have been produced for each of the sectors outlined below. For some sectors, such as industry, the BAU pathway will see a more significant drop due to existing policy measures being effective in reducing emissions, and therefore any additional action will result in a less dramatic reduction, see Appendix A: Methodology for more information.

We have also sought to establish sectoral emissions reduction targets for Transport, Housing, Buildings and Infrastructure, and Industry. These interim 2035 targets enable us to track the impact of any actions we take at a more granular level. These targets are the minimum emissions reductions we would expect to see if we were to adopt current established actions, some of which would result in direct economic benefits whilst others will have more indirect benefits e.g. improvements in air quality.

However, adopting all current cost-effective or technically viable options is unlikely to enable us to reach net-zero emissions and there is a further group of measures we will need to pursue to close an estimated ~36% gap - known as innovative or 'stretch' options. These options include low-carbon measures that are not yet widely adopted. Some of the options within this group may well be cost and carbon effective, and they may also generate significant indirect benefits, but whilst we can predict their carbon saving potential, data on their costs and benefits is not yet available. The options available to Surrey to reduce our emissions will become more challenging as we move closer to our zero carbon target. It is likely that the last 5% of emissions will need to be reduced through offsetting measures e.g. tree planting.

Furthermore, achieving our targets will be heavily dependent on support from the UK Government in changing the national policy landscape, accelerating action on climate change and supporting, where necessary, identified local initiatives. The specific actions that we would require to be taken are presented in the National Government Asks.

STRUCTURE

Surrey's Climate Change Strategy sets out the joint ambition of our local authorities across the county to address carbon emissions for eight major sectors. Seven of the sectors address the county-wide emissions, with the first sector, Organisation Emissions, focusing on the actions that can be taken to reduce emissions associated with the activities and estate of Surrey's local authorities. Each chapter follows the structure below:

1. AMBITION STATEMENT - sets out the long-term vision for the chapter for the sector

2. TARGETS - the percentage reductions in CO₂e that Surrey's authorities are looking to achieve across the county by 2035 against the BAU scenario

3. STRATEGIC PRIORITIES - two or three areas of focus to reduce emissions across the sector.

The actions that will need to be undertaken to facilitate the strategic priorities and achieve our emissions reductions targets are outlined in the **Action Plan** section.

Some of these actions can be undertaken immediately and are expected to be completed by 2022, whilst others will take longer to plan, implement and achieve - working towards a 2035 timeline.

Those actions to be implemented beyond 2035 towards 2050 have not yet been scoped in this document. It is likely that there will be continued implementation of measures already in place or, as examined above, these are likely to be stretch or innovative options, for which it is difficult at time of publication to identify their economic cost or technical potential to reduce emissions. In future iterations of this strategy, these will be scoped and included.

We have also set strategic priorities for adapting to climate change, although the corresponding actions will be integrated across the eight major themes to reflect our systems-based approach - working across agendas and services - to resilience.

The strategy also sets out our monitoring and evaluation process for tracking our progress on mitigating climate change emissions.

1. AMBITION STATEMENT

Deliver and promote an integrated, accessible, affordable and reliable public and active (walking or cycling) transport system across the County. Reducing journeys and improving local air quality for improved health and wellbeing of our residents.

2. TARGET

60%

Emissions reduction by 2035 against BAU as a minimum

3. STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Taking forward our Place-based approach¹⁶ to development that creates well-connected communities close to high quality places, spaces and services that reduces journeys or journey length.

Strategic Priority 2 (SP2)

Promote and encourage a shift away from private transport vehicles to an increased uptake of accessible public and active transport (walking and cycling).

Strategic Priority 3 (SP3)

Encourage the uptake of zero emission vehicles amongst partners and residents for journeys that cannot be made on foot, by bicycle or public transport through innovative policy supported by adequate funding.

¹⁶ Place-based development refers here to economic development centred upon existing assets or services within a community.



NATIONAL GOVERNMENT ASKS

Surrey's Climate
Change Strategy

NATIONAL GOVERNMENT ASKS

Surrey's authorities are committed to tackling the climate emergency but, critically, we also require a coordinated national effort and the demonstration of leadership from the Government on this issue. As such, to deliver on our ambitions we ask:

That the Government publishes its Roadmap to Net Zero Carbon during 2020 in response to its declaration of a climate emergency, laying out clear funding mechanisms to finance the transition.

That the Government puts the teaching of climate change, its environment, social and economic impacts at the forefront of our education system, becoming a core component of the curriculum for all ages.

That the Government implements its policy recommendations laid out in its 'Road to Zero' document, an ambitious roadmap towards delivering zero-emission transport across the UK.

That the Government continues and expands the provisions of funding for alternative energy stations e.g. on-street residential electric vehicle charging, hydrogen stations and fast chargers at key transport hubs.

That the Government determines a consistent policy approach for decarbonising heat in the UK such that the appropriate skills can be developed in the engineering and construction sectors.

For a review of legislation changes on selling locally-generated renewable energy back to the grid, notably the removal of the export tariff in 2017, such that it can become more financially viable for communities.

For an acceleration of the decarbonisation of UK power networks and necessary supporting infrastructure as per Ofgem's Decarbonisation Action Plan.

The Government to make explicit that planning authorities have the right to reject planning applications where there are identifiable and material climate change impacts to enable local planning teams to ensure more sustainable development.

The Government to allow local governments to retain the power to set higher requirements than national standards for Part L of the Building Regulations.

The Government to further develop the Future Homes standard to set out a clear trajectory for how new buildings will achieve net zero carbon by 2030 (both regulated and unregulated energy, and in-use performance).

For the revision of current planning restrictions which potentially inhibit renewable energy development e.g. categorisation of land.

The Government to review any infrastructure of national importance moving forward, taking into account its legally-binding climate change commitments to be net zero carbon by 2050.

The Government to set out its position on reviewing the Airports National Policy Statement and its policy on the future of UK aviation, making clear its approach to airport expansion and to delivering a robust decarbonisation plan, to end any uncertainty as soon as possible.

The Government to mandate the use of future weather data in building regulations to strengthen resilience to flooding and other extreme weather events.

There is continued reform of our Producer Responsibility systems (including packaging waste regulations) to incentivise producers to take greater responsibility for the environmental impacts of their products and help develop a market for those products which are reused.

The Government to publish their National Food Strategy that outlines how we will balance the economic potential of our farming communities with the need to tackle climate change and provide localised food sources.

There is clarification on proposed funding mechanisms for fuel switching for heating and Carbon Capture and Storage (CCS).



ORGANISATIONS EMISSIONS

Surrey's Climate
Change Strategy

1.1 ORGANISATION EMISSIONS

Surrey's 12 Local Authorities have baselined, or are in the process of, baselining their own operational emissions, which will help us to identify the reductions that we have to make to be net zero carbon in the coming years. These operational emissions will vary slightly across authority, but will include at a minimum, emissions arising from electricity consumed on our directly owned (not leased) estates and fuel consumed in our vehicles. For a full methodology description, refer to the Surrey's Local Authorities' Carbon Footprint in the Appendix.

SCC's total modelled net emissions from 2018/19 are 34,118 tCO₂e, this comprises Scope 1 (direct emissions), Scope 2 (indirect emissions from the generation of purchased energy) and limited Scope 3 emissions (from our grey fleet) and represents a 34% decrease within the last five years.

It is important that local government organisations and authorities seek to baseline and report progress in reducing their own emissions to set an example to our residents, partners and businesses of the green future we are committed to.

We can and should have a positive influence in bringing about a positive shift in behaviour.

However, we will only be able to meet our organisation strategic priorities if we work in tandem to achieve the actions across other sectors. For example, we cannot expect to reduce emissions from our staff travel, without also investing and developing our public transport infrastructure which will meet the needs of all residents.

With direct control over our own estate and operations, we have the potential to have significant influence in driving these emissions down at a faster rate than other sectors of our economy. Through the role we have in employing, connecting and supporting our community we can and should have a positive influence in bringing about a beneficial shift in behaviour and practice towards the environment.

Following the baselining of emissions, the next step is to set ambitious milestones to reach net zero carbon, and a number of Surrey's authorities have already committed to reducing their emissions to net zero by 2030, as is the case with SCC.

⁷ SCC, 2019. Source.

AMBITION STATEMENT

Achieve net zero carbon local authorities that lead by example in promoting sustainable practices across their operations, estate, and vehicles.

TARGET

Net zero carbon
For all Surrey's local authorities by 2035 or sooner

Net zero carbon
For SCC's organisational emissions by 2030 or sooner

STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Use net zero carbon energy across our council-owned buildings, and in the longer term, look to transition to net-zero carbon buildings, as defined by the UK Green Building Council (UKGBC) framework.

Strategic Priority 2 (SP2)

All council-owned vehicles, including SCC-owned bus fleet, to be zero carbon by 2030 or sooner.

Strategic Priority 3 (SP3)

Use our influence across our supply chain through procurement practices to drive significant carbon emission reductions in the operations of our staff, suppliers and partners.



TRANSPORT AND AIR QUALITY

Surrey's Climate
Change Strategy

1.2 TRANSPORT AND AIR QUALITY



Electric park and ride buses.

Emissions associated with Surrey's transport sector currently amount to 46% of the County's total amount (2019), equivalent to 2.3 tonnes per person annually. It is predicted that under a business as usual (BAU) scenario there would be no reduction in emissions but an approximate 1% growth by 2050.

Despite offering excellent transport connectivity for Surrey businesses into London, the county carries almost twice as much traffic than average for the South East. In fact, Surrey's A roads have 66% more traffic than the national average. It is estimated that road congestion and associated delays on Surrey roads cost the local economy £550m each year.

Whilst use of public transport has increased in recent years, Surrey residents utilise these networks significantly less than surrounding regions. In 2018/19 residents undertook an average of 22.7 journeys annually on the bus, a 13% decrease since 2010, whilst in the South-East (not including London) this figure was 38.2 journeys in the same year and in London 246.7 journeys.⁸

The most recent survey into the travel patterns of Surrey residents found that just 10.8% walk or cycle to work, with just 3.0% cycling for transport purposes at least three times a week.

About 131,000 of Surrey residents (19% of the working population) commute to London every day, and there is an expected 40% growth in passengers on the main line to London Waterloo Station by 2043.⁹ There will need to be considerable infrastructure investment within Surrey to support the development of this commuter route, whilst improving local connectivity i.e. travel to and from train stations in Surrey, which is currently mostly undertaken by car.

Such expansion of our transport networks will need to take account of our changing climate and the interdependency risk of the failure of other infrastructure e.g. energy networks. The Adaptation Subcommittee of the UK Committee on Climate Change (UKCCC) identified that existing and future transport networks are at risk of embankment failure, high winds and high temperatures.

Our priorities for the transport sector, aimed at reducing emissions whilst providing a better and more comprehensive transport system, is centred on a three-pronged approach of; reducing journeys, shifting to an increase use of public and active transport modes, and developing zero emission vehicle options. Combined, these priorities will bring about significant improvements in our air quality and the health of our residents. The actions to deliver this approach will include undertaking significant improvement and investment to our public transport infrastructure.

Encouraging passengers to switch from private vehicles to public bus services has been shown to be one of the most cost-effective options per tCO₂e reduced¹⁰. To achieve this shift, a number of elements of the existing bus system need to be addressed including cost, journey frequency and routes, supported by introducing technological solutions e.g. shared ticketing systems. The UKCCC reported that 32% of the increase in public transport usage in London between 1990 and 2005 was attributed to the introduction of the Oystercard.¹¹

The Department of Transport's Impacts of Cycling Tool found that if the proportion of the English population who cycle regularly increased from 4.8% to 100%, there would be a nearly 10% reduction in car miles and passenger related CO₂ emissions¹².

The potential impact of such an approach reaches far beyond reducing emissions. An increase in active transport e.g. walking and cycling as a regular activity, can reduce the risk of developing a new chronic condition, the progression of an existing one, and an improvement to quality of life¹³. A report by Sustrans estimated that meeting the targets to double cycling and increase walking, set out in the Government's Cycling and Walking Investment Strategy (CWIS)¹⁴ in England would lead to savings of £567 million annually from air quality improvements alone and would prevent 8300 premature deaths each year.¹⁵

⁸ Department for Transport, 2019. Passenger journeys on local bus services per head by local authority.

⁹ SCC & Arup, 2016. Surrey Rail Strategy Position Statement 2016. [Source.](#)

¹⁰ Gouldson, A., et al., 2020. A Net Zero Carbon Roadmap.

¹¹ UKCCC, 2016. Progress Report to Parliament, Technical Annex 5: Transport.

¹² Woodcock, J., et al., [Development of the Impacts of Cycling Tool \(ICT\): A modelling study and web tool for evaluating health and environmental impacts of cycling uptake.](#) PLoS Med, 2018. 15(7).

¹³ 2018 Physical Activity Guidelines Advisory Committee, [2018 Physical Activity Guidelines Advisory Committee Scientific Report.](#) 2018, U.S. Department of Health and Human Services: Washington DC.

¹⁴ Cycling and Walking Investment Strategy (CWIS).

¹⁵ Public Health England, 2018. Cycling and walking for individual, population and health system benefits: a rapid evidence review. [Source.](#)

AMBITION STATEMENT

Deliver and promote an integrated, accessible, affordable and reliable public and active (walking or cycling) transport system across the County, thereby reducing journeys and improving local air quality for improved health and wellbeing of our residents.

TARGET



STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Prioritise investment in place-based development¹⁶ that creates well-connected communities close to high quality places, spaces and services to reduce the number and length of car journeys for all residents.

Strategic Priority 2 (SP2)

Invest in initiatives and infrastructure to increase the uptake of walking, cycling and public transport, alongside schemes to reduce reliance on the car e.g. ultra-low emission zones, pedestrianisation and car-free zones.

Strategic Priority 3 (SP3)

Invest in and support the development of the infrastructure required to support the move to zero emission vehicles for journeys that cannot be made on foot, by bicycle or public transport.

¹⁶ Place-based development refers here to economic development centred upon existing assets or services within a community.



ENERGY GENERATION

Surrey's Climate
Change Strategy

1.3 ENERGY GENERATION

Energy production and its use is the largest source of global greenhouse gas emissions and therefore a key sector which will need to change if we are to meet our net zero carbon target.

The UK's low carbon policies to date and abundant natural resources, have seen renewable electricity capacity increase by more than three times since 2010, particularly within offshore wind. In 2017, renewable electricity accounted for more than a quarter (27.9%) of the UK's electricity generation. Despite these improvements, decarbonisation still remains a major challenge at the national level and, therefore, there is a need for local decarbonisation.

Currently the energy generation and transmission network is well adapted to climate change with 90% of UK substations expected to be resilient to a 1 in 1000 year flood by 2021. However, increasingly extreme heat and storm-related tree damage causing power interruptions are likely to pose a threat to the networks.¹⁷

With the South East region able to generate 36% more electricity from PV schemes.

If we divide the total UK installed capacity in 2019, of 45,900 MW, by population, Surrey would be expected to have an installed capacity of over 880 MW¹⁸. However, in 2018, Surrey's Districts and Boroughs had a combined total capacity of only 82.6 MW of renewable energy installed, from 11,271 sites, over 70% of this capacity is from solar photovoltaics (PV).

The county has great potential for expanding this generation capacity, with the Southeast region able to generate 36% more electricity from PV schemes than other areas of the UK,¹⁹ due to greater sunlight hours amongst other factors. The Southeast also ranks third in the country for wind energy generation potential. Furthermore, the significant amount of development taking place across the county will offer the potential for the integration of new decentralised energy system models.

¹⁷ UKCCC, 2019. Progress in preparing for climate change: Report to Parliament. Source

¹⁸ BEIS, 2018. Renewable Energy Planning Database (REPD): December 2018. [online]

¹⁹ RegenSW, "Renewable energy: A local progress report for England", 2016 [online]

AMBITION STATEMENT

To support the national decarbonisation ambition by leading renewable energy generation expansion and bringing low carbon heating into Surrey homes through smart, decentralised systems.

TARGET

15%

of energy from solar PV by 2032

69,000 tonnes

CO₂e per annum by 2050 saved from Solar PV on public and commercial buildings

STRATEGIC PRIORITIES

Strategic Priority 1 (SPI)

Expand renewable energy generation capacity across the county with a focus on solar PV installations as the greatest carbon reduction potential.

Strategic Priority 2 (SP2)

Develop localised smart energy systems that focus on providing low carbon energy to local businesses and residents, whilst reducing costs.



HOUSING AND PLANNING

Surrey's Climate
Change Strategy

1.4 HOUSING AND PLANNING

Domestic CO₂e emissions within Surrey amounts to 28% of the total county-wide emissions (2019) or 1.4 tonnes per person annually, and represents a 33% reduction from 2005 to 2017/18. Half of our domestic emissions originate from heating (space and water²⁰) and the remainder split between lighting and appliance use.

It is predicted that under a Business as Usual (BAU) scenario the proportion of emissions from housing would increase by 11% by 2050, due largely to projected increases in housing development.

The UK Climate Change Committee identified in their most recent report '[UK Housing: Fit for the Future](#)' the following priorities for the UK housing sector:

1. Focusing upon designing high quality and low carbon new residential development
2. Retrofitting existing residential housing to particularly address issues of energy efficiency through passive cooling and decarbonisation of heat; and
3. Effective monitoring for compliance.

Surrey authorities fully support these ambitions, but as outlined by the UK Committee on Climate Change (UKCCC), achieving these feats will only be possible if the UK Government makes this an infrastructure priority and focuses on increasing funding to homeowners and local authorities for these measures, as well as developing skills in the construction sector.

Addressing energy consumption and efficiency in the home can not only substantially reduce the county's emissions, but will also help to reduce the occurrence of fuel poverty by reducing energy requirements in the home. Currently 7.7% of Surrey's population are classified as fuel poor households²¹. Poorly or inefficiently heated houses can lead to cold homes which have significant and demonstrable health impacts, including a lowering of life expectancy.²²

Finally, in the future, UK housing stock faces increased risk from flooding and overheating. Therefore, further action must be taken to encourage property flood level resilience, and the introduction of passive cooling measures or green infrastructure to mitigate the most extreme impacts of climate change.²³ In the UK's 25-year Environment Plan (2019) there has been the recognition of the need for successful implementation of biodiversity net gain on developments to restore and create-high quality habitats which can also build resilience to climate change.²⁴

²⁰ Some 89% of all emissions associated with domestic water use comes from its heating alone. CIWEM, 2013. [Source](#).

²¹ BEIS, 2019. Annual Fuel Poverty Statistics Report 2019 (2017 data). [Source](#).

²² Public Health England, [Fuel Poverty Inequalities](#). Available at: https://fingertips.phe.org.uk/documents/fuel_poverty_health_inequalities.pdf

²³ UKCCC, 2019. UK housing: Fit for the future? [Source](#).

²⁴ DEFRA, 2018. Net gain: consultation proposals. [Source](#).

AMBITION STATEMENT

To create low carbon, healthy homes for our residents that reduce emissions, have lower running costs and improve the wellbeing of our community.

TARGET



STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards, improve their adaptation qualities, whilst delivering significant savings to residents.

Strategic Priority 2 (SP2)

Review and update local planning policy frameworks, as well as seeking a stronger National Planning Policy Framework (NPPF), to facilitate the delivery of low-carbon, energy efficient new residential development that produces a minimum 10% net-gain in biodiversity.

Strategic Priority 3 (SP3)

Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs.



**BUILDINGS
AND
INFRASTRUCTURE**

Surrey's Climate
Change Strategy

1.5 BUILDINGS AND INFRASTRUCTURE

'Buildings and Infrastructure' refers to our commercial buildings²⁵ and the infrastructure that connects them with other public and private spaces e.g. where we work.²⁶ Emissions associated with Surrey's municipal and commercial buildings amount to 13% of the total amount (2019)²⁷ or 0.65 tonnes per person, which represents a 45% reduction on the 2005 emissions.

These reductions have been due largely to improvements in energy efficiency of heating systems and efficiencies in electrical appliances and lighting. It is also reflective of the greening of the UK national grid.²⁸



Decarbonisation of buildings can be achieved through improving energy efficiency.

The main challenge that remains for this sector is the persistent emissions from heating and cooling. Decarbonisation of buildings can be achieved through reduced usage, improving efficiency and switching to low and potential zero carbon heating solutions. However, average UK decarbonisation rates per person in buildings amounts to just 0.8% per year with a relatively low uptake of energy efficiency measures, and limited deployment of low-carbon heating options.¹⁷ The potential retrofit or construction options will vary quite considerably across the non-residential building stock due to the variable typologies (e.g. retail, hospitals, and offices) and their complex patterns of energy use.

The need to retrofit existing buildings is coupled with the need to deliver the new infrastructure and housing required to support the economic and population growth predicted in coming years²⁹. These schemes should be centred on the principle of 'good growth', that is, building local, equitable and inclusive growth but that is also environmentally sound.

For future buildings, there is a need to think more holistically, considering the whole building lifecycle. This includes consideration of embodied carbon, i.e. those emissions associated with the non-operational phase of the project, including manufacture, assembly, deconstruction etc., which can account for up to 70% of a buildings' total lifetime emissions.³⁰

Thus, tackling the emissions associated with the built environment requires considerable coordination between different government bodies, with businesses, notably the construction industry, and with residents. There are emerging non-traditional forms of infrastructure, e.g. automation and digital infrastructure, which could also help us to achieve those ambitions.

²⁵ This includes those buildings that are owned by the council but leased to private sector organisations.

²⁶ Due to its strategic importance for the purposes of this strategy, infrastructure related to transport is contained within the 'Transport and Air Quality' section.

²⁷ These building types account for 32% of total emissions associated with the buildings sector (including housing). P

²⁸ UKCCC, 2019. Net Zero - The UK's contribution to stopping global warming. [online] P

²⁹ 1.3 million by 2040. ONS (2019) Sub-national Population Projections; and (2019) Mid-year Population Estimates, accessed in January 2020.

³⁰ UKGBC, 2015. Tackling embodied carbon in buildings. [Source](#).

AMBITION STATEMENT

To drive forward the transition to a zero carbon built environment, through the pursuit of lower operational energy use, increased supply of renewable energy to Surrey's buildings and reduced embodied carbon – the GHG emissions associated with non-operational phases e.g. construction.

TARGET

61%³¹

Emissions reduction across commercial and public buildings by 2035 against BAU as a minimum

100%

Reduction in CO₂e from municipal buildings³² by 2030

³¹ For public and commercial buildings

³² Owned and operated by Surrey local authorities

STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Significantly improve the energy efficiency standards and practices of commercial buildings in Surrey to reduce energy consumption whilst reducing the cost for businesses.

Strategic Priority 2 (SP2)

Review and update planning policy to produce infrastructure that is better integrated, enabling the delivery of wider ambitions on local renewable energy generation and vehicle electrification.

Strategic Priority 3 (SP3)

Work with stakeholders to develop a systems-based approach to development and infrastructure that considers the whole-life cycle of construction, including water consumption, and promotes the integration of green infrastructure for climate change adaptation.



WASTE, RESOURCES AND CIRCULAR ECONOMY

Surrey's Climate
Change Strategy

1.6 WASTE, RESOURCES AND CIRCULAR ECONOMY

Emissions from waste at present are 138ktCO₂e, having reduced by 79% since 2005.³³ However, due to levels of incineration, production of waste per capita, and rates of effective recycling and composting, emissions of the waste sector in Surrey are projected to grow slightly year on year before reaching c.169ktCO₂e in 2050, an increase of over 22% on present levels. Partly this is due to the concentration of non-CO₂ greenhouse gases (especially methane) in the annual output of the sector.

The waste management sector was responsible for 4% of UK GHG emissions in 2016, amounting to 19.9MtCO₂e – mainly arising from methane released from landfill sites. Emissions have reduced by a significant 70% since 1990, driven by a reduction in biological waste sent to landfill, investment in methane capture technology and improved management at landfill sites.³⁴

In 2018/19 local authorities in Surrey collected 507,428 tonnes of waste, with 280,444 tonnes sent for recycling, composting or reuse, averaging at 55% across the county.³⁵

This reflects efforts that have been taken in recent years to promote recycling. However, moving towards the reduction of waste (refuse in the waste hierarchy) and encouraging re-use of materials is critical to making progress in this sector as recycling rates have plateaued in recent years.

Focusing on actions that promote a circular economy which can be achieved through working with partners.

Over the last few years, Surrey has launched three relevant waste-centric policies:

- The Surrey Joint Municipal Waste Strategy which has a county-wide target to achieve a recycling and recovery rate of 70%, as well as a target to send 0% of waste to landfill by 2020. These targets, when made in 2015, were highly ambitious and it is unlikely that these will be met, therefore the Strategy has outlined further actions that need to be taken.
- The Surrey Waste Local Plan (2019-2033) sets out how and where different types of waste will be managed in the future.
- A Single Use Plastics (SUP) Strategy Policy for Surrey which includes objectives pertaining to ending the sale of SUP products and use by our suppliers and contractors through awareness raising and changes to procurement practice and policy.

However, Surrey needs to push beyond this set of policies, to look at preventing the creation of waste in the first place. This can be achieved by working with national government and industry to eliminate unnecessary packaging and ensuring that what remains is designed to be easily reused or recycled. In short, the focus needs to be on promoting a circular economy, which can be achieved through working with partners and feeding into Government consultation on the development of this sector.

³³ Waste is presented here as a discrete sector where emissions reductions pathways are compartmentalised from the three scenarios described above. This is due to the methodological imperative to maintain consistency with BEIS local authority emissions datasets, which do not include waste and are used by many local authorities for emissions reporting.

³⁴ UKCCC, 2018. Reducing UK Emissions: 2018 Progress Report to Parliament. [online]

³⁵ Defra, 2019.



Change in individual behaviour can be achieved by setting an example.

AMBITION STATEMENT

Rethink our current approach to waste, to create a system centred on circular economy principles that seeks to prioritise the reduction of waste creation, encouraging innovative approaches to waste reutilisation and recycling - throwing away will become a last resort.

TARGET

75%

Of packaging reused or recycled by 2030

70%

Of all local authority collected waste reused, composted or recycled by 2030

0%

Of waste sent to landfill by 2030

50%

Reduction in food waste generated by 2030

STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Work across government authorities and businesses to strengthen producer responsibility, along with practical, innovative and effective information and guidance for consumers to reduce waste generated, particularly food.

Strategic Priority 2 (SP2)

Use education and best practice sharing to drive significant behaviour change within Surrey to encourage the adoption of more sustainable purchasing practices.

Strategic Priority 3 (SP3)

Where waste is produced, we will work with partners to develop practical, innovative and effective methods for increasing reuse and recycling rates. We will also evaluate the current carbon impact of recycling collection and disposal practices so that their impact can be lessened e.g. electrification of rubbish collection vehicles.



**LAND USE
AND
FOOD SYSTEMS**

Surrey's Climate
Change Strategy

1.7 LAND USE AND FOOD SYSTEMS

In the most recent report to emerge from the UK Committee on Climate Change (UKCCC) exploring Land Use policies for a Net Zero UK, it was identified that cutting emissions from agriculture, releasing land from traditional farming practices for long term carbon sequestration, and promoting demand for low carbon food, could reduce the UK's land use emissions by nearly 60 per cent.³⁶ The Rural Surrey LEADER programme has been working over the past few years to support local farmers and rural food producing business in sustainable and diversified farming practices. Part of their support includes providing 40% funding for precision farming technology which improves the soil structure and reduces the need for pesticides and other chemicals.

According to research by the International Agricultural Research Center's Research Program on Climate Change, Agriculture and Food Security, food system emissions could account for as much as a quarter of all human emissions.³⁷ Broken down that includes 12% from agricultural production, another 9% from farming induced deforestation, and a further 3% from processes such as refrigeration and freight. Local food systems can reduce the emissions associated with the food supply chain, and potentially make it more resilient as weather-related shocks to global food production are increasingly likely.⁹ In addition to the emissions that can be reduced from the agriculture industry, changes to land use approaches can help to tackle emissions from other areas of our economy by increasing the volume of carbon stored in forests and land.

In its report, the UKCCC further suggests that the Government must increase net tree-planting from 9,000 hectares per year on average to 20,000 hectares by 2020 and 27,000 hectares by 2030, alongside planting energy crops on low quality land.



Angela Richardson, MP for Guildford, planted a tree in Stoke Recreation Ground, Guildford. (Picture: Matt Furniss, Cabinet Member for Highways, SCC; Cllr Pauline Searle, Guildford Borough Council (GBC); Cllr Angela Goodwin, GBC; Angela Richardson MP, Cllr Caroline Reeves, Leader of GBC and Cllr Mike Goodman, Cabinet Member for Environment and Waste, SCC).

Surrey is the most wooded county in England with 23% coverage compared to a national average of 10%³⁸. This means it already makes a significant contribution to mitigating the effects of CO₂e emissions, as well as mitigating flood risk across catchment areas. However, SCC has recently committed to facilitate the planting of an additional 1.2 million trees, as part of its New Tree Strategy. This could equate to 900 hectares of additional woodland.³⁹ However, climate change impacts may pose significant threats to existing and future woodland with the county, as some of the present-day species found in the South East are less suitable for warmer and drier conditions.⁴⁰ Further, trees are just one element of habitat development that can help to sequester carbon – correctly managed soil through rotation, intercropping and other methods can develop the ability of the soil to act as a carbon sink. SCC's New Tree Strategy recognises the importance of different land use approaches, championing the 'right tree in the right place' approach, noting the need to identify the most appropriate habitat and landscape changes for Surrey.

Pursuing local food production in particular can help to reconnect people to their food system.

To this end, the value of our natural capital needs to be better understood, as well as the risks and opportunities associated with it. Over the coming year officers will work with key partners from the Boroughs and Districts, Surrey Nature Partnership, Surrey Wildlife Trust, Surrey Hills AONB, as well as the Forestry Commission and Natural England to develop a wider Land Use Framework. The framework will inform decisions on how land is used, managed and protected as well as the role of planning policy framework across all 12 local authorities in achieving this and maximising biodiversity net gain from future developments.

In order to achieve our ambitions for land use and food systems in Surrey sustainable farming practices will be critical. These practices could include reduction in use of pesticides, crop rotation and shared land use (e.g. reforestation).

³⁶ UKCCC, 2020. Land Use Policies for a Net Zero UK. [online]

³⁷ Vermuelen, Campbell, Ingram, 2012. Climate Change and Food Systems. Annual Review of Environment and Resources, **37**, 195 – 222.

³⁸ Forestry Commission, 2017.

³⁹ Assuming an average grid planting pattern of 9x9 ft.

⁴⁰ ASC, 2016. UK Climate Change Risk Assessment 2017 Evidence Report- Summary for England. [online]

Pursuing local food production, in particular, can help to reconnect people to their local food systems. Currently, UK households throw away £12 billion worth of food, whilst an increasing number of people are relying on food banks.⁴¹ Every £1 invested in local food is shown to return between £6-8 to society in the form of co-benefits including training and skills.⁴² A number of local organisations, including the Surrey County Agricultural Society and Local Food Britain, have been working to deliver engagement programmes across all authorities including Farm and Food Week, which connects families with the local food supply chain.

Local, sustainable food practices must also respond to the potential threats from climate change, with the most recent UK Climate Change Risk Assessment identifying “a higher drought risk is likely to have increasingly adverse implications for the viability of cereal and potato production in many parts of southern and eastern England”²⁷. Flash flooding also creates risk for food production; however, healthy soils, which are dense in organic matter, can slow water flow rates which can help to mitigate the risk of flooding to agricultural land – an example of natural flood risk management.

⁴¹ Town and Country Planning Association, 2019. Guide 10: Edible Garden Cities. Source

⁴² National Trusts, 2014. Local Food Programme.

AMBITION STATEMENT

Develop a land use framework for Surrey focused on increasing accessible green spaces, woodland cover in appropriate locations in line with national targets and sustainable farming practices.

TARGET

1.2 million trees
planted by 2030

STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Work with the agricultural industries, partners and research groups to promote sustainable localised food systems within Surrey.

Strategic Priority 2 (SP2)

Increase the potential of Surrey's land, biodiversity, current and future woodland to sequester and capture carbon, and help to reduce the impacts of climate change.

Strategic Priority 3 (SP3)

Greater learning and sharing of approaches to reduce carbon in our food consumption patterns through our procurement practices and within our communities.



INDUSTRY AND GREEN ECONOMY

Surrey's Climate
Change Strategy

1.8 INDUSTRY AND GREEN ECONOMY

Emissions associated with industry in Surrey amount to 11% of the total county-wide emissions (2019) or 0.6 tonnes per person annually. It is predicted that under a BAU scenario the share of emissions associated with industry would fall by 3% by 2050.

In 2018, carbon emissions from UK industry were 104 MtCO₂e - 52% below 1990 levels - and accounted for 21% of all UK emissions. In addition to these direct emissions, industry consumed almost a third of UK grid electricity.¹⁷ UK territorial emissions from industry have fallen significantly since 1990, while UK industrial output has remained fairly constant, reflecting a switch to lower-carbon fuels and improving energy intensity.

Achieving a net zero carbon future requires the decoupling of emissions from economic growth, pursuing a green economy that cuts emissions whilst generating jobs for all in new industries and improved health and wellbeing. Surrey is well positioned to undertake this transition with a strong economic base⁴³, a high proportion of SMEs and range of sectors, and high-levels of education attainment rates. However, greater work is needed to develop an appropriately skilled workforce, increase digital connectivity and greater support for innovation and entrepreneurship.

Industrial decarbonisation, is one element of the transition to a green economy, and can be achieved through improvements in energy and water efficiency, as well as energy reuse methods and decarbonisation of electricity. The scaling-up of carbon capture and storage (CCS) will be required to address those industries where reducing emissions is particularly challenging. CCS has recently been supported by the UK National Government through the funding of nine pilot-projects in 2019.⁴⁴

Finally, addressing unsustainable trends in water consumption will be important to not only reduce emissions but also to increase resilience to climate change. Beverage and food production, and manufacturing are water-intense industries which place high demand on available resources. Modelling high population growth and a medium climate change scenario (2.6 - 4.2°C global temperature rise by 2100), has indicated that there would be demand of more than 150% of the available water resources in the south of England by 2050s.⁹ Finding effective ways of working with these industries to reduce demand for water will therefore be important to meeting our net zero carbon target.

⁴³ Surrey's economic activity rate was 83.8% in 2019 according to ONS (2019) Annual Population Survey.

⁴⁴ BEIS, 2020. [Source.](#)

AMBITION STATEMENT

Pursue the transition to clean growth, through the decarbonisation of all major sectors and investment in the development of clean technologies and industries that create jobs and improve the quality of life for our residents.

TARGET



STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

Expand research and development activities and the development of relevant skills amongst our workforce to support the creation of green technologies and products to decarbonise our industry.

Strategic Priority 2 (SP2)

Pursue energy efficiency improvements in local industry and businesses that reduce consumption and decarbonise energy usage.

Strategic Priority 3 (SP3)

Utilise innovation in digital technology to unlock a green transformation of our economy.



ADAPTATION |

Surrey's Climate
Change Strategy

ADAPTATION

In the most recent UK Climate Change Risk Assessment report, published in 2017 (the next one is expected in 2022), the Adaptation Sub-Committee of the Committee on Climate Change, commissioned regional assessments of climate change risk. The following risks were identified for the South East of England region out to 2050⁴⁵.

AREA

RISK

Businesses

- Increase in the frequency and severity of flooding causing damage and affecting business continuity.
- Overheating of buildings affecting staff productivity.

Health and Wellbeing

- Disruption to health, social care and emergency management services and school provision, from flooding, heatwaves and storms.
- Excess deaths and illness from overheating.

Buildings and Infrastructure

- Increased disruption, given that even minor incidents test the capacity of our infrastructure today and climate change is likely to exacerbate this.

Agriculture and Forestry

- Stresses on woodlands and forest resources, via water stress and pests and diseases.
- Changes in growing conditions such as warmer, drier and longer growing seasons may make new crops more viable, as well as making existing ones less viable.

Natural Environment

- Impact on biodiversity of habitats and species which are valued for the services they provide such as water and air purification, as well as their intrinsic value.

⁴⁵ UKCCC, 2017. UK Climate Change Risk Assessment 2017. [Source](#).



Flood risk protection in Blackdown Close Rain Garden

EXISTING WORK

It has been recognised that the County faces an increased frequency and severity of adverse weather events, notably flooding and heatwaves. These severe weather events have the potential to have a significant impact on local services and infrastructure such as highways, and to the health and wellbeing of local residents, particularly those in vulnerable groups.

In 2016, Surrey's Local Resilience Forum produced Strategic Climate Change Guidance⁴⁶ based on the most recent UK Climate Change Risk Assessment⁴⁷. There are a number of partnerships and initiatives working to monitor and update these identified risks and work alongside the community to develop adaptation measures that build greater resilience amongst residents and partners. These include:

- Surrey Prepared
- Surrey Community Resilience Partnership
- Surrey Community Risk Register

⁴⁶ Surrey's Local Resilience Forum, 2016. Source.

⁴⁷ DEFRA, 2012. UK climate change risk assessment: Government report 2012. [Source.](#)

SCC works closely with the District and Borough councils, the Local Resilience Forum and the Environment Agency to increase the resilience of the county to flood risk, through reducing the impacts and frequency of flooding. New development and capital investment in infrastructure may be able to take into account the impacts of climate change, but much of the existing built estate, infrastructure and communities will still be adversely affected, where not already adapted to climate change effects, like increases in the frequency and intensity of rainfall.¹⁷

Through this partnership working Surrey's authorities are always looking to strengthen local resilience. As part of its Local Flood Risk Management Strategy SCC are intending to carry out an UKCP18 assessment for flooding across the county to take account of future climate scenarios. Surrey authorities and partners are seeking to respond to the increased risk of flooding from more extreme and erratic weather patterns through our £237M flood alleviation scheme for the Thames from Datchet to Teddington, as well as our wider programme of actions to deliver the Local Flood Risk Management Strategy, which has been allocated £33M over the next ten years.

STRATEGIC PRIORITIES

Strategic Priority 1 (SP1)

We will work with partners, employees, and our supply chain to increase the resilience of our estate(s) to climate change impacts, in particular flooding and extreme heat.

Strategic Priority 2 (SP2)

Take a proactive approach to working with planners and developers to strengthen the integration of climate change adaptation and holistic thinking into development proposals to build long-term resilience to climate change.

Strategic Priority 3 (SP3)

Increase understanding amongst staff, residents and businesses of the potential threats of climate change under different IPCC climate scenarios and how this can be integrated into our activities and estates as preventative measures and through the management of risk.

The actions to achieve these priorities have been written into the action plans of all the sectors as our approach to adaptation needs to be integrated where we act to build resilience.

MONITORING AND EVALUATION

It will be crucial that we monitor and evaluate our progress if we are to achieve the targets we have set ourselves across each of the sectors and our own operational emissions. We will ensure our staff have the skills and capacity to provide this robust monitoring across our partners and, where possible, extend to undertake data collection and monitoring of other relevant key performance indicators. This will allow us to set more specific milestone targets and climate change ambitions, as outlined below:

1. Commit to set long-term sector-specific targets (five-year intervals) to reduce both the County's Scope 1 and 2 emissions, and measure and report on these annually.
2. Commit to measure and report Scope 1 and 2 emissions from local authorities' own estates and activities annually.
3. Commit to measure and report Scope 3 emissions annually from local authorities' own estates and activities from 2021, with an ambition to consider approaches to reduce or offset these emissions.
4. Publish our performance and progress against our county-wide targets annually, disaggregated to district and borough level.
5. Continue to monitor localised air quality total mass emission of key pollutants across Surrey as according to the air quality management areas (AQMAs).
6. In the next year, establish targets for reducing emissions of key air pollutants in the most poorly performing areas.
7. Continue to develop our climate change actions and their associated delivery plans through engagement across local authorities and in conjunction with SCC's Project Board.
8. Publish a major update to our Climate Change Strategy every five years to align with our key target years.

The detailed methodology of our county-wide emissions baseline and targets is set out in Appendix A.



CLIMATE CHANGE ACTIONS

1.1 ORGANISATION EMISSIONS

By 2022

Estate (SP1)

Establish a Property Working Group on Climate Change to help deliver actions relating to local authority estates.

Review the delivery of planned schools maintenance (where maintenance is expected to be made to more than 10% of the property area), school expansion programmes and new developments for potential for energy efficiency savings.

Monitor energy consumption, costs, and carbon emission sources to inform our energy management programmes. Publish performance and progress against emissions targets, within the council and to the public and government.

Vehicles (SP2)

Continue to monitor the emissions associated with local authorities' grey fleet and consider setting a reduction target.

Review travel plans for all existing and new developments to promote agile working and sustainable commuting practices.

Review SCC's fleet leasing arrangements at the next renewal cycle in order to begin replacing our vehicles with ultra-low emission vehicles, where possible.

Strategic and Supply Chain (SP3)

We will use our procurement practices and influence across our supply chain to require and incentivise environmentally responsible commissioning.

We will establish a target for the procurement of local organic and/or plant-based food to be used on Council-owned and run sites.

SCC supports Surrey Pension Fund's commitment to establish a Committee sub-group to develop the Fund's Responsible Investment Approach. Their role will include exploring the analysis of scenario mapping The Fund's portfolio in line with the United Nations' (UN) Sustainable Development Goals (SDGs), in particular Goal 13 Climate Action, carried out by an independent provider.

Require energy efficiency and carbon reduction potential to be considered for all projects on our estates.

Improve fuel efficiency and emissions reduction of fleet vehicles through specification of vehicles, route planning and driving techniques.

Develop climate change guidance training for members and officers. Guidance will be embedded in the decision-making process across service areas.

Promote energy efficiency awareness and responsibilities to all staff as building users.

Support schools to embed climate change and sustainability in learning, including teaching focused on food production, nutrition, and the environmental impacts associated with the food system.

Replace SCC's street lighting estate with LED luminaires.

Review Surrey's Greener Futures Design Challenge to deliver more collaborative working on climate change solutions with residents.

Install daylight-sensors in all local authority buildings.

Develop a digital carbon footprint for Surrey residents to allow them to visualise and understand their personal carbon impact.

Look to connect all Surrey CC buildings to CHP or other forms of DHN's or cooling systems where appropriate.

Work with Surrey's network of Eco-schools to promote the education of energy and water efficiency in the home. This will enable students to become energy advisers to their own families.

All new buildings funded by SCC to be considered for solar panels.

All new authority buildings to be considered for low carbon heating solutions such as air source heat pumps.

Ensure all local authority properties have flood resilience action plans and extreme heat is embedded in their risk register.

1.1 ORGANISATION EMISSIONS

By 2035

Estate (SP1)

All SCC properties' electricity delivered through a green energy supplier by 2030.

Explore the commercial and technical viability of installing renewable energy on local authority-owned sites which will provide revenue payback on loans.

Explore low-carbon heating options to reduce reliance on natural gas, including the use of the anaerobic digester plant at the Eco Park, Surrey.

Vehicles (SP2)

Review and implement policies and initiatives that support the reduction of the carbon emissions associated with business mileage.

Review our tender specifications with an ambition to make local authority fleets 100% electric or hydrogen by 2030, including Surrey Fire and Rescue Service.

Strategic and Supply Chain (SP3)

Climate change is to be considered a priority in decision making across all authority services.

Support schools to reduce emissions associated with operations e.g. energy efficiency and solar panels. Learnings will be taken from existing projects such as Wey Valley Solar Schools Energy Co-op on how to make local energy generation projects financially viable.

Full life cycle energy and carbon implications of major projects and strategic decisions will be considered within key scrutiny and decision-making processes.

Ensuring that all development is high quality and well-designed, that contributes positively to the value of Surrey's places. Local authorities will look to increase the design and place-making skills of planners across the County and will develop strategies and guidance to positively influence design. These developments will be resilient and adaptable, to meet current and future needs.

Review SCC's own operations and practices in line with The UK Plastics Pact target – 100% recyclable, compostable or reusable plastic packaging.

All authority buildings to be considered for solar PV with the intention of selling excess electricity back to the grid.

1.2 TRANSPORT AND AIR QUALITY

By 2022

Local Authority Action

Continue to implement and develop our local authority agile working practices to reduce employee journeys and act as an example to businesses.

SP1

SCC to work with partners to undertake a fundamental review of the county's Local Transport Plan, which will detail further specific actions to mitigate the carbon emissions of transport and travel.

All

Update parking standards for new developments in urban centres, through future local plan refresh processes, which will remove the provision of new parking spaces and reduce journeys.

SP1

Assess first and last mile travel patterns across the county and work with regional transport authorities and partners to improve connectivity and provide more low-carbon options.

SP1

Continue to support and promote our policy of shared travel for students.

SP2

Engagement with Residents and Partners

Encourage employers to offer a cycle to work salary sacrifice scheme, increasing funding for e-bikes and secure cycle storage.

SP2

Significantly increase and diversify our communications and engagement on climate change, to support residents to make sustainable travel choices.

All

Further support residents applying for Playing Out and other forms of temporary street closure to improve safety and reduce car use in local communities.

SP2

| | |
|--|-----|
| <p>Implement the county-wide Cycling Strategy and work to develop the Local Cycling and Walking Infrastructure Plans (LCWIPs) for each district and borough. This will promote a shift to walking and cycling through identifying current barriers and levers.</p> | SP2 |
| <p>Pilot schemes across Surrey that seek to reduce car use through approaches that are relevant to local contexts and remain considerate of accessibility e.g. ultra-low emission areas, car free zones and pedestrianised streets.</p> | SP2 |
| <p>Register, promote and further invest in Surrey's public right of way network to increase the number of well-signed and well-maintained multi-user routes.</p> | SP2 |
| <p>Evaluate the current bus service contracts across all authorities with a view to changing journey routes and reintroducing lost routes. This will improve connectivity between villages, urban centres and key services.</p> | SP2 |
| <p>Provide more accurate arrival information for bus journeys and investing in route planning to enable more sustainable travel.</p> | SP2 |
| <p>SCC to invest in bus priority measures at highway pinch points on identified services from 20/21</p> | SP2 |

Develop a county-wide Electric Vehicle (EV) strategy by 2021 with an ambition to provide a network of town centre / key location charging points. Charging points will span the 12 local authorities and include fast chargers.

SP3

County-wide sustainability training delivered to officers working in transport and infrastructure service areas, making climate change a priority in future service delivery.

All

1.2 TRANSPORT AND AIR QUALITY

By 2035

Local Authority Action

Engagement with Residents and Partners

Prioritise the delivery of strategic infrastructure to be located near key transport hubs, reducing the demand for travelling by private car and improving overall mobility and accessibility, in and between urban areas.

SP1

Encourage businesses to incentivise more sustainable modes of travel for their staff e.g. only allowing work travel claims for public transport.

SP2

We will review how we can promote the option of using sustainable modes of transport for all students. This will be facilitated by funding measures at the earliest opportunity.

SP2

We will work with the county's car club operator to expand its network of electric vehicle provisions, with a view to making 50% of vehicles electric by 2025.

SP3

Work with Surrey Police to co-invest in the acceleration of Ultra low emissions buses and community transport vehicles with an initial programme to be delivered by 25/26

SP3

Leading by example, local authorities will ensure that public transport and taxis are 100% electric or converted to hydrogen at the earliest opportunity.

SP3

Work with Surrey Police to share with others service areas, such as Surrey Fire and Rescue Service, best practice on transitioning emergency vehicles to ultra-low/zero emissions.

SP3

Review our tendering specifications with an ambition to make local authority fleets 100% electric or hydrogen by 2030, including Surrey Fire and Rescue Service vehicles.

SP3

1.3 ENERGY GENERATION

By 2022

Local Authority Action

Engagement with Residents and Partners

Carry out a Surrey-wide feasibility study to identify land and buildings where solar PV could be installed.

SP1

Work with the Local Enterprise Partnerships (LEPs) to help implement the key actions outlined in the EnergySouth2East Local Energy Strategy.

All

Undertake partnership working with districts and boroughs to evaluate the potential to produce low or zero carbon energy focused projects, e.g. low-head hydropower.

SP1

Continue to contribute and grow Surrey Energy Partnership, a forum of leading organisations engaged in the energy sector.

All

Look to connect all Surrey CC buildings to CHP or other forms of DHN's or cooling systems where possible.

SP2

Engage with rail operators to identify areas of land for renewable energy.

SP1

Develop a Surrey-wide Renewable Energy Strategy that explores potential opportunities for renewable energy, decentralised systems and low carbon heating systems e.g. heat pumps and Combined Heat and Power.

All

1.3 ENERGY GENERATION

By 2035

Local Authority Action

Engagement with Residents and Partners

| | | | |
|--|-----|---|-----|
| Identify potential sites for other types of renewable energy installations e.g. wind turbines. | SP1 | Support small and medium enterprises (SMEs) specialising in decentralised energy networks to access Central Government funding through the Local Enterprise Partnerships. | SP2 |
| All authority buildings will be considered for solar PV panels with the intention of selling excess electricity back to the National grid. | SP1 | Work with Surrey Energy Partnership to leverage increased funding for clean energy activity in Surrey. | All |
| Work with Surrey Environment Partnership to scope the potential to develop more energy from anaerobic digestion. | SP1 | Explore the use of group buying schemes for solar PV panels to reduce the direct costs to residents through economies of scale. | SP1 |
| Conduct a county-wide analysis for the potential for district heating networks. | SP1 | | |
| Scope the potential for establishing low cost capital finance such as community revolving funds. | SP1 | | |
| Develop local requirements for decentralised energy supply in local plans which new developments will be required to comply with. | SP2 | | |
| Work with local planning officers and building control to encourage and facilitate zero carbon heating systems for new build development. | SP2 | | |

1.4 HOUSING AND PLANNING

By 2022

Local Authority Action

Engagement with Residents and Partners

Monitor energy use within social housing to identify measures that can be deployed to tackle low energy efficiency.

SP1

Develop an effective communication plan to help residents understand energy efficiency and to empower residents to take action in their own homes e.g. cavity wall insulation.

SP1/2

Bring social housing providers together across the local authorities to develop the options for a Surrey-wide retrofit programme.

SP1

Continue to support partners such as Action Surrey to distribute impartial information and advice on energy efficiency measures to residents. Our most vulnerable residents will be supported through grant funding for efficiency measures.

SP1

Continue to provide support through our Flood Risk Planning teams to businesses so property flood resilience measures can be implemented.

SP1

District and boroughs to work with their tenant's panels to drive behaviour change in energy consumption.

SP1

Work with the Centre for Sustainable Energy and other organisations to identify, baseline and analyse the typologies of Surrey's residential building stock. In doing this, the most appropriate retrofit options can be identified.

SP1/2

Work with Enterprise M3 and Coast to Capital Local Enterprise Partnerships to identify private and national government funding sources for retrofitting existing housing stock.

SP1/2

Develop funding mechanism that maximise on-site carbon reductions in new developments and facilitate retrofitting in existing housing stock - achievable by working with economic development, planning and environment officers across all authorities.

SP1/2

Develop cross-authority supplementary Climate Change, Sustainable Design, Construction and Energy Supplementary Planning Document (SPD) guidance which seeks to embed climate change consideration into local development - to be updated regularly in line with our ambitions.

SP2

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1.4 HOUSING AND PLANNING

By 2035

Local Authority Action

Engagement with Residents and Partners

Research the use whole-house retrofit methods to improve energy efficiency and alternative heating methods within existing private and social housing stock e.g. Energiesprong.

SP1

Explore the development of a private landlords' registration scheme that would enable us to work with them to undertake energy efficiency improvements in their properties.

SP1

Explore introducing, through planning guidance, energy efficiency improvement requirements at the point of renovation.

SP1

Work with the Local Enterprise Partnerships to identify funding sources that residents can access to undertake energy efficiency and adaptive measures in their homes.

SP1

Review planning policy to strengthen the requirement of new development to consider adaptation to different climate scenarios, which goes beyond a proactive approach.

SP2

Consider expanding commitments made by some districts and boroughs to have all major residential developments (10+ dwellings) 30 minutes from health, education, retail and employment facilities, when travelling by public transport.

SP3

1.5 BUILDINGS AND INFRASTRUCTURE

By 2022

Local Authority Action

Engagement with Residents and Partners

Set a target date for all new developments to be net zero carbon and also to achieve a 10% increase in biodiversity as a minimum to strengthen climate resilience.

SP1

Support small and medium enterprises to increase the uptake of energy efficiency measures e.g. luminary upgrades through innovative funding mechanisms e.g. Low Carbon Across the South East (LoCASE).

SP1

Work with the Centre for Sustainable Energy and other partners identify, baseline and analyse the typologies of Surrey's non-residential building stock.

SP1/3

Increase engagement with businesses and existing partners e.g. Chamber of Commerce and Surrey Hills Enterprises, so information can be shared on key energy efficiency measures.

SP1

Develop a localised Renovation Impact Framework to identify and coordinate renovation/retrofit initiatives. This should include a database of indicators to measure impact e.g. the number of companies with organisational commitments.

SP1

Continue to offer support and advice to health and care organisations (Surrey Heartlands) to help reduce the emissions associated with their estate.

SP3

Consider the development of Supplementary Planning Guidance which requires 20% of parking bays in all new non-residential properties to have active electric vehicle charging infrastructure (if not progressed by National Government).

SP2

Provide greater support through our Flood Risk Planning teams to businesses so property flood resilience measures can be implemented.

SP1/3

1.5 BUILDINGS AND INFRASTRUCTURE

By 2035

Local Authority Action

Engagement with Residents and Partners

| | | | |
|--|-----|---|-------|
| Develop a database of common energy efficiency measures to align with Surrey’s building typologies. | All | Through working with Surrey Energy Partnership, Enterprise M3 and Coast to Capital develop soft loan mechanisms for encouraging the uptake of heat pumps. The mechanisms will encourage the uptake of heat pumps in non-residential buildings to drive deployment at scale. | SP1/3 |
| Evaluate the use of business rates to drive more rapid adoption of energy efficiency measures within non-residential buildings. | SP1 | Work with organisations such as The Royal Institute of British Architects (RIBA) to better understand whole life carbon in the construction of municipal buildings. | SP3 |
| Encourage larger housing and commercial schemes to provide at least 10% of the development’s energy from on-site renewable sources. | SP2 | | |
| By 2030, all new development will contribute to achieving place-based resilience to flooding. | SP3 | | |
| Expand all existing district and borough regulations to increase integration of green infrastructure which can both contribute to carbon sequestration and adaptation to increased flood risk and overheating risks. | SP3 | | |

Consider requiring new non-residential developments of a certain size to report on the potential embodied carbon within planning applications. SP3

1.6 WASTE, RESOURCES AND CIRCULAR ECONOMY

By 2022

Local Authority Action

Engagement with Residents and Partners

Promote and dedicate continued funding and resource to delivering 'A Single-use Plastics Strategy' for Surrey, which will help reduce waste generation and promote recycling.

SP1

Provide additional support for community-led innovation through programmes such as the Design Challenge to reduce waste.

SP1

Using local authorities' own commissioning and procurement processes, increase producer responsibility amongst local SMEs.

SP1

Consider a programme of funding for charities or other local initiatives who redistribute surplus food from food businesses and allotments to those in need.

SP1

Partner with the University of Surrey on a research funding bid to develop smart, sustainable plastic packaging.

SP1

Continue to regularly engage with residents on the waste service i.e. customer service surveys, and increased communications to achieve behaviour change.

SP2

Explore opportunities potential for our new Community Recycling Centre network to contribute towards the circular economy by expanding the reuse offering and working with producers on take-back schemes across Surrey.

SP3

Support water companies, high street retailers, coffee shops and transport hubs to offer new refill points for people to top-up water bottles for free.

SP2

Explore the procurement of electric/low-emission rubbish collection trucks.

SP3

A new phase of campaigns and marketing to focus on reduce and re-use.

SP2

Engage with specific residents and businesses that do not present recyclables for collection, or present contaminated recyclables for collection to understand their barriers to recycling and help overcome them.

SP2

1.6 WASTE, RESOURCES AND CIRCULAR ECONOMY

By 2035

Local Authority Action

Engagement with Residents and Partners

Use local economic data to provide a clearer picture of ongoing reuse activities, to identify circular economy opportunities and assets.

SP1

Working with partners in education, businesses and social enterprises and health sectors to push Single Use Plastics policy, waste minimisation, reuse and repair/upcycling schemes.

SP1

Research and, where appropriate, establish a programme of investment in reuse alternatives for products and deposit return schemes to support producer responsibility.

SP1

Engage with organisations such as the Ellen McArthur Foundation to increase our collective knowledge of waste minimisation best practice approaches for education.

SP1

Consider introducing a local eco-labelling initiative for local retailers to encourage residents to buy more sustainable products.

SP1

Develop circular economy networks with SMEs, residents and partners to encourage eco-design.

SP1/2

Re-thinking the way we manage waste (Joint Waste Authority and re-commissioning of the waste contract 2024).

SP2/3

Explore opportunities for SCC to build its own materials recovery facility (MRF).

SP3

Work with Surrey Environment Partnership to develop local markets for reusing or recycling material that has been created by Surrey residents and businesses.

SP3

1.7 LAND USE AND FOOD SYSTEMS

By 2022

Local Authority Action

Explore best practice policies that highlight the importance of including food growing spaces in new developments and on vacant or under-used sites.

SP1

Establish a baseline and further develop targets for new tree cover, and its wider benefits e.g. ecosystem services accreditation as recognised in the Landscapes Review report.²

SP2

Identify Transformation funding to review SCC's policy and planning framework - re-thinking how land owned and managed by the county council is used, in order to adapt to and mitigate against, a changing climate.

SP2

Strengthen the monitoring of sustainable drainage systems (SuDS) installation and quality in new developments.

SP2

Engagement with Residents and Partners

Continue to work with Tenant farmers and Surrey Hills Enterprises to share best practice on sustainable farming.

SP1

We will continue to work with SCC's management partners and Surrey Wildlife Trust to ensure that the quality of the biodiversity and nature conservation value is maintained. This will ensure the estate can continue to build our local resilience.

SP1/2

Work with university partners to further evaluate of the role of land management in reducing carbon emissions.

SP2

We will establish a target for the procurement of local organic and/or plant-based food to be used on Council-owned and run sites.

SP3

¹ DEFRA, 2019. Landscapes Review. [Source](#).

Set a target date for no municipal food waste to be sent to landfill through the re-evaluation of Surrey's existing Waste Strategy.

SP3

Use our public-facing platforms to share information on low-carbon dietary choices.

SP3

Conduct a land use characteristics assessment to track the current and potential land uses.

All

Create a clearly defined land use framework to inform decisions on how land is used, managed and protected as well as the role of planning policy framework across all 12 local authorities in achieving this and maximising biodiversity net gain from future developments.

All

1.7 LAND USE AND FOOD SYSTEMS

By 2035

Local Authority Action

Engagement with Residents and Partners

Create guidelines for local authority procurement of food in schools, hospitals and prisons to be sustainable by default.

SP1

Work alongside community groups with training programmes to support people to set up food-growing enterprises.

SP1

Identify potential policies to support the development of urban agriculture sites and organic farming practices. The policies will shorten supply chains, reduce GHG emission and increase community cohesion.

SP1

Work with national government to promote a shift towards lower meat and dairy consumption, to achieve the net zero target.

SP3

Encourage provision of space for community gardens in new developments, and protect existing allotment sites.

SP1

Integrate support for agroecological farms and local supply chains into local development plans and new development site plans.

SP1

Facilitate the planting of new trees in Surrey to meet the council's pledge of 1.2m new trees county-wide by 2030. This will increase the drawdown of CO₂ from the atmosphere whilst improving air quality .

SP2

Develop guidance for land managers on the use of land for carbon sequestration in conjunction with partners such as SWT, FSC and the Forestry Commissions, including the use of hedgerows which can achieve wider air quality benefits.

SP2

Ensure school meals are healthy and sustainable, using the Soil Association's gold award as a guide.

SP3

1.8 INDUSTRY AND GREEN ECONOMY

By 2022

Local Authority Action

Engagement with Residents and Partners

Develop SCC's economic strategy which identifies potential opportunities for generating green jobs and supporting specialist skills e.g. in low carbon heating and retrofitting.

SP1

Identify and engage with those businesses operating in Surrey that are exploring electrification technologies.

SP2

Evaluate the potential for business rate relief for retailers that promote sustainable practices e.g. refill shops.

SP1

Continue to work with Surrey Climate Commission to identify businesses contributing to the green economy, and new ways of support e.g. technical, financial etc.

SP1/3

Begin the review of the County's Minerals Planning Policy, taking into account climate change.

SP2

Support businesses to access BEIS' Industrial Heat Recovery and Support Programme (IHRS) that provide grants to any business looking to pursue heat recovery.

SP2

Consider Department for Business, Energy and Industrial Strategy's (BEIS) industrial decarbonisation and energy efficiency action plans and its relevance to Surrey's industries.

SP2

Work closely with the Local Enterprise Partnerships (Coast to Capital and Enterprise M3) to identify funding opportunities for local low carbon energy projects.

All

Use cross-service working to identify potential unintended consequences of a digital revolution e.g. social isolation.

SP3

1.8 INDUSTRY AND GREEN ECONOMY

By 2035

Local Authority Action

Engagement with Residents and Partners

Support the increase of community food growing to develop key transferable skills and apprenticeships, as part of a green economy.

SP1

Establish a network of digital champions to support and advocate digital services and promote a programme of digital skills training.

SP1/3

Scope potential heat network projects for application to national funding mechanisms e.g. Heat Network Investment Programme (HNIP).

SP1

Develop more information and advice to SMEs to encourage the uptake of energy efficiency technologies.

SP2

Explore finance mechanisms to encourage small and medium enterprises (SMEs) to cut their bills and emissions through increased energy efficiency measures.

SP1

Partner with commercial and/or public organisations to improve county-wide digital infrastructure, taking an inclusive approach to ensure we do not leave rural areas behind.

SP3

Explore use of new technologies to create a smart county and help to address our environmental challenges, e.g. developing sustainable transport approaches, smart mobility and energy efficiency.

SP1

APPENDIX

APPENDIX A: METHODOLOGY

SURREY COUNTY'S CARBON FOOTPRINT

Any area's carbon footprint – measured in terms of the total impact of all of its greenhouse gas emissions – can be divided into three types of greenhouse gas emissions.

- Those coming from the fuel (e.g. petrol, diesel or gas) that is directly used within an area and from other sources such as landfill sites or industry within the area. These are known as Scope 1 emissions.
- Those coming from the electricity that is used within the area, even if it is generated somewhere else. These are known as Scope 2 emissions. Together scope 1 and 2 emissions are sometimes referred to as territorial emissions.
- Those associated with the goods and services that are produced elsewhere but imported and consumed within the area. After taking into account the carbon footprint of any goods and services produced in the area but that are exported and consumed elsewhere, these are known as Scope 3 or consumption-based emissions.

In setting Surrey's CO₂e emissions targets we focus on Scope 1 and 2 emissions and exclude consideration of long-distance travel and of Scope 3, or consumption-based, emissions. This reflects a territory-based approach to emissions monitoring as the carbon accounting and management options for these emissions are better developed. However, we recognise that the emissions from consumption-based emissions are very significant, and also need to be addressed, and have begun to do so on our own estates.

SURREY'S LOCAL AUTHORITIES' CARBON FOOTPRINT

For Surrey's Local Authorities' own operational practices, emissions have been reported in accordance with the Department for Business, Energy and Industrial Strategy's (BEIS) 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance' (previously National Indicator 185).

The scope of emissions are in-line with the definitions given above the 'area' for a local authorities' operations which will define which Scope 1 and 2 emissions are measured, is defined by an individual authority, but is generally what is under their financial control (other boundary types include operational or equity share).⁴⁸

⁴⁸ BEIS, 2019. Source.

DEVELOPING A BASELINE OF PAST, PRESENT AND FUTURE EMISSIONS

Having a baseline of carbon emissions is key to Surrey's authorities tracking our progress over time. We have used local authority emissions data, available publicly from BEIS, to chart changes in emissions from 2005 to the 2018. This data is also broken down to show the share of emissions that can be attributed to households, public and commercial buildings, transport and industry.

Our current emissions levels are then projected forward for the period to 2050. To do this, we have assumed on-going decarbonisation of electricity in line with Government commitments and a continuation of background trends in **a)** economic growth (assumed at 2.5% p.a.), **b)** population growth (assumed at 0.1% p.a.) and **c)** energy use and energy efficiency. As with all forecasts, the level of uncertainty increases as the time period in question extends. Even so, it is useful to look into the future to gauge the scale of the challenge to be addressed in each area, especially as it relates to the projected gap between the forecasted emissions levels and those that are required if Surrey's emissions are to be consistent with a global strategy to limit average warming to 1.5 degrees.

SETTING SCIENCE-BASED CARBON REDUCTION TARGETS

To set science-based carbon reduction targets for Surrey, this strategy uses as a reference point the total global level of emissions that the IPCC suggests gives us a 66% chance of limiting average levels of warming to 1.5 degrees. This global carbon budget is divided according to the share of the global population living in Surrey. This has enabled us to set the total carbon budget for our county that is consistent with the IPCC methodology. To set targets for carbon reduction, we have then calculated the annual percentage reductions from the current level that are required to enable an area to stay within its overall carbon budget.

SURREY'S LOCAL AUTHORITIES OWN EMISSIONS

The methodology followed by local authorities to report their operational and estate emission is in accordance with the Government guidance on measuring and reporting greenhouse gas emissions (GHG).⁴⁹

Standard UK conversion factors for the relevant reporting period are used in units of tonnes of carbon dioxide (CO₂) equivalent (CO₂e).⁵⁰ Carbon dioxide is the main, but not the only, greenhouse gas emitted by council operations. Burning fossil fuels also releases other gases, including methane (CH₄) and nitrous oxide (N₂O) and air conditioning units leak hydro fluorocarbons. All these are greenhouse gases. Surrey's local authorities will publish their most recently reported emissions figures on their respective websites.

⁴⁹ BEIS, 2019. Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019). [Source.](#)

⁵⁰ BEIS, 2019. Government emission conversion factors for greenhouse gas company reporting. [Source.](#)

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Surrey's Officers, Members and Councillors

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Partners and Stakeholders

Surrey Police | Surrey Fire and Rescue Service | Surrey Climate Commission | Georges Abbot School | Heathside School | Surrey Energy Partnership | Surrey Air Alliance | Action Surrey | Surrey Planning Officers Association | Heat Surrey | Surrey Environment Partnership | Focus Group Resident Participants | Surrey County Council Resident Panel | Enterprise M3 Local Enterprise Partnership | Coast to Capital Local Economic Partnership | Surrey Wildlife Trust | Enterprise | Local Government Association

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Designers

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SURREY'S CLIMATE CHANGE STRATEGY

The Scheme of Delegation of Functions to Officers – Granting and Renewal of Leases

Summary

To consider a recommendation from the Governance Working Group regarding to amendments the Scheme of Delegation of Functions to Officers in relation to the granting and renewal of leases.

Portfolio: The Leader

Date Portfolio Holder signed off report: 11 February 2021

Wards Affected: All

Recommendation

The Executive is advised to RESOLVE that the Scheme of Delegation of Functions to Officers at Part 3, Section B, Paragraph 4 of the Constitution be amended as follows:

The Head of Legal Services is authorised to undertake all actions in relation to the administration of the Council's estate and property portfolio except the following matters which are reserved to the Executive:

- (a) Acquisitions or disposal of land or property with a value in excess of £25,000;
- (b) the grant or renewal of all commercial leases in excess of 2 years that do not reflect market conditions in terms of value or risk;
- (c) the grant of all leases for the purposes of development or refurbishment schemes including building leases;
- (d) the grant or renewal of all leases where the Head of Legal Services considers referral to the Executive is appropriate.

1. Background

- 1.1. The Council's Scheme of Delegation of Functions to Officers, made pursuant to the Local Government Act 1972, Section 101, can be found at Part 3, Section B of the Constitution.
- 1.2. Currently the Scheme authorises the Head of Legal Services to undertake all actions in relation to the administration of the Council's estate and property portfolio except the following matters which are reserved to the Executive:

- (a) Acquisitions or disposal of land or property with a value in excess of £25,000;
- (b) the grant of all leases in excess of 5 years;
- (b) the renewal of existing leases not subject to the provisions of the Landlord and Tenant Act 1954.”

2. Proposal

- 2.1 The Council's Property Portfolio has significantly increased in recent times, but the Scheme of Delegation of Functions to Officers has not been amended to take account of the increase.
- 2.2 The Head of Legal Services has drawn attention to the difficulties of managing the Council's Property Portfolio within the current delegations. Officers are not able to progress many standard leases as the current delegations require that they be approved by the Executive.
- 2.3 The majority of leases are standard, non-controversial and meet the Council's policies and objectives. Referring such leases to the Executive frustrates efficient and timely decision making, hampers the Council's ability to manage its property portfolio in a commercial and professional manner and prevents the maximisation of its income.
- 2.4 It should be noted that the Leader of the Council, under the allocation of portfolio holder responsibilities, has responsibility for the Council's Property Portfolio and is regularly updated in relation to the grant and renewal of leases. In addition as the management of the Council's Property Portfolio is an executive function any amendments to this part of the Scheme of Delegation must be made by the Executive.
- 2.5 It is, therefore, suggested that the grant or renewal of leases should only be referred to the Executive for decision if the lease is not a standard lease or is a controversial lease. It is proposed the delegation be amended as follows:

“The Head of Legal Services is authorised to undertake all actions in relation to the administration of the Council's estate and property portfolio **except** the following matters which are reserved to the Executive:

- (a) Acquisitions or disposal of land or property with a value in excess of £25,000;
- (b) the grant **or renewal** of all **commercial** leases in excess of **5 2** years **that do not reflect market conditions in terms of value or risk**;

- (c) ~~the renewal of existing leases not subject to the provisions of the Landlord and Tenant Act 1954~~ **the grant of all leases for the purposes of development or refurbishment schemes including building leases;**
- (d) **the grant or renewal of all leases where the Head of Legal Services considers referral to the Executive is appropriate.”**

3. Resource Implications

- 3.1 There are officer resources involved in drafting provisions and making amendments to the Constitution but there are no direct financial implications.

4. Options

- 4.1 The Executive has the options to
 - (a) amended the Scheme of Delegation of Functions to Officers as recommended;
 - (b) make no changes to the Scheme; or
 - (c) make alternative amendments.

5. Legal Issues

- 5.1 Any amendments to the Scheme of Delegation of Functions to Officers in relation to Executive functions must be made by the Executive.

6. Consultation

- 6.1 The Governance Working Group considered this matter at its meeting on 11 February 2021 and supported the recommendation.

| | |
|-------------------------------|---|
| Annexes | None |
| Background Papers | Governance Working Group Report |
| Author/Contact Details | Rachel Whillis rachel.whillis@surreyheath.gov.uk |
| Head of Service | Richard Payne - Executive Head of Corporate |

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Write Off of Irrecoverable Bad Debts

Summary

To approve the write-off of irrecoverable bad debts over £1,500.

Portfolio: Finance

Date Portfolio Holder signed off report: 25 February 2021

Wards Affected: All

Recommendation

The Executive is asked to RESOLVE that bad debts totalling £88,057.46 in respect of Council Tax, and £221,243.29 in respect of Non-Domestic Rates be approved for write off

1. Key Issues

- 1.1 Attached at Annex A is a schedule of bad debts for Council Tax and Business Rates, the individual amounts of which are greater than £1,500. Financial Regulation 26.1 requires that any bad debt in excess of £1,500 shall only be written-off with the approval of the Executive.
- 1.2 All of the debts have been subject to the relevant recovery action and tracing enquiries have been undertaken.
- 1.3 The Council's enforcement agents have also been unable to recover the debts from any forwarding address obtained from the tracing undertaken and the debt is now considered irrecoverable. In the future if a Council Tax payer's address is found the debt can be written back on for the debt to be pursued.
- 1.4 In respect of Council Tax a total of £88,057.46 is being written off in the current financial year to date with the cost being shared between all preceptors. This compares with a total of £130,470.00 for 2019/20. The reasons for writing off are given in the attached annex and the amount written off represents 0.1% of the total collectable debt.
- 1.5 In respect of business rates £221,343.29 is being written off to date compared with £478,333.89 in total for 2019/20. The cost is shared amongst all the preceptors and represents 0.09% of the total collectable debt. The reasons for writing off balances are listed on the attached annexe.
- 1.6 Between March 2020 and October 2020, due to the restrictions imposed by the Government we did not carry out normal recovery action on

outstanding debts. This gave us an opportunity to carry out a cleansing exercise on old balances to try to trace them.

- 1.7 This has increased the level of write offs but does ensure that the level of debt outstanding for previous years is more reflective of the collectable debt. Full detailed are given in the attached annex A.
- 1.8 The continued collection of the Council Tax arrears has been achieved by the judicious use of all the recovery options made available to us by the Council Tax (Administration and Enforcement) Regulations. The recovery options available include making special payment arrangements, direct deduction from a debtor's wages or benefits and in cases where all other options are not available or have failed, the use of Enforcement Agents.
- 1.9 The Council uses all the legal methods available to it carefully to ensure that we maximise collection but allow viable businesses to continue trading.
- 1.10 In respect of Council Tax, the in year collection rate was 5th nationally for 2019/20 and for Business Rates 9th nationally.

2. Resource Implications

- 2.1 N/A

3. Options

- 3.1 The debts are now deemed to be irrecoverable and therefore should be written off. The only other option would be to leave them in the accounts which would show a false situation.

4. Proposals

- 4.1 It is proposed that the debts as set out in Annex A, having been deemed irrecoverable, be written off.

5. Supporting Information

- 5.1 Attached in Annex A is a listing of the individual debts for write-off showing the name of the debtor, year the debt arose, the reason for the write-off and the amount of the debt.

6. Corporate Objectives And Key Priorities

- 6.1 N/A

7. Policy Framework

- 7.1 N/A

8. Legal Issues

8.1 In accordance with the advice from the Information Commissioner’s office personal details of the debtors subject to write-off can only be made public if a full risk analysis as regards possible vulnerability has been undertaken. In as cases being recommended for write-off the authority holds insufficient information as to the debtor’s circumstances e.g. age group or possible disability, to perform a proper risk assessment and therefore all cases should remain on the confidential part of the agenda.

9. Governance

9.1 N/A

10. Risk Management

10.1 As some of these debtors maybe vulnerable, if any of their personal details were placed in the public domain the Council could be subject to legal action.

11. Equalities Impact

11.1 N/A

12. Human Rights

12.1 See Paragraph 10.1

13. Environmental Impact

13.1 N/A

14. Consultation

14.1 N/A

15. PR and Marketing

15.1 N/A

16. Officer Comments

1.1 None in addition to the matters raised above

| | |
|-------------------------------|---|
| Annexes | Annex A Council Tax Write-offs and NDR Write-offs |
| Background papers | None |
| Author/contact details | Robert Fox – Revenues and Benefits Manager robert.fox@surreyheath.gov.uk |
| Head of Service | Richard Payne – Executive Head of Corporate richard.payne@surreyheath.gov.uk |

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By virtue of
Regulation 21(1)(A) of the Local Authorities (Executive
Arrangements) (Access to Information) (England)
Regulations 2000.

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Exclusion of Press and Public

Recommendation

The Executive is advised to RESOLVE that, under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

| <u>Item</u> | <u>Paragraph(s)</u> |
|-------------|---------------------|
| 9 (part) | 1&3 |
| 11 | 1&3 |

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