

Cabinet

Tuesday 26 March 2013 at 2.00 pm
Ashcombe Suite, County Hall,
Kingston upon Thames, Surrey KT1 2DN

Item 6

MEDIUM TERM FINANCIAL PLAN 2013- 2018

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SURREY COUNTY COUNCIL**CABINET****DATE: 26 MARCH 2013****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, CHIEF FINANCE OFFICER AND DEPUTY DIRECTOR FOR CHANGE AND EFFICIENCY****SUBJECT: MEDIUM TERM FINANCIAL PLAN 2013 TO 2018****SUMMARY OF ISSUE:**

This report presents the detailed service revenue and capital budgets for 2013/14 and indicative budgets for the following four year period to 2017/18. Following approval by the cabinet, the detailed budgets will be published as the 2013-18 Medium Term Financial Plan on the council's website. This will enable users to either view budget details interactively on-line, or print hard copy by request. This report also provides an update on the fees and charges for the use of council services during 2013/14.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. approves the detailed service revenue and capital budgets for the years 2013-18, including amendments resulting from government funding changes announced after the 2013/14 budget was approved; (Annex 1)
2. approves the publication of the detailed service revenue and capital budgets as the 2013-18 Medium Term Financial Plan;
3. Notes the lower capital government grant to support the schools basic need programme and approves the additional use of £2m internal or external borrowing in 2013/14 and 2014/15.
4. endorses the fees and charges approved under delegated powers and approves other fee and charge proposals (Annex 2)

REASON FOR RECOMMENDATIONS:

The 2013 – 18 MTFP is a five year budget that is aligned to the corporate and directorate strategies. It reflects assumptions about the current local and national financial, economic and political environment. Regular reporting through the year will enable progress to be effectively tracked and managed.

<u>DETAILS:</u>

Medium Term Financial Plan – Revenue Budget

1. The Medium Term Financial Plan 2013-18 (MTFP) identifies the resources required to achieve the objectives of the corporate and directorate strategies. The cabinet of Surrey County Council approved the indicative five year revenue and capital budgets for the period 2013-18 on 5 February 2013. Following this, the Full Council approved the 2013/14 budget and set the council tax precept for that year. The MTFP, which is included as Annex 1, provides the detail service revenue and capital budgets, following further scrutiny during March through Select Committees.
2. The MTFP is based on the funding for Surrey County Council that the government announced in the Final Local Government Financial Settlement for 2013/14 and the provisional settlement for 2014/15. This included the introduction of the business rates retention scheme, whereby local authorities keep a proportion of the business rates raised locally. The council has made assumptions on business rates and other government grants for 2014/15 onwards based upon projections of economic activity and central government spending from a variety of government and other established economic institutions.
3. In the autumn of 2012, the government announced the offer of a third year of Council Tax Freeze Grant for those local authorities that froze or reduced their council tax from the 2012/13 levels. This grant would be the equivalent of a 1% rise payable for two years. In the Final Local Government Financial Settlement, the Secretary of State of Communities and Local Government confirmed the threshold for excessive council tax rises that would require a local referendum as being 2% for 2013/14.
4. Following due challenge, scrutiny and deliberation, the council approved a below inflation council tax rise of 1.99% for 2013/14. This was in line with the council's strategy of balancing the interests of local council tax payers with the users of local council provided services. For the remaining years of the MTFP, the council continues the assumption of annual council tax rises of 2.5%.
5. The Medium Term Financial Plan for 2012-17 sets out service strategies and budgets to achieve these. This included an annual savings target of £206m by 2016/17. The new MTFP for 2013-18 continues with these strategies and budgets, although adjustments have been made for known changes to service demand. For 2013/14 the council faces increased demand for its services, particularly in social care along with the increasing need to maintain roads. Having agreed an increased general balance in 2012/13 in anticipation of rising service demands in future years and agreed a strategy of smoothing expenditure across financial years, the council has agreed to apply £23m of reserves and balances in 2013/14. For future years, cabinet has approved a review of the MTFP 2013-18 in quarter 1 2013/14 once the implications of the new local government funding changes have impacted. This review will focus on the 2014/15 onwards.

6. Section 2 of the MTFP details the final budget proposals for each head of service, including changes from the current year's budget, savings, pressures and staffing.
7. In the last three years the council has successfully met its savings targets total of nearly £200m. However, for 2013/14 £32m of these savings have been identified as being a 'red' risk, meaning that that are significant challenges to their achievement. The 2013/14 budget includes £13m as a risk contingency against the council not achieving its target savings of £68m
8. There have been changes to grant funding since the council meeting on 12 February 2013 as Government departments have finalised and confirmed the amounts. As in previous years, the principle adopted is that changes in funding are reflected in the budgets of the relevant service. Table 1 summarises these changes by service area and these described in the paragraphs below.

Table 1: Summary of changes to 2013/14 gross expenditure budgets

	12-Feb-13		
	Council	Change	MTFP
	£m	£m	£m
Adults Social Care	403.1	0.6	403.7
Children, Schools & Families	324.8	0.0	324.8
Schools	521.8	0.0	521.8
Customer & Communities	82.9	0.0	82.9
Environment & Infrastructure	142.8	0.0	142.8
Public Health	26.5	0.5	27.0
Business Services	96.2	1.0	97.2
Chief Executive Office	16.1	0.0	16.1
Central Income & Expenditure	69.0	0.0	69.0
	1,683.2	2.1	1,685.3

9. Within Adult Social Care, more detailed work on client volumes has highlighted a small increase of £0.6m, which will be off-set by an equivalent increase in income from fees and charges.
10. Public Health is awaiting confirmation of £0.5m income from the new Police & Crime Commissioner and if agreed would lead to an equivalent increase in expenditure.
11. Within the Business Services directorate, the successful joint working on shared services with East Sussex County Council will lead to an increase in both gross income and expenditure. This is estimated at £1.0m but may be subject to adjustment following final agreement.

Medium Term Financial Plan – Capital Budget

12. The Government has provided confirmation of capital funding for the 2013/14 financial year, and provisional funding for 2014/15. The final grant for the schools basic need programme is £24m for the two years 2013/14 and 2014/15. This is £2m less than expected for each year. It is proposed that this shortfall will be met

from additional internal or external borrowing. The consequence of this will be an increase in interest payable of just under £0.2m from 2015/16.

13. The 2012-17 MTFP included a substantial capital programme and the council enhanced this at its meeting in February to reflect the following changes;
 - recognise the additional demand for school places by adding £45m to the programme,
 - to partially address the roads maintenance backlog through an additional £25m over five years,
 - roll forward the annual recurring property and highways maintenance programmes in to 2017/18.
14. With this addition to the schools basic needs capital programme for school places, the total estimated to be spent by 2017/18 is £261.3m. Further work on this programme has identified some changes to the profiling of this expenditure with £3m less being spent in 2013/14 and increases in future years but the total remaining as £261.3m.
15. As a part of the refresh of the MTFP in June and July 2013, the profiling of all capital projects will be reviewed.

Medium Term Financial Plan – Publication

16. In 2012 the MTFP was published on the council's website as both an interactive document, allowing the user to 'drill-down' into service budgets, and an electronic version available for printing. This proved very effective and efficient, and was well received.
17. For 2013, the council intends to repeat the interactive and printable electronic formats of publication. The published version will include the detailed budgets and summary corporate and directorate strategies that are shown in Annex 1, along with the relevant Full Council Budget report from the 12 February 2013 meeting.
18. The Council will refresh the Corporate Strategy and supporting Directorate Strategies in the spring as one of the first tasks of the new council. The 2013/14 priorities listed here are a roll forward of the key priorities in place through 2012/13 with some minor amendments to remove any actions that are fully completed and no longer relevant (e.g. delivery of the 2012 Olympics).

Fees and Charges

19. In addition to government grants, business rates and council tax funding, the Council also raises over £80m per year in fees and, charges. The detailed budgets in Annex 1 analyse this income by directorate and the schedules in Annex 2 detail the charges proposed for 2013/14.
20. Some of the fees and charges itemised in the Annex 2 schedules and assumed within directorate budgets, are set within delegated authority, whilst others are subject to approval through this report.

CONSULTATION:

21. As recommended at the Cabinet meeting on 5 February 2013, during February and March 2013, the council's select committees have further reviewed and scrutinised the detailed service budgets that are now reflected in the MTFP 2013-18 detailed budgets.

RISK MANAGEMENT AND IMPLICATIONS:

22. The MTFP (2013-2018) includes £166m of savings to be made over the five-year period. The risk of achieving these savings have been assessed and reported in Section 2 of the MTFP. In view of the increasing challenge to deliver savings in 2013/14, the monitoring of the achievement of savings will be monitored with particular rigour.

23. In addition, following approval of revised corporate and directorate strategies, the council will identify how to deliver further savings up to 2017/18 as part of the quarter 1 review agreed at cabinet in February 2013.

24. The Council maintains an integrated risk framework to manage the significant challenges it faces and the associated emerging risks. The specific risks and opportunities facing the Council and recorded in the Leadership Risk Register are:

- erosion of the Council's main sources of funding (council tax and government grant)
- delivery of the major change programmes and associated efficiencies;
- delivery of the waste infrastructure; and
- changes to health commissioning.

25. The Chief Finance Officer is satisfied the revenue and capital budget, including increased risk contingency is sensible in view of these risks and the processes in place to monitor them.

Financial and Value for Money Implications

26. All the documented budgets and targets have been subject to a thorough value for money assessment.

Section 151 Officer Commentary

27. Throughout the budget planning and setting process, all material financial and business risks have been assessed and are reflected in this report and its annexes. The Chief Finance Officer reported to the Full Council that the Cabinet review the plans to deliver efficiencies and savings early in 2013/14 to be assured that these plans are sustainable and will not lead to the erosion of the Council's financial resilience. Officers are developing the mechanism for this review to commence in early 2013/14.

Legal Implications – Monitoring Officer

28. There are no legal implications/legislative requirements arising directly from this report.

29. The Council has a duty under the Equality Act (2010) to consider the equalities implications of the proposals underpinning the MTFP. These are detailed in the “Equalities implications” section of this report.

Equalities and Diversity

Equalities implications

30. An analysis of the equalities implications of the MTFP savings proposals that will be implemented in 2013/14 has been undertaken. The aim of this analysis is to provide the Cabinet with information on the impact the proposals could have on Surrey’s residents and the actions that the Council is taking, or will undertake, to mitigate any negative impacts on people with protected characteristics that could arise. This section of the Cabinet report therefore sets out:

- the legal requirements around equalities;
- the high-level findings of the analysis including new savings proposals which have been assessed for equalities implications; and
- how the findings of this analysis will be used.

31. A summary analysis of the savings proposals for each of the Council’s Directorates is set out in Annex 3 and a detailed equalities analysis for relevant savings proposal is available on the Council’s website.

32. Equality Impact Assessments for a number of savings proposals in 2013/14 are continuations of those undertaken for 2012/13 and where this is the case the analysis has been reviewed by Directorates. For new savings proposals, or proposals that have an ongoing, previous EIA but with significant material change, Directorates undertook new analysis.

33. Where Cabinet is required to take further decisions around the implementation of savings proposals, or proposals are not sufficiently developed to undertake equalities analysis at this point, additional equalities analysis will be presented to inform decision-making at the relevant time. This will be submitted alongside relevant Cabinet reports. Directorates will also continue to monitor the impact of these changes to services and where appropriate will take action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

Legal requirements

34. Presenting this analysis for Cabinet consideration is regarded as good practice by the Equality and Human Rights Commission¹ and meets legislative requirements around equalities. Specifically in making financial decisions the Council’s Cabinet must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to:

- “eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

¹ Equality and Human Rights Commission – Making Fair Financial Decisions

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”²
35. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- “remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.”³
36. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- “tackle prejudice, and
 - promote understanding”.⁴
37. Compliance with the duties in section 149 may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.⁵

Equalities analysis: overarching findings

38. Summaries of the relevant equalities analyses are attached to this report as Annex 3. Cabinet will need to consider these in accordance with their public sector equality duty and should also make reference as appropriate to the further analysis on the website as indicated above. This section highlights where there are new savings proposals for 2013/14 which have been assessed for equality implications.
39. Headline findings from this analysis show that:
- There are five new savings proposals for the **Adult Social Care Directorate** for 2013/14, of which four have been identified as having potential negative impacts, with robust action plans agreed to mitigate. Older people and disabled people are by far the largest client groups for social care.
 - Two of the proposals – on optimising the rates paid for care services which are purchased on a case by case basis and on offsetting increases in demand for

² Equality Act (2010) Section 149(1)

³ Equality Act (2010) Section 149(3)

⁴ Equality Act (2010) Section 149 (5)

⁵ The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

services – aim to reduce the cost of care packages. In the case of spot rates the analysis suggests that over time there may be a greater impact on people with specialist care needs. Very substantial savings (£15 million) are being sought through offsetting demand and these rely to a considerable extent on being able to stimulate alternative (sometimes unpaid) provision from within the community. Over time there may again be greatest impact on those with specialist care needs as well as some more immediate impacts for all people who use services in terms of anxiety about changes to their services. However, in both cases, there is a backstop obligation for the council to meet eligible needs.

- The other two proposals - further efficiency savings from in-house services (care accommodation) and managing costs below budget, including staff costs - have potential implications for people who use services but particularly for staff in terms of working practices. Women form the majority of the social care workforce within which BME employees are also disproportionately represented. There is a clear action plan in place to mitigate any negative impacts including monitoring of the impact of changes on the workforce.
- One new savings proposal for the **Children, Schools and Families Directorate** has been assessed for equalities implications. This relates to Services for Young People and where potential negative impacts have been identified for staff with protected characteristics mitigating actions have been put in place. Further equalities analysis for the Directorate is anticipated as proposals are developed and decisions taken in-year.
- Savings proposals for the **Customers and Communities Directorate** are not expected to have a negative impact on service users or staff. Transitional arrangements have been put in place to manage the effects of the reduction in grant funding received from the Arts Council for the First Access music tuition service and the service is in practice expected to be available more widely available in the future.
- Two new savings proposals for the **Environment and Infrastructure Directorate** have been assessed for equality implications. A proposal for a saving around low condition defects on highways has limited anticipated equalities implications. Reallocation of a portion of Community Transport grant funding should have no impact on current levels of service as the funding relates to unallocated funding for new initiatives and improvements.
- There are no new savings proposals with equalities implications within the **Business Services Directorate** and **Chief Executive's Office** for 2013/14. Existing proposals are expected to have a limited impact on frontline services. Where proposals will have an impact on staff both Directorates will make adaptations to services to ensure staff with protected characteristics are not excluded from activities such as training and development. In addition where proposals will have an impact on staff structures, established human resource policies and procedures will be followed.
- The **Public Health** budget is new for 2013/14 and will fund the Council's new public health responsibilities. Equality analysis has been undertaken of public health programmes which will be transferred to the County Council. In most cases, programmes will continue unchanged from previous years meaning the impact of the transfer of responsibilities on groups with protected characteristics will be minimal.

Mitigation

40. **As** part of this equalities analysis work, Council Directorates have developed a range of mitigating actions that seek to offset negative impacts of savings proposals. In summary, the Council's approach to mitigating negative impacts of savings proposals within the MTFP has been to adopt one or more of the following:

- Using **co-design and consultation** with service users and staff to assist in the reconfiguration of services.
- Undertaking detailed **needs assessments** to enable the Council to target services more effectively to vulnerable residents.
- Undertaking **ongoing evaluation** of the impacts of changes to services to mitigate unforeseen negative impacts.
- Providing **tailored information** to service users that are impacted negatively by savings proposals.
- Ensuring that any changes to staffing levels or staff structures are completed in accordance with the **Council's human resources policies and procedures** and take account of the workforce profile.

Using the equalities analysis findings

41. Cabinet should be aware that the public equality duty is not to achieve the particular outcomes set out in section 149 of the Equality Act or to take particular steps. It is instead a duty to bring the important matters identified in section 149 into consideration as part of the decision making process. "Due regard" is a test of the substance underpinning decisions in the sense that they have been approached with rigour and an open and enquiring mind. This substance is demonstrated through Equality Impact Assessments and the changes that are made to proposals and services as a result of them. "Due regard" also means that the regard that is appropriate in making these decisions. So alongside the proper regard that Cabinet must give to the goals set out in section 149 they should also consider any other relevant factors and it is a matter for them to decide the weight to be given to these factors. In this case the most significant other matters are:

- the statutory requirement to set a balanced budget;
- the outcomes the Council is seeking to achieve, which are set out in the *One County One Team, Corporate Strategy 2012 – 2017*;
- the priorities within the Council's *One County, One Team: Fairness and Respect Strategy 2012 – 2017*;
- the demographic pressures facing Surrey County Council that include a rising population, with projected increases in the number of older residents and children and young people. Increases in both these age groups will place additional demands on adult social care services and local schools;
- the Government's localism agenda which seeks to devolve the design and delivery of services to local communities, as well as require residents to take more responsibility for the services they receive; and
- central government's commitment to provide greater choice and personalisation in public services.

42. Where the Cabinet is required to take further decisions around the implementation of savings proposals, additional equalities analysis will be presented to inform the decision-making. These will be submitted alongside relevant Cabinet reports. Directorates will also continue to monitor the impact of these changes to services and will take appropriate action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

WHAT HAPPENS NEXT:

43. The MTFP (2013-18) will be published on the Council's website.
44. Cabinet will continue to receive quarterly business report (Corporate scorecard reporting key measures and targets for 2013/14) updates throughout 2013/14, along with monthly budget monitoring reports. These reports will also be presented to the Council Overview and Scrutiny Committee.
45. Select Committees will continue to scrutinise work programmes and performance.
46. The revised corporate and directorate strategies will be presented to Cabinet in July 2013.
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Contact Officer:

Sheila Little, Chief Finance Officer and Deputy Director of Change and Efficiency,
020 8541 9223

Consulted:

Liz Lawrence, Head of Policy and Performance, Cabinet, all County Council Members, Strategic Directors, Director of Public Health, Heads of Service, business and voluntary sector, residents and unions.

Annexes:

- Annex 1 Medium Term Financial Plan 2013 – 2018
- Annex 2 Fees & Charges schedules 2013 -14
- Annex 3 Equality Assessment summary

Sources/background papers:

- One Country One Team, Corporate Strategy 2012-2017, Report to Council 7 February 2012
 - Revenue and Capital Budget 2013/14 – 2017/18, Report to Council 12 February 2013
 - Revenue and Capital Budget 2013/14 – 2017/18, Report to Cabinet 5 February 2013
 - Budget working papers
 - CLG revenue and capital settlement papers from CLG website
 - Government Equality Office (2011) Equality Act 2010 – Specific Duties to Support the Equality Duty. What do I need to know?
 - Government Equality Office (2011) Public Sector equality Duty. What do I need to know?
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Annex 1: Medium Term Financial Plan 2013 -2018

This annex contains the Leader's Foreword and Section 2: Detailed Budgets.

The Medium Term Financial Plan usually starts with the Leader's Foreword and follows three distinct sections.

Section 1 is the overview of the Medium Term Financial Plan. This section summarises the MTFP in a similar way as the interactive MTFP.

Section 3 is the collation of the relevant budget committee papers and strategies. This section also has a glossary of financial terminology.

Both Sections 1 & 3 will be published on 27 March.

One County, One Team

The current challenges facing the public sector look set to continue for the foreseeable future. Local authorities have borne the brunt of budgetary cuts more than any other part of the public sector. But local government has risen to the challenge and shown strength which many parts of Whitehall could learn from.

Against this backdrop Surrey County Council, continues to face an unprecedented growth in demand for its services. Having a responsive and resilient medium term financial plan is more essential now than at any time previously. This is why my Cabinet and I, along with the Chief Executive, Corporate Leadership Team and Finance officers have dedicated a significant amount of time into ensuring our plans are sustainable and achievable.

My thanks must also go to those Members of the Select Committees who were involved in scrutinising the plan.

In my Budget statement in February 2013, I announced a series of significant investments which are essential in tackling the serious demographic and economic issues facing Surrey.

We are:

- Investing an additional £45m capital funding to provide the 12,000 extra school places we need to build over the next 5 years;
- Investing an additional £25m in our roads over the next five years, to give the local economy a boost when it needs it most and meet the needs of our residents;
- Investing an additional £10m in raising school standards over the next five years, to ensure that every Surrey child can attend a good or excellent school;
- Investing an additional £11m in adult social care next year, as more and more elderly people are in need of our support to continue living at home;
- Creating 500 Apprenticeships so that young people can enter employment in Surrey and support local businesses as well,
- Continuing to invest in local community improvement work with a £1m fund.

We have made huge strides over the past four years to become more efficient and effective. We will continue to focus relentlessly on improving how we provide services. That will help us face the challenges ahead. However, by itself it won't be enough given the scale of the challenges we face. That is why we are developing a systematic, structured approach to finding innovative solutions to the most serious issues we are tackling.

I am a passionate believer in the value of public service. I know that the future direction of the County Council is secure, because of the emphasis we place on public value and the delivery of quality services for the residents of Surrey.

Our focus on long-term thinking and planning means that the financial position of the County Council is sustainable. Undoubtedly we live in very difficult times. I believe we can face the future with cautious optimism, secure in the knowledge that Surrey County Council is doing everything in its power, to ensure a safe and prosperous future for the residents of this County.

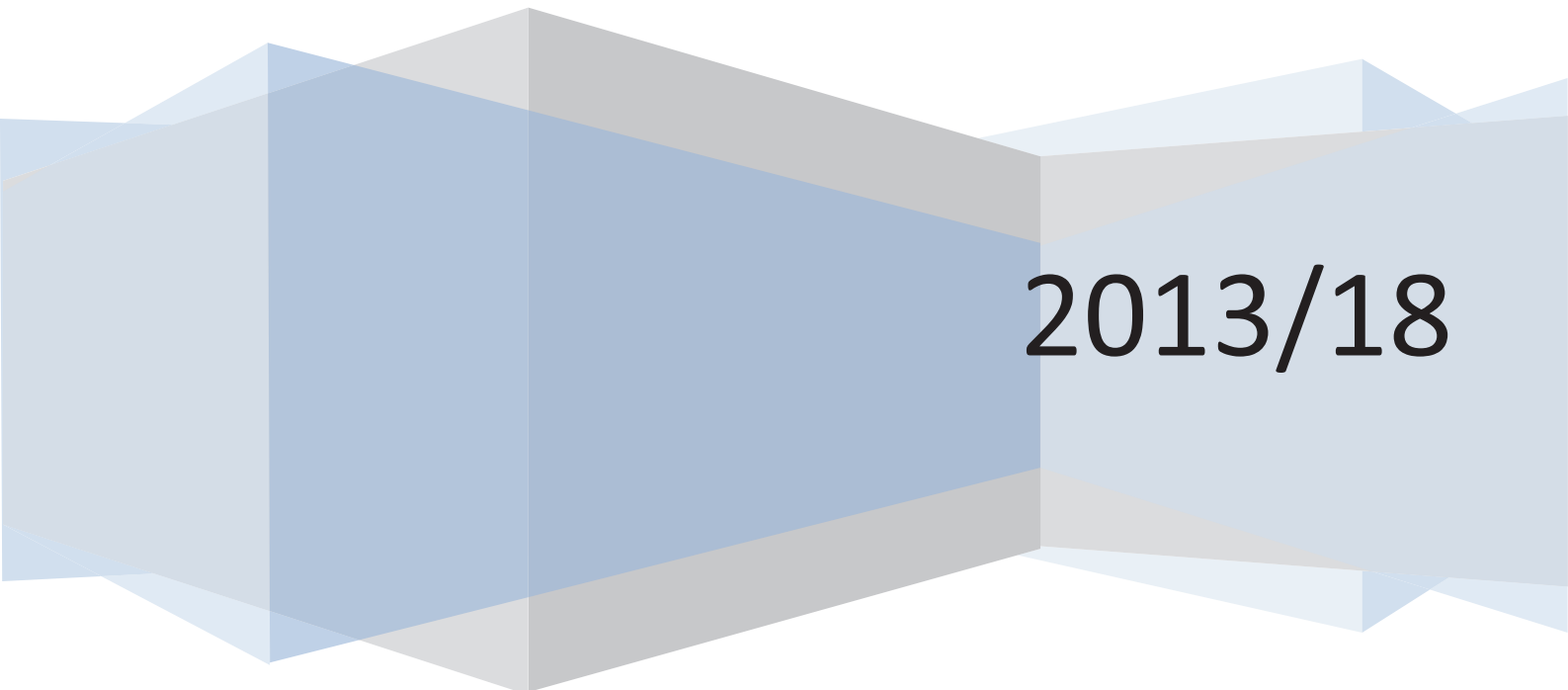


David Hodge
Leader
Surrey County Council

Surrey County Council

Medium Term Financial Plan

Section 2: Detailed Revenue & Capital Budgets



2013/18

One County One Team: Surrey County Council

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One County One Team: Surrey County Council

Summary

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Council Tax (incl collection fund)	(580,026)	(550,420)	(571,834)	(585,935)	(603,536)	(621,646)
Business Rates income	0	(43,863)	(45,208)	(46,655)	(47,821)	(49,303)
UK Government grants	(915,935)	(923,039)	(907,094)	(904,948)	(905,232)	(906,361)
Other bodies grants	(13,675)	(18,304)	(18,356)	(18,414)	(18,472)	(18,530)
Fees & charges	(75,622)	(80,414)	(78,573)	(79,261)	(80,027)	(80,950)
Property income	(3,818)	(3,681)	(3,933)	(4,019)	(4,106)	(4,196)
Income from investments	(992)	(578)	(191)	(97)	(44)	(5,150)
Joint working income	(21,660)	(21,776)	(22,096)	(22,393)	(22,670)	(22,955)
Reimbursement & recovery of costs	(16,516)	(20,263)	(17,467)	(18,096)	(18,597)	(18,994)
Other income	(132,284)	(145,016)	(140,616)	(142,280)	(143,916)	(150,775)
Total income	(1,628,244)	(1,662,338)	(1,664,752)	(1,679,818)	(1,700,505)	(1,728,085)
Expenditure:						
Staffing	296,288	312,523	317,831	320,233	324,465	329,338
Premises	33,734	32,359	33,552	32,964	34,531	36,272
Supplies and services	112,674	107,706	106,391	101,643	100,799	101,034
Transport	37,262	37,889	38,788	39,571	40,521	41,759
Service provision	607,569	635,990	611,073	626,569	639,159	658,151
Capital financing	38,701	36,981	41,090	42,810	45,002	45,503
Non pay	829,940	850,925	830,894	843,557	860,012	882,719
School expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total expenditure	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086
Net budget supported by reserves	16,840	22,965	0	0	0	0
	2012/13	2013/14				
FTE's	7,797	8,042				

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

UK Government grant analysis	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s
Business Rates Retention System	210,276	196,206	189,798	183,487	177,856
Core funding	210,276	196,206	189,798	183,487	177,856
Dedicated school grant					
Dedicated School Grant - Schools	482,177	482,177	482,177	482,177	482,177
Dedicated School Grant - CSF	108,092	108,092	108,092	108,092	108,092
Dedicated School Grant - CIE	3,517	3,517	3,517	3,517	3,517
Dedicated School Grant - Carry forward - Schools	5,827				
Dedicated School Grant - Carry forward - CSF	1,119	-1,381	-1,381	-1,381	-1,381
Dedicated school grant	600,732	592,405	592,405	592,405	592,405
Other grants					
ACL, Skills Funding Agency	2,446	2,446	2,446	2,446	2,446
Area of ONB	137	137	137	137	137
Asylum Seekers	1,640	1,640	1,640	1,640	1,640
Education Funding Agency (YPLA)	19,331	19,331	19,331	19,331	19,331
Pupil Premium - Schools	14,520	14,520	14,520	14,520	14,520
Pupil Premium - CSF	529	529	529	529	529
Bikeability	240	240	240	240	240
Community right to challenge	9	9	9	9	9
Education Support Grant	16,600	16,600	16,600	16,600	16,600
Extended rights to travel - CSF	567	567	567	567	567
Extended rights to travel - E&I	268	268	268	268	268
Fire pensions	6,769	8,341	10,967	9,351	10,579
Fire revenue grant	379	405	405	405	405
GUM services	0	3,630	3,993	4,392	4,832
Lead local flood authority	375	375	375	375	375
Local Reform & Community Voices revenue grant	700	700	700	700	700
Local Sustainable Transp. Fund (large bid)	1,725	2,009			
Local Sustainable Transp. Fund (std)	750	630			
Music Grant	1,043	1,061	1,061	1,061	1,061
New Homes Bonus	2,825	3,825	5,825	7,825	9,825
New Homes Bonus - top slice	855	855	855	855	855
PFI	11,900	11,900	11,900	14,900	14,900
Public health	23,237	25,561	28,117	30,928	34,021
Registration Deaths	21	21	21	21	21
Right to Control	165				
SEN Pathfinder	165	165	165	165	165
Social fund (incl. Administration)	1,162	1,145	1,145	1,145	1,145
South East Protected Landscape grant	33	33	33	33	33
Troubled Families	879	644			
Youth Justice Board	896	896	896	896	896
Total other grants	110,166	118,483	122,745	129,340	136,100
Current UK Government grants	921,174	907,094	904,948	905,232	906,361
Drawdown grants from Balance Sheet					
Social Care Reform grant	1,865				
Total UK Government grants	923,039	907,094	904,948	905,232	906,361
Grants by operational category:					
Adult Social Care	2,730	700	700	700	700
Children, Schools & Families	635,742	627,180	626,536	626,536	626,536
Customer & Communities	10,658	12,274	14,900	13,284	14,512
Environment & Infrastructure	3,528	3,692	1,053	1,053	1,053
Public Health	23,237	29,191	32,110	35,321	38,853
Business Services	1,162	1,145	1,145	1,145	1,145
Chief Executive Office					
Central Income & Expenditure	245,982	232,912	228,504	227,193	223,562
	923,039	907,094	904,948	905,232	906,361

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

UK government grants by operational category	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Adult Social Care					
Local Reform & Community Voices revenue grant	700	700	700	700	700
Right to Control	165	0	0	0	0
Social Care Reform grant	1,865	0	0	0	0
Adult Social Care	2,730	700	700	700	700
Children, Schools & Families					
Dedicated School Grant - CSF	108,092	108,092	108,092	108,092	108,092
Dedicated School Grant - Carry forward - CSF	1,119	(1,381)	(1,381)	(1,381)	(1,381)
Asylum Seekers	1,640	1,640	1,640	1,640	1,640
Pupil Premium - CSF	529	529	529	529	529
Extended rights to travel - CSF	567	567	567	567	567
SEN Pathfinder	165	165	165	165	165
Troubled Families	879	644	0	0	0
Youth Justice Board	896	896	896	896	896
Schools					
Dedicated School Grant - Schools	482,177	482,177	482,177	482,177	482,177
Dedicated School Grant - Carry forward - Schools	5,827	0	0	0	0
Education Funding Agency (YPLA)	19,331	19,331	19,331	19,331	19,331
Pupil Premium - Schools	14,520	14,520	14,520	14,520	14,520
Children, Schools & Families	635,742	627,180	626,536	626,536	626,536
Customer & Communities					
ACL, Skills Funding Agency	2,446	2,446	2,446	2,446	2,446
Fire pensions	6,769	8,341	10,967	9,351	10,579
Fire revenue grant	379	405	405	405	405
Music Grant	1,043	1,061	1,061	1,061	1,061
Registration Deaths	21	21	21	21	21
Customer & Communities	10,658	12,274	14,900	13,284	14,512
Environment & Infrastructure					
Area of ONB	137	137	137	137	137
Bikeability	240	240	240	240	240
Extended rights to travel - E&I	268				
Lead local flood authority	375	375	375	375	375
Local Sustainable Transp. Fund (large bid)	1,725	2,009	0	0	0
Local Sustainable Transp. Fund (std)	750	630	0	0	0
South East Protected Landscape grant	33	33	33	33	33
Environment & Infrastructure	3,528	3,692	1,053	1,053	1,053
Public Health					
GUM services	0	3,630	3,993	4,392	4,832
Public health	23,237	25,561	28,117	30,928	34,021
Public Health	23,237	29,191	32,110	35,321	38,853
Business Services					
Social fund (incl. Administration)	1,162	1,145	1,145	1,145	1,145
Business Services	1,162	1,145	1,145	1,145	1,145
Central Income & Expenditure					
Business Rates Retention System	210,276	196,206	189,798	183,487	177,856
Dedicated School Grant - CIE	3,517	3,517	3,517	3,517	3,517
Community right to challenge	9	9	9	9	9
Education Support Grant	16,600	16,600	16,600	16,600	16,600
New Homes Bonus	2,825	3,825	5,825	7,825	9,825
New Homes Bonus - top slice	855	855	855	855	855
PFI	11,900	11,900	11,900	14,900	14,900
Central Income & Expenditure	245,982	232,912	228,504	227,193	223,562

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Gross expenditure by service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Personal Care & Support	291,190	300,383	308,082	325,524	343,806	367,895
Service Delivery	20,471	20,281	20,706	20,246	19,777	19,299
Transformation	2,056	2,560	2,426	2,458	2,490	2,523
Commissioning	75,258	78,029	80,834	80,803	80,785	81,179
Strategic Support	1,657	2,449	2,479	2,510	2,541	2,573
Adults Social Care	390,632	403,702	414,528	431,541	449,399	473,470
Schools Delegated Budgets	518,856	521,855	516,028	516,028	516,028	516,028
Children's Service	83,217	86,408	91,159	94,041	95,951	98,655
Schools & Learning	219,640	214,040	218,698	223,183	227,235	233,767
Services for Young People	17,796	21,094	20,989	19,411	15,839	16,275
Strategy & Central Resources	4,875	3,207	3,013	2,410	-2,049	-2,000
Children, Schools & Families	844,384	846,604	849,887	855,073	853,004	862,725
Fire Service	45,428	45,752	47,715	49,780	48,332	49,932
Cultural Services	24,932	24,992	25,502	25,999	26,515	27,041
Customer Services	4,159	4,010	4,088	4,172	4,257	4,341
Trading Standards	2,540	2,480	2,530	2,581	2,633	2,688
Community Partnership & Safety	2,758	3,476	3,277	3,330	3,384	3,440
Directorate Support	4,159	2,167	2,104	2,146	2,189	2,232
Customer & Communities	83,976	82,877	85,216	88,008	87,310	89,674
Environment	61,024	64,301	65,362	63,298	64,107	66,547
Highways	47,892	49,015	50,011	51,460	53,174	53,974
Economy, Transport & Planning	26,264	29,829	30,485	28,966	30,121	31,313
Directorate costs & savings (to be allocated)	346	(341)	(270)	(982)	(1,219)	(1,637)
Environment & Infrastructure	135,526	142,804	145,588	142,742	146,183	150,197
Public Health	0	26,994	29,648	32,567	35,778	39,310
Property Services	39,997	38,847	39,440	39,171	40,745	42,457
Information Management & Technology	24,415	23,244	23,769	24,261	24,781	25,312
Finance	10,237	10,396	10,832	11,235	11,746	12,299
HR & Organisational Development	11,374	10,783	10,862	10,948	11,167	11,388
Shared Services	5,546	8,640	8,765	8,912	9,066	9,225
Procurement	3,135	3,444	3,510	3,577	3,647	3,719
Transformational Change	2,000	1,873	1,332	968	903	919
Business Services	96,704	97,227	98,510	99,072	102,055	105,319
Chief Executive Office	494	472	481	491	501	511
Re-configuration of CEO Directorate	0	0	0	-800	-800	-800
Emergency Management	521	499	510	519	530	541
Communications	1,883	1,892	1,929	1,971	2,011	2,052
Legal & Democratic	7,836	9,899	8,572	8,740	8,919	10,604
Policy & Performance	3,577	3,292	3,359	3,428	3,500	3,572
Chief Executive Office	14,311	16,054	14,851	14,349	14,661	16,480
Corporate Projects	1,508					
Central Income & Expenditure	78,043	69,041	73,122	70,421	74,454	72,283
Additional savings		0	-46,597	-53,954	-62,339	-81,372
Expenditure budget	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Budget movement summary

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year net budget supported by reserves	16,840	22,965	0	0	0	16,840
Funding changes	-34,092	-4,971	-15,565	-20,697	-27,594	-102,919
Expenditure changes:						
Pressures & changes	108,485	58,002	48,401	56,786	62,265	333,939
Savings & reductions	-68,268	-29,399	-25,480	-27,703	-15,638	-166,488
Savings to be identified	0	-46,597	-7,356	-8,386	-19,033	-81,372
	40,217	-17,994	15,565	20,697	27,594	86,079
Revised net budget supported by reserves	22,965	0	0	0	0	0
<u>Savings & reductions:</u>						
Red	32,809	5,655	9,030	15,586	4,278	67,358
Amber	24,135	16,971	13,267	9,903	10,860	75,136
Green	11,324	6,773	3,183	2,214	500	23,994
	68,268	29,399	25,480	27,703	15,638	166,488

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Presentation of revenue financial information

- 1.1. The revenue budgets have been rebased in accordance with the funding reporting strategy workstream recommendation to move from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on each directorate's finances.
- 1.2. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 1.3. The below tables starts with the prior Medium Term Financial Plan (2012 -2017) and the presentation of the revenue expenditure over the five years. The table then steps through the presentational changes to finish with the gross expenditure budgets. There is a table for each operational category.

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Overall						
Revenue expenditure - MTFP 2012/17	1,512,800	1,489,434	1,504,039	1,515,813	1,541,025	
Add:						
Changes to the MTFP 2012/17 budget		50,853	66,695	75,680	77,903	1,658,682
Revenue expenditure - MTFP 2013/18	1,512,800	1,540,287	1,570,734	1,591,493	1,618,928	1,658,682
Add back:						
Other income	(132,284)	(145,016)	(140,616)	(142,280)	(143,916)	(150,776)
Savings to be identified		0	46,597	53,954	62,339	81,372
Gross expenditure budget - MTFP 2013/18	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Adult Social Care						
Revenue expenditure - MTFP 2012/17	331,504	326,618	329,160	341,021	357,696	
Add: Changes to the MTFP 2012/17 budget		14,044	22,552	27,872	29,167	410,990
Revenue expenditure - MTFP 2013/18	331,504	340,662	351,712	368,893	386,863	410,990
Add back: Other income	(59,128)	(63,040)	(62,816)	(62,648)	(62,536)	(62,480)
Gross expenditure budget - MTFP 2013/18	390,632	403,702	414,528	431,541	449,399	473,470
Children, Schools & Families						
MTFP 2012/17 - CSF	289,349	287,253	291,723	295,763	292,889	
MTFP 2012/17 - Schools	518,856	518,856	518,856	518,856	518,856	
Revenue expenditure - MTFP 2012/17	808,205	806,109	810,579	814,619	811,745	0
Add: Changes to the MTFP 2012/17 budget		4,125	2,189	2,545	2,544	823,089
Revenue expenditure - MTFP 2013/18	808,205	810,234	812,768	817,164	814,289	823,089
Add back: Other income	(36,179)	(36,370)	(37,119)	(37,909)	(38,715)	(39,636)
Gross expenditure budget - MTFP 2013/18	844,384	846,604	849,887	855,073	853,004	862,725
Customer & Communities, Corporate Projects						
MTFP 2012/17 - C&C	70,579	67,314	67,084	68,544	70,037	
MTFP 2012/17 – Corp. projs	1,508	1,500	1,500	1,500	1,500	
Revenue expenditure - MTFP 2012/17	72,087	68,814	68,584	70,044	71,537	0
Add: Changes to the MTFP 2012/17 budget		1,194	3,590	4,529	1,908	75,491
Revenue expenditure - MTFP 2013/18	72,087	70,008	72,174	74,573	73,445	75,491
Add back: Other income	(13,397)	(12,869)	(13,042)	(13,435)	(13,865)	(14,183)
Gross expenditure budget - MTFP 2013/18	85,484	82,877	85,216	88,008	87,310	89,674
Environment & Infrastructure						
Revenue expenditure - MTFP 2012/17	125,582	124,076	126,975	125,924	129,398	
Add: Changes to the MTFP 2012/17 budget		4,847	6,779	4,706	4,388	137,508
Revenue expenditure - MTFP 2013/18	125,582	128,923	133,754	130,630	133,786	137,508
Add back: Other income	(9,944)	(13,881)	(11,834)	(12,112)	(12,397)	(12,689)
Gross expenditure budget - MTFP 2013/18	135,526	142,804	145,588	142,742	146,183	150,197

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Public Health						
Revenue expenditure - MTFP 2012/17	0	0	0	0	0	
Add: Changes to the MTFP 2012/17 budget		23,237	29,191	32,110	35,321	38,853
Revenue expenditure - MTFP 2013/18	0	23,237	29,191	32,110	35,321	38,853
Add back: Other income	0	(3,757)	(457)	(457)	(457)	(457)
Gross expenditure budget - MTFP 2013/18	0	26,994	29,648	32,567	35,778	39,310
Business Services						
Revenue expenditure - MTFP 2012/17	84,705	81,800	82,447	82,527	85,212	
Add: Changes to the MTFP 2012/17 budget		1,534	1,547	1,577	1,611	89,820
Revenue expenditure - MTFP 2013/18	84,705	83,334	83,994	84,104	86,823	89,820
Add back: Other income	(11,999)	(13,893)	(14,516)	(14,968)	(15,232)	(15,499)
Gross expenditure budget - MTFP 2013/18	96,704	97,227	98,510	99,072	102,055	105,319
Chief Executive Office						
Revenue expenditure - MTFP 2012/17	13,665	14,995	13,811	13,296	13,589	
Add: Changes to the MTFP 2012/17 budget		431	399	399	402	15,798
Revenue expenditure - MTFP 2013/18	13,665	15,426	14,210	13,695	13,991	15,798
Add back: Other income	(646)	(628)	(641)	(654)	(670)	(682)
Gross expenditure budget - MTFP 2013/18	14,311	16,054	14,851	14,349	14,661	16,480
Central Income & Expenditure						
Revenue expenditure - MTFP 2012/17	77,051	67,022	72,481	68,382	71,847	
Add: Changes to the MTFP 2012/17 budget		1,441	450	1,942	2,563	67,133
Revenue expenditure - MTFP 2013/18	77,051	68,463	72,931	70,324	74,410	67,133
Add back: Other income	(992)	(578)	(191)	(97)	(44)	(5,150)
Gross expenditure budget - MTFP 2013/18	78,043	69,041	73,122	70,421	74,454	72,283

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Capital budgeted Income & Expenditure statement

	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling Total
	£000s	£000s	£000s	£000s	£000s	£000s
Capital Funding						
Government grants	(67,073)	(74,625)	(70,938)	(71,938)	(55,363)	(339,937)
Capital receipts	(13,700)	(25,550)	(5,250)	(5,050)	(250)	(49,800)
Reserves	(1,040)	(4,457)	(3,410)	(1,000)	(3,983)	(13,890)
Third party contributions	(2,230)	(4,160)	(10,540)	(13,260)	(13,581)	(43,771)
Borrowing	(103,274)	(65,932)	(48,076)	(34,396)	(250)	(251,928)
	(187,317)	(174,724)	(138,214)	(125,644)	(73,427)	(699,326)

Expenditure by type of programme

Schools Basic Need	69,182	80,845	57,430	53,861	0	261,318
Recurring programme	65,150	67,520	64,673	62,993	65,537	325,873
Projects	52,985	26,359	16,111	8,790	7,890	112,135
Capital expenditure	187,317	174,724	138,214	125,644	73,427	699,326

	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling Total
Scheme	£000s	£000s	£000s	£000s	£000s	£000s
Schemes that the directorate will eventually use:						
Adult Social Care	1,300	1,300	1,300	1,300	950	6,150
Children, Schools & Families	104,624	107,941	78,127	71,038	16,977	378,707
Customer & Communities	8,117	7,869	6,525	1,753	2,403	26,667
Environment & Infrastructure	50,577	43,774	41,561	42,921	42,581	221,414
Public Health	0	0	0	0	0	0
Business Services	11,249	13,690	10,551	8,482	10,366	54,338
Chief Executive Office	11,450	150	150	150	150	12,050
	187,317	174,724	138,214	125,644	73,427	699,326

One County One Team: Surrey County Council

Adults Social Care

Adult Social Care 2013-17

Lead Cabinet Member



Michael Gosling,
Adult Social Care and Health

Strategic Director



Sarah Mitchell
Strategic Director

Leadership Team



Anne Butler, Assistant Director for Commissioning; Dave Sargeant, Assistant Director Personal Care and Support; Debbie Medlock, Assistant Director for Service Delivery; John Woods, Assistant Director for Policy & Strategy; Melanie Bussicott, Assistant Director for District and Borough Partnerships, Simon Laker, Assistant Director for Health & Wellbeing - works jointly with Children's Services

What is our vision for 2017?

“Working with all our partners to make a difference to the lives of people, through trusted, personalised and universal social care support, so people have choice and control, and can maximise their wellbeing and independence in their local community”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Adult Social Care will remain focused on ensuring that by 2017 people in Surrey:

- Live independently and safely.
- Have as much choice and control over their lives as possible.
- Live in their own home if they wish, or other accommodation of their choice.
- Find out about the services and support available and how to access them.
- Get the support they need in local and community settings.
- Remain safe from abuse.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

- Develop staff with the values, attitude, motivation, confidence, training, supervision and tools to facilitate the outcomes people who use services and carers want.
- Embed personalisation by working towards personal budgets for everyone eligible for ongoing social care, developing creative solutions and working with providers to ensure services are available
- Embrace a community-based approach, using the JSNA (Joint Strategic Needs Assessment), community budgets and joint working with partners to identify the needs of local communities, utilise available resources to best effect and deliver local, accessible and flexible services.
- Support all carers to balance their caring roles and maintain their independence and desired quality of life.
- Reduce hospital admissions, lengths of stay and support people to live in their homes by investing in a whole systems preventative approach with telecare, telehealth, reablement, virtual wards etc.
- Provide leadership in the health and social care system by ensuring a strong user voice and that people experience joined up services arranged around their needs.
- Operate integrated and effective health and social care pathways with our NHS community partners.
- Transform in-house services to deliver care and support which reflect local need, with robust pricing structures and governance arrangements, as part of a cost effective and sustainable service.
- Provide clear signposting for all Surrey residents, irrespective of their ability to pay, to social care and support services, so that they can lead more independent and fulfilled lives.

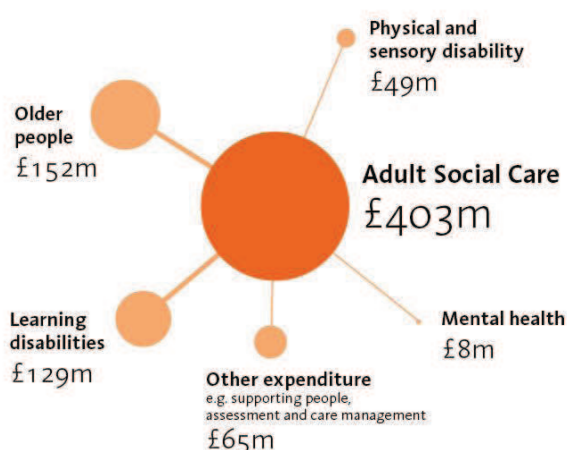
Deliver efficiency savings identified in the Medium Term Financial Plan.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£59.1m)	(£65.8m)	(£63.5m)	(£63.3m)	(£63.2m)	(£63.2m)
Expenditure	£390.6m	£403.7m	£414.5m	£431.5m	£449.4m	£473.5m
% Year Change		3.3%	2.7%	4.1%	4.1%	5.4%

Expenditure Budget 2013 / 14 by care groups



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 / 18
Total Capital costs	£1.3m	£1.3m	£1.3m	£1.3m	£1.0m	£6.2m

Financial Commentary

- 2.1. The Directorate faces pressures of £182m (£189m of movements, some of which are covered by new external funding) over the five year planning period, due mainly to the expected impact of increased numbers of people receiving services (£100m), inflation (£46m), the need to replace one-off savings (£15m) and a prudent view being taken of the possibility of a funding shortfall arising from the Government's planned implementation of reforms following on from the Dilnot Report (£20m). In that context, ASC is grateful for the additional corporate support proposed in 2013-14, which would reduce the savings requirement from £57m (were savings required to match all the pressures identified) to £46m in the first year of the strategy. The position remains extremely challenging, as the savings needed in 2013/14 are significantly greater than those required by the previous three years' budgets (£32m + £28m + £28m). However, the Directorate's success in 2010-13 does indicate that substantial savings can be made while the Directorate's performance continues to improve.
- 2.2. In practice, the main impact of the savings actions planned should be to reduce the effect of those pressures. A whole suite of measures is in place designed to prevent the cost and intensity of care needs from rising: to re-able those who do require help so that long term care is not needed; to review existing packages to ensure that the most cost-effective and personalised care is in place; to minimise the cost of new packages by maximising the use of social capital and applying personalisation in a more creative way; and to make the best of partnership working to reduce the Council's costs. Given the scale of the challenge, sharp monitoring mechanisms are being developed at locality and county levels to help see these actions through. It is hoped that inflation can be minimised (as it has been in 2010-13) by developing joint commissioning approaches with our contracting partners. It is also critical to work closely with the NHS to obtain best value from the new structures which come into place from 1 April 2013.
- 2.3. Overall then, it is expected that spending will be considerably less than it would have been had no such actions been in place. Realistically, however, some overspending is judged possible, as has been recognised corporately by the increase in the centrally-held risk contingency. Plans will continue to be overseen by an Implementation Board including a wide range of partner organisations and jointly chaired by the Cabinet Member for Adult Social Care and the Chairman of the Surrey Coalition, a consultative approach which has worked well to date.

Presentation of financial information

- 2.4. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more on income and provide further transparency on the directorate's finances.
- 2.5. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 2.6. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTPF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,730)	(700)	(700)	(700)	(700)
Other bodies grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint working income	(9,361)	(9,598)	(9,598)	(9,598)	(9,598)	(9,598)
Reimbursement & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)
Other income	(59,128)	(63,040)	(62,816)	(62,648)	(62,536)	(62,480)
Total income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
Expenditure:						
Staffing	66,595	72,893	73,181	72,740	72,289	72,330
Premises	642	481	488	497	506	516
Supplies and services	2,247	2,633	2,648	2,704	2,761	2,819
Transport	2,875	3,029	3,068	3,136	3,205	3,275
Service provision	318,273	324,667	335,142	352,464	370,638	394,529
Non pay	324,037	330,809	341,347	358,801	377,110	401,139
Total expenditure	390,632	403,702	414,528	431,541	449,399	473,470
Net budget supported by Council Tax, general government grants and reserves	331,504	337,932	351,012	368,193	386,163	410,290

	2012/13	2013/14
FTE's ¹	2,116	2,187

¹ The above FTEs excludes posts fully funded through external funding source and temporary invest to save posts

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
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Key Policy Budgets

Older People	162,491	152,396	156,861	164,300	171,766	184,231
Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592
People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197
Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105
Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344
Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
Total	331,504	337,932	351,012	368,193	386,163	410,290

Budget by Detailed Policy Line

Older People

Nursing General	20,219	17,332	17,779	19,300	20,781	23,204
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	40,519	35,995	35,149	34,910	34,761	35,032
Residential Dementia - External	12,170	12,489	12,762	13,439	14,138	15,200
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Home Care - External	35,815	36,530	37,297	40,432	43,514	48,475
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	2,462	2,618	2,657	2,751	2,848	2,990
Day Care In-House Provision	167	198	202	206	210	215
Respite Care	1,426	1,501	1,531	1,573	1,616	1,669
Transport Services	469	542	551	572	593	624
Other Care	12,057	7,795	10,365	10,120	9,875	9,662
Total Older People	162,491	152,396	156,861	164,300	171,766	184,231

Physical & Sensory Disabilities

Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Residential In-House Provision	0	0	0	0	0	0
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	13,005	17,469	18,093	18,818	19,534	20,240
Day Care - External	945	969	995	1,025	1,055	1,084
Day Care In-House Provision	540	553	564	575	587	599
Respite Care	513	292	303	316	330	343
Transport Services	358	306	318	331	344	357
Other Care - External	13,715	13,890	14,088	14,301	14,521	14,748
Other Care In-House Provision	0	0	0	0	0	0
Total Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

People with Learning Disabilities

Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	5,053	4,968	5,071	4,914	4,754	4,590
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,376	4,616	5,712	6,880	8,095	9,350
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455
Total People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197

Mental Health & Substance Misuse

Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	1,491	2,331	2,336	2,341	2,347	2,352
Total Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105

Other Expenditure

Assessment & Care Management	25,927	31,071	30,311	29,928	29,538	29,640
Management & Support	15,492	18,164	18,477	18,799	19,127	19,462
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242
Total Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344

Gross Expenditure

390,632	403,702	414,528	431,541	449,399	473,470
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Income

UK Government Grants	0	(2,730)	(700)	(700)	(700)	(700)
Other Bodies Grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & Charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint Working Income	(5,964)	(7,117)	(7,117)	(7,117)	(7,117)	(7,117)
Joint Funded Care Package Income	(3,396)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)
Total Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)

Total net budget

331,504	337,932	351,012	368,193	386,163	410,290
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One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service</u>						
Personal Care & Support	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Service Delivery	(736)	(601)	(601)	(601)	(601)	(601)
Policy & Strategy	0	(2,214)	(184)	(184)	(184)	(184)
Commissioning	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Strategic Support	0	(700)	(700)	(700)	(700)	(700)
	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
<u>Expenditure budget by service:</u>						
Personal Care & Support	291,190	300,383	308,082	325,524	343,806	367,895
Service Delivery	20,471	20,281	20,706	20,246	19,777	19,299
Policy & Strategy	2,056	2,560	2,426	2,458	2,490	2,523
Commissioning	75,258	78,029	80,834	80,803	80,785	81,179
Strategic Support	1,657	2,449	2,479	2,510	2,541	2,573
	390,632	403,702	414,528	431,541	449,399	473,470
Adults Social Care	331,504	337,932	351,012	368,193	386,163	410,290

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013-18 £000s
Prior year budget (2012/13 budget represented)	331,504	337,932	351,012	368,193	386,163	331,504
Funding changes	-6,643	2,254	168	112	56	-4,052
Expenditure changes:						
Pressures & changes	58,953	28,061	31,993	32,144	37,369	188,520
Savings & reductions	-45,882	-17,236	-14,980	-14,286	-13,298	-105,682
	13,071	10,825	17,013	17,858	24,071	82,838
Revised budget	337,932	351,012	368,193	386,163	410,290	410,290

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev-ability
<u>Funding changes</u>							
Additional Whole Systems funding	(4,136)	0	0	0	0	(4,136)	
Local Reform and Community Voices grant	(700)	0	0	0	0	(700)	
Right to Control grant	(165)	165	0	0	0	0	
Draw down of Social Care Reform grant	(1,865)	1,865	0	0	0	0	
Changes to Commissioning block contracts & grants income	(1,212)	0	0	0	0	(1,212)	
Changes to Fees & Charges income	(505)	224	168	112	56	55	
Transformation projects income	(184)	0	0	0	0	(184)	
Loss of joint funded care package income	885	0	0	0	0	885	
Changes to other income streams	750	0	0	0	0	750	
Reduction in Section 256 Fees & Charges	343	0	0	0	0	343	
Reduction in Section 256 Mental Health income	148	0	0	0	0	148	
Total funding changes	(6,643)	2,254	168	112	56	(4,052)	
<u>Pressures and changes</u>							
<u>Expenditure changes:</u>							
Virements	33	0	0	0	0	33	
Additional Whole Systems expenditure	4,136	0	0	0	0	4,136	
Changes to Commissioning block contracts & grants expenditure	1,612	0	0	0	0	1,612	
Corporate contribution for speeding personalisation	1,000	(1,000)	0	0	0	0	
Transformation projects funded by Social Care Reform Grant	746	0	0	0	0	746	
Additional Local Reform and Community Voices grant expenditure	382	0	0	0	0	382	
Additional Right to Control expenditure	108	(165)	0	0	0	(57)	
Changes to Supporting People budgets	(400)	0	0	0	0	(400)	
Total expenditure changes	7,617	(1,165)	0	0	0	6,452	
<u>Service pressures:</u>							
Inflation	8,465	8,244	9,184	9,596	10,131	45,619	
Full year effect of existing care packages - Non Transition	9,350	2,895	2,836	2,836	2,836	20,753	
Future year demand pressures - Non Transition	8,123	7,623	7,123	6,623	6,123	35,617	
Full year effect of existing care packages - Transition	5,207	2,209	2,164	2,164	2,164	13,908	
Future year Transition cases	6,023	5,405	5,686	5,925	6,115	29,154	
Additional LLDD contributions	750	0	0	0	0	750	
Failure to achieve MTFP savings on an ongoing basis	12,058	0	0	0	0	12,058	
Replacement of planned one-off savings	0	2,850	0	0	0	2,850	
Establishment - additional corporate pressures	338	0	0	0	0	338	
Establishment - service pressures	948	0	0	0	0	948	
Dilnot Commission	0	0	5,000	5,000	10,000	20,000	
Other changes	73	0	0	0	0	73	
Total service pressures	51,335	29,226	31,993	32,144	37,369	182,068	
Total pressures	58,953	28,061	31,993	32,144	37,369	188,520	

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev ² - ability
Savings							
Absorption of demand pressures	(3,102)	(2,911)	(2,720)	(2,529)	(2,338)	(13,599)	A
Action to offset increased demand (incorporates apply RAS more consistently)	(15,483)	0	0	0	0	(15,483)	R
Optimisation of spot care rates	(5,237)	(1,352)	(1,992)	(2,122)	(2,290)	(12,994)	R
Maximising income through partnership arrangements	(2,500)	(2,500)	(500)	(500)	(500)	(6,500)	A
Strategic shift from residential to community based provision	(2,145)	(1,224)	(918)	(612)	(306)	(5,206)	A
Optimisation of Transition pathways	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	A
Home Based Care retender	(400)	(400)	0	0	0	(800)	A
Efficiency savings through community budgets	(400)	(400)	(400)	(400)	(400)	(2,000)	R
Learning Disabilities Public Value Review	(2,000)	(2,000)	(500)	0	0	(4,500)	A
Section 256 client group savings	(1,500)	(1,500)	(1,250)	(1,000)	(1,000)	(6,250)	G
Preventative savings through Whole Life Systems interventions & Telecare	(750)	(750)	(1,000)	(1,250)	(1,500)	(5,250)	A
Strategic supplier review	0	(750)	(250)	(250)	(250)	(1,500)	A
Re-use of Whole Systems funding	(2,850)	0	0	0	0	(2,850)	R
Manage costs below budget, e.g. vacancies	(1,500)	0	0	0	0	(1,500)	G
Extract better value from block contracts	(1,000)	(434)	(442)	(450)	(458)	(2,784)	A
General In-house efficiencies, including shadow trading accounts	(400)	0	0	0	0	(400)	A
Further In-house savings	(400)	0	0	0	0	(400)	R
Other commissioning strategies	(300)	(300)	(300)	(300)	(300)	(1,500)	A
Optimisation of other block contract rates	(376)	(352)	(381)	(374)	(368)	(1,851)	A
Streamlining with NHS community provider	(200)	(200)	(1,000)	(1,000)	(500)	(2,900)	A
Social enterprise pilot	(100)	0	0	0	0	(100)	R
Additional efficiencies to be achieved in year	(4,239)	(263)	(527)	(699)	(688)	(6,415)	R
Apply Resource Allocation System more consistently	0	(500)	(500)	(500)	(500)	(2,000)	A
Recommission Supporting People contracts	0	(400)	(400)	(400)	0	(1,200)	G
Strategic review of In-house services	0	0	(900)	(900)	(900)	(2,700)	R
Total Savings	(45,882)	(17,236)	(14,980)	(14,286)	(13,298)	(105,682)	
Savings Risk Analysis							
Red	(28,709)	(2,015)	(3,819)	(4,121)	(4,278)	(42,942)	
Amber	(14,173)	(13,321)	(9,511)	(8,765)	(8,020)	(53,790)	
Green	(3,000)	(1,900)	(1,650)	(1,400)	(1,000)	(8,950)	

² The achievability ragging is for 2013/14 only

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Annual Activity Volumes

MTFP Volumes	01-Apr-13	31-Mar-14
Older People		
Nursing Dementia	508	406
Nursing General	714	558
Residential Dementia	510	445
Residential General	1,308	1,263
Home Care/Reablement	3,927	3,405
Direct Payments	1,134	948
Other Community Care	541	491
Total Older People	8,642	7,514

Surrey County Council
Open Cases - Note ³

16,648

Physical & Sensory Disabilities		
Nursing Dementia	1	1
Nursing General	66	64
Residential Dementia	3	3
Residential General	94	91
Supported Living/Home Care	482	471
Direct Payments	967	939
Other Community Care	355	352
Total PSD	1,967	1,922

2,836

People with Learning Disabilities		
Nursing Dementia	3	3
Nursing General	12	12
Residential Dementia	1	1
Residential General	1,040	1,029
Supported Living/Home Care	782	805
Direct Payments	693	760
Other Community Care	1,382	1,484
Total PLD	3,913	4,094

3,258

Mental Health & Substance Misuse		
Nursing Dementia	2	2
Nursing General	9	9
Residential Dementia	0	0
Residential General	55	54
Supported Living/Home Care	113	112
Direct Payments	135	135
Other Community Care	44	43
Total MH	358	355

4

ASC Total Service Volumes	14,880	13,885
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Notes:

³ Open cases are as at end of January 2013. The difference between open cases and planned service volumes are equipment services, professional and local support services and assessed cases where no service is being received.

⁴ Surrey jointly manages the Mental Health service with Surrey & Borders partnership Foundation Trust - volume data for open cases is currently not available from the joint service

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Major adaptations	700	700	700	700	700	3,500
Sub total	700	700	700	700	700	3,500
Projects						
Wellbeing centres	200	200	200	200		800
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	150	150	150	150		600
	600	600	600	600	250	2,650
Total capital expenditure of ASC managed schemes	1,300	1,300	1,300	1,300	950	6,150

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint working income	(5,966)	(4,557)	(4,557)	(4,557)	(4,557)	(4,557)
Reimbursement & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Other income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Expenditure						
Staffing	42,183	44,283	44,004	43,883	43,761	44,135
Premises	218	128	129	130	131	132
Supplies and services	670	731	710	726	742	758
Transport	1,354	1,352	1,358	1,388	1,418	1,450
Service provision	246,766	253,889	261,881	279,397	297,754	321,420
Non Pay	249,007	256,100	264,079	281,641	300,045	323,760
Total expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Nursing General	19,250	16,366	16,793	18,294	19,755	22,158
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	23,806	19,460	18,317	17,776	17,320	17,279
Residential Dementia - External	5,605	5,539	5,677	6,217	6,776	7,694
Home Care - External	34,210	34,853	35,620	38,754	41,837	46,798
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	1,136	1,129	1,151	1,228	1,308	1,433
Respite Care	64	161	167	184	202	229
Transport Services	177	228	234	251	269	298
Other Care	528	513	531	584	637	722
Total Older People	115,001	108,433	109,698	116,971	124,263	136,545
Physical & Sensory Disabilities						
Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	12,268	15,334	15,958	16,683	17,399	18,104
Day Care - External	638	659	685	715	745	774
Respite Care	338	242	254	267	280	293
Transport Services	348	296	308	321	334	347
Other Care - External	1,152	1,064	1,264	1,479	1,701	1,930
Total Physical & Sensory Disabilities	30,521	32,973	34,311	35,838	37,285	38,670
People with Learning Disabilities						
Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	1,522	1,730	1,764	1,800	1,836	1,873
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,120	4,363	5,459	6,626	7,839	9,094
Total People with Learning Disabilities	106,549	117,825	123,260	131,974	141,595	151,600

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Mental Health & Substance Misuse						
Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	143	129	134	140	145	151
Total Mental Health & Substance Misuse	5,911	6,048	6,222	6,449	6,676	6,903
Other Expenditure						
Assessment & Care Management	25,674	26,439	25,755	25,280	24,796	24,802
Management & Support	7,534	8,664	8,836	9,011	9,191	9,374
Total Other Expenditure	33,208	35,103	34,591	34,292	33,987	34,177
Gross Expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Income						
Other Bodies Grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & Charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint Working Income	(2,601)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)
Joint Funded Care Package Income	(3,365)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursement & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Other income	(736)	(601)	(601)	(601)	(601)	(601)
Total income	(736)	(601)	(601)	(601)	(601)	(601)
Expenditure						
Staffing	18,192	17,955	18,314	17,780	17,236	16,681
Premises	339	250	255	261	267	273
Supplies and services	1,349	1,441	1,470	1,502	1,535	1,569
Transport	1,415	1,473	1,502	1,535	1,569	1,604
Service provision	(825)	(838)	(836)	(833)	(830)	(827)
Non Pay	2,279	2,326	2,392	2,465	2,541	2,618
Total expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Net budget	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Day Care In-House Provision	167	198	202	206	210	215
Total Older People	7,129	7,407	7,561	7,522	7,481	7,440
Physical & Sensory Disabilities						
Day Care In-House Provision	540	553	564	575	587	599
Total Physical & Sensory Disabilities	540	553	564	575	587	599
People with Learning Disabilities						
Residential In-House Provision	3,531	3,239	3,307	3,114	2,918	2,717
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455
Total People with Learning Disabilities	12,050	11,473	11,715	11,266	10,808	10,341
Other Expenditure						
Management & Support	752	849	865	883	901	919
Total Other Expenditure	752	849	865	883	901	919
Gross Expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Income						
Fees & Charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursements & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Total Income	(736)	(601)	(601)	(601)	(601)	(601)
Net Expenditure	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Policy & Strategy

Head of Service: John Woods

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,030)	0	0	0	0
Taxation & UK Government grants	0	(2,030)	0	0	0	0
Joint working income	0	(184)	(184)	(184)	(184)	(184)
Other income	0	(184)	(184)	(184)	(184)	(184)
Total income	0	(2,214)	(184)	(184)	(184)	(184)
Expenditure						
Staffing	1,732	1,593	1,622	1,653	1,684	1,716
Premises	0	0	0	0	0	0
Supplies and services	128	15	16	16	16	17
Transport	33	36	37	38	39	39
Service provision	162	916	751	751	751	751
Non Pay	323	968	804	805	806	807
Total expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Net budget	2,056	346	2,242	2,274	2,306	2,339

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Other Expenditure						
Assessment & Care Management	88	197	32	33	34	34
Management & Support	1,967	2,364	2,394	2,425	2,456	2,489
Total Other Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Gross Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Income						
UK Government Grants	0	(2,030)	0	0	0	0
Joint Working Income	0	(184)	(184)	(184)	(184)	(184)
Total Income	0	(2,214)	(184)	(184)	(184)	(184)
Net Expenditure	2,056	346	2,242	2,274	2,306	2,339

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint working income	(3,395)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Reimbursement & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Other income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Total income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Expenditure						
Staffing	2,877	7,474	7,623	7,776	7,931	8,090
Premises	85	102	104	106	109	111
Supplies and services	83	311	317	324	331	338
Transport	44	142	145	148	151	154
Service provision	72,170	70,001	72,645	72,449	72,263	72,485
Non Pay	72,381	70,555	73,211	73,027	72,853	73,089
Total expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Net budget	61,916	59,370	62,176	62,145	62,126	62,521

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Nursing General	970	967	986	1,006	1,026	1,046
Residential General - External	16,713	16,535	16,832	17,133	17,441	17,753
Residential Dementia - External	6,564	6,950	7,084	7,222	7,362	7,505
Home Care - External	1,605	1,677	1,677	1,677	1,677	1,677
Day Care - External	1,327	1,489	1,506	1,523	1,540	1,558
Respite Care	1,361	1,340	1,365	1,389	1,414	1,440
Transport Services	292	314	317	320	323	327
Other Care	11,529	7,283	9,834	9,536	9,238	8,940
Total Older People	40,361	36,555	39,601	39,807	40,021	40,246
Physical & Sensory Disabilities						
Direct Payments	737	2,135	2,135	2,135	2,135	2,135
Day Care - External	306	310	310	310	310	310
Respite Care	175	49	49	49	49	49
Transport Services	10	10	10	10	10	10
Other Care - External	12,863	12,926	12,926	12,926	12,926	12,926
Total Physical & Sensory Disabilities	14,092	15,431	15,431	15,431	15,431	15,431
People with Learning Disabilities						
Other Care - External	256	253	254	255	255	256
Total People with Learning Disabilities	256	253	254	255	255	256
Mental Health & Substance Misuse						
Other Care	1,349	2,202	2,202	2,202	2,202	2,202
Total Mental Health & Substance Misuse	1,349	2,202	2,202	2,202	2,202	2,202
Other Expenditure						
Assessment & Care Management	165	4,435	4,524	4,615	4,708	4,803
Management & Support	3,281	3,738	3,801	3,866	3,932	3,999
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242
Total Other Expenditure	19,200	23,588	23,346	23,109	22,875	23,045
Gross Expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Income						
Other Bodies Grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint Working Income	(3,363)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Joint Funded Care Package Income	(31)	0	0	0	0	0
Reimbursements & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Total Income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Net Budget	61,916	59,370	62,176	62,145	62,126	62,521

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Strategic Support

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
UK Government grants	0	(700)	(700)	(700)	(700)	(700)
Total income	0	(700)	(700)	(700)	(700)	(700)
Expenditure						
Staffing	1,611	1,588	1,617	1,647	1,677	1,708
Supplies and services	17	135	136	136	137	137
Transport	29	26	26	27	28	28
Service provision	0	700	700	700	700	700
Non Pay	46	861	862	863	864	865
Total expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Net budget	1,657	1,749	1,779	1,810	1,841	1,873

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Physical & Sensory Disabilities						
Other Care - External	(300)	(100)	(102)	(104)	(106)	(108)
Total Physical & Sensory Disabilities	(300)	(100)	(102)	(104)	(106)	(108)
Other Expenditure						
Management & Support	1,957	2,549	2,581	2,614	2,648	2,682
Total Other Expenditure	1,957	2,549	2,581	2,614	2,648	2,682
Gross Expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Income						
UK Government Grants	0	(700)	(700)	(700)	(700)	(700)
Total Income	0	(700)	(700)	(700)	(700)	(700)
Net Expenditure	1,657	1,749	1,779	1,810	1,841	1,873

One County One Team: Surrey County Council

Children, Schools & Families

One County One Team: Surrey County Council

Children, Schools & Families
 Strategic Director: Nick Wilson
 Lead Cabinet Members



Mary Angell,
 Children and
 Families



Linda Kemeny
 Children and
 Learning



Kay Hammond
 Community
 Safety



Nick Wilson,
 Strategic Director

Leadership Team



Caroline Budden, Assistant Director of Children’s Services and Safeguarding; Garath Symonds, Assistant Director for Young People; Peter-John Wilkinson, Assistant Director of Schools and Learning; Mark Bisson, Directorate Head of Resources; Sean Rafferty, Directorate Head of Strategy and Commissioning, Emily Boynton, Human Resources Relationship Manager - CSF ,Paula Chowdhury, Strategic Finance Manager

What is our vision for 2017?

“Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Children, Schools and Families will remain focused on ensuring that by 2017:

- Every Surrey child will be allocated a school place at a good school that supports them to reach their full potential.
- One county, one approach: services for children and families will become local and better co-ordinated.
- Children and families will be safer from harm and neglect.
- There is full participation of young people aged 16 to 19 in education, employment and training.
- Children in the care of the County Council have better life opportunities whilst they are being cared for and after they leave their care services.

Listen – Responsible – Trust -Respect

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

Prevention

- Reduce the number of young people who are involved in crime or are the victims of crime through the delivery of restorative youth justice practice.
- Organise our services to make them more local and joined up with partners to ensure support is offered at the earliest opportunity.
- Provide targeted support to families with low incomes to increase access to employment, training and support networks.

Protection

- Work with partners to develop our safeguarding, targeted and early help services.
- Improve family support and education for children with disabilities by joining up the health, care and education services we provide to these children.

Participation

- Deliver the plan to raise the participation age of Surrey's young people (from age 16 to 17) in education, training and employment from September 2013.

Potential

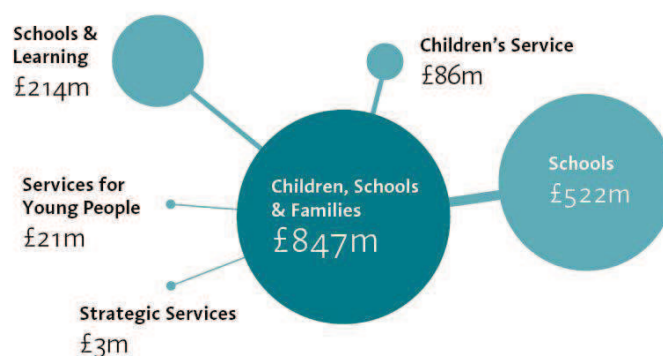
- Invest in our support to schools to further improve the attainment of pupils, especially those from vulnerable groups.
- Invest in school buildings and new schools places to meet the rising pupil population.
- Improve the effectiveness of services to those children and families most at risk of not achieving their potential.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£670.3m)	(£672.1m)	(£664.3m)	(£664.4m)	(£665.3m)	(£666.2m)
CSF expenditure	£325.5m	£324.7m	£333.8m	£339.0m	£337.0m	£346.7m
Schools expenditure	£518.9m	£521.9m	£516.0m	£516.0m	£516.0m	£516.0m
% Year Change		-15.8%	0.0%	0.0%	0.0%	0.0%

CSF Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Children Schools & Families	£104.6m	£107.9m	£78.1m	£71.0m	£17.0m	£378.7m
Total Capital costs	£104.6m	£107.9m	£78.1m	£71.0m	£17.0m	£378.7m

Budget 2013/14

- 3.1. The base revenue expenditure budget for the Children, Schools and Families Directorate in 2012/13 is £326m and in 2013/14 the proposed budget is £325m, giving an overall net reduction of £1m.
- 3.2. This overall budget for 2013/14 includes increased funding of £22.7m for service pressures:
- 3.3. £10.4m newly defined service requirements for the Directorate eg nursery provision for two year olds (£5.5m); Lifelong Learners with Disabilities and Difficulties (LLDD) transfer (£3m) and a more defined role for local authorities around school improvement responsibilities (£1.9m).
- 3.4. £4.1m around specific demand led service pressures, particularly the increase in numbers of children subject to a child protection plan and requiring services (£3.1m). These numbers have increased by 47% since the start of 2011 and have been a significant budget pressure throughout 2012/13, despite the unit costs reducing. The other demand led budgets affected by increasing demographics is around Special Educational Needs (£1m).
- 3.5. £8.2m for general inflation, pay inflation and general demographic growth.
- 3.6. The Directorate also has included in their budget a savings target for 2013/14 of -£9.7m. This has been allocated to each of the individual services – Schools and Learning -£7m; Children's Services -£2.2m and Services for Young People -£0.5m.
- 3.7. The 2013/14 Directorate budget of £288m also includes funding reductions of -£13.8m, which are mainly as a result of Dedicated Schools Grant delegation of budgets from being centrally managed to schools -£15.5m, removal of the one-off carry forward budget -£2.9m, plus other grant changes +£4.6m.
- 3.8. The schools delegated revenue expenditure budget in 2012/13 is £519m and in 2013/14 is £522m. The total Children, Schools and Families budget for 2013/14 is £846m, compared to £844m in 2012/13.

Medium Term Financial Plan 2013-18

- 3.9. Over the five year period of the MTFP, the Directorate is anticipating budget pressures to continue around increasing child protection numbers, increasing pressure on demand led budgets and general demographic increases. Service pressures will be exacerbated as the welfare reforms are introduced and potentially more vulnerable families go into crisis.
- 3.10. School improvement is becoming an increasing issue for local authorities despite the overall funding reducing. In the new framework the old category of "satisfactory" has been replaced by a new designation of "requires improvement". The implication of this is that Surrey now needs to support around 100 schools in making urgent improvements rather than the current 15-20, which is why an additional 1.9m has been included in the 2013/14 base budget.
- 3.11. The Directorate has made savings of over £41m over the last three years whilst facing the challenge of a further £29m savings over the next five years. It is expected that this target will increase over the period, due to further funding and policy changes from central government. The Directorate has recognised these challenges and has established a Public Value Programme to research and identify efficiency savings and reductions across the Directorate.

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

The focus of this work will be around reviewing - Early Help strategies and strengthening the preventative services; disability services and support for families with complex needs. Part of this work will be about strengthening partnership working with Health, Boroughs and Districts, the Police and the voluntary sector, maximising local resources through joint commissioning, joint working practices and community budgets.

Presentation of financial information

- 3.12. The revenue budgets have been rebased in accordance with the funding reporting strategy workstream recommendation to move from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on each Directorate's finances.
- 3.13. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 3.14. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Central Dedicated Schools Grant	(108,721)	(109,211)	(106,711)	(106,711)	(106,711)	(106,711)
School-related grants	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
UK Government grants	(6,498)	(4,676)	(4,441)	(3,797)	(3,797)	(3,797)
Total grants	(634,075)	(635,742)	(627,180)	(626,536)	(626,536)	(626,536)
Other bodies grants	(505)	(1,084)	(1,084)	(1,084)	(1,084)	(1,084)
Fees & charges	(24,393)	(25,974)	(26,581)	(27,219)	(27,871)	(28,622)
Property income	0	(27)	(27)	(27)	(27)	(27)
Joint working income	(2,781)	(2,774)	(2,834)	(2,900)	(2,965)	(3,035)
Reimbursement & recovery of costs	(8,500)	(6,511)	(6,593)	(6,679)	(6,768)	(6,868)
Other income	(36,179)	(36,370)	(37,119)	(37,909)	(38,715)	(39,636)
Total income	(670,254)	(672,112)	(664,299)	(664,445)	(665,251)	(666,172)
Expenditure:						
Staffing	104,628	106,975	110,534	112,274	115,034	118,809
Premises	2,699	1,484	1,525	1,575	1,620	1,693
Supplies and services	27,358	29,432	30,058	30,823	27,014	28,128
Transport	21,149	21,891	22,487	23,217	23,877	24,941
Service provision	169,694	164,967	169,255	171,156	169,431	173,126
Total non-staffing	220,900	217,774	223,325	226,771	221,942	227,888
CSF centrally managed expenditure	325,528	324,749	333,859	339,045	336,976	346,697
School Expenditure	518,856	521,855	516,028	516,028	516,028	516,028
CSF total expenditure	844,384	846,604	849,887	855,073	853,004	862,725
Net budget supported by Council Tax, general government grants and reserves	174,130	174,492	185,588	190,628	187,753	196,553
	2012/13	2013/14				
FTE's	2,663	2,690				

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Children's Service	(5,506)	(6,100)	(6,160)	(6,225)	(6,291)	(6,359)
Schools & Learning	(142,062)	(137,439)	(135,584)	(136,262)	(136,954)	(137,750)
Services for Young People	(3,487)	(5,496)	(5,540)	(5,587)	(5,635)	(5,692)
Strategic Services	(343)	(1,222)	(987)	(343)	(343)	(343)
Sub Total	(151,398)	(150,257)	(148,271)	(148,417)	(149,223)	(150,144)
Schools Income	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
Total	(670,254)	(672,112)	(664,299)	(664,445)	(665,251)	(666,172)
	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Expenditure budget by service:</u>						
Children's Service	83,217	86,408	91,159	94,041	95,951	98,655
Schools & Learning	219,640	214,040	218,698	223,183	227,235	233,767
Services for Young People	17,796	21,094	20,989	19,411	15,839	16,275
Strategic Services	4,875	3,207	3,013	2,410	(2,049)	(2,000)
Sub Total	325,528	324,749	333,859	339,045	336,976	346,697
Schools Expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total	844,384	846,604	849,887	855,073	853,004	862,725
Children, Schools and Families	174,130	174,492	185,588	190,628	187,753	196,553

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year net budget	174,130	174,492	185,588	190,628	187,753	174,130
Funding changes	-1,858	5,313	-146	-806	-921	1,582
Expenditure changes:						
Pressures & changes	11,939	9,423	9,597	9,396	9,721	50,076
Savings & reductions	-9,719	-3,640	-4,411	-11,465	0	-29,235
	2,220	5,783	5,186	-2,069	9,721	20,841
Revised budget	174,492	185,588	190,628	187,753	196,553	196,553

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Funding changes							
Inflation increase on charges	-677	-749	-790	-806	-921	-3,943	
Specific grant changes	-1,411	235	644			-532	
Other funding changes	486					486	
Changes to centrally managed services:							
New delegation requirement to schools	15,460					15,460	
Learner with Learning Difficulties and Disabilities transfer	-577					-577	
Other DSG changes	-4,140					-4,140	
Funding of new service pressures	-8,000					-8,000	
Changes to school funding							
Changes in external grants	-6,556					-6,556	
Academy conversions	24,844					24,844	
Use of DSG carry forward	-5,827	5,827				0	
New delegation requirements	-15,460					-15,460	
Total funding changes	-1,858	5,313	-146	-806	-921	1,582	
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Changes to Schools							
Increased delegation	15,460					15,460	
Other DSG changes	5,038	-5,827				-789	
Academy conversion	-24,844					-24,844	
Changes to centrally managed services:							
2011/12 carry forward	-2,900					-2,900	
In year virements (grant related)	-1,066					-1,066	
Early years 2yr old entitlement	5,500					5,500	
Delegation of centrally managed services to schools	-15,460					-15,460	
Service level changes as funding increased	5,642	-235	-644			4,763	
Sub total legislative & policy changes	-12,630	-6,062	-644	0	0	-19,336	

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Service pressures:							
General inflation	4,772	4,872	5,212	5,327	5,521	25,704	
Pay inflation	1,510	2,044	2,085	2,125	2,200	9,964	
Demographics	1,917	1,944	1,944	1,944	2,000	9,749	
Child Protection - services	3,125	3,125				6,250	
Child Protection - staffing			1,000			1,000	
Learner with Learning Difficulties and Disabilities(LLDD) transfer	3,000					3,000	
School improvement	1,900					1,900	
SEN demand	1,000	1,000				2,000	
Increased pupil numbers	7,345					7,345	
One off grant funding for 2013/14 service pressures		2,500				2,500	
Sub total service pressures	24,569	15,485	10,241	9,396	9,721	69,412	
Savings							
Disability Public Value Programme	-4,100					-4,100	R
Market management	-2,335					-2,335	A
Transform universal services for the under 5's	-1,500					-1,500	G
Services for Young People	-500					-500	G
DSG funding for English as Another Language - regulation change	-400					-400	G
Mainstream transport	-300					-300	A
Increased trading	-300					-300	A
Vacancy management following restructure	-284					-284	A
CSF Public Value Programme		-3,640	-4,411	-11,465		-19,516	R
Total savings	-9,719	-3,640	-4,411	-11,465	0	-29,235	
Savings Risk Analysis							
Red	-4,100	-3,640	-4,411	-11,465	0	-23,616	
Amber	-3,219	0	0	0	0	-3,219	
Green	-2,400	0	0	0	0	-2,400	

Annual Service Activity

Children's Services

Activity Levels in Children's Social Care	January 2012	January 2013
Total number of Looked After Children	813	826
Number of children subject to a Child Protection Plan	785	887
Open cases *	5,451	5,403
Residential Placements	112	104
Foster Placements	604	617
Other Placements	62	58
Adoption Placements	35	47
Special Guardianship Orders granted	26	37
Adoption Orders granted	25	29
Number of Asylum Seeking Children in Care (U18) *	65	62

* 2012 figures are from December 2011

Schools & Learning

Number of schools	March 2012	February 2013
- maintained	359	350
- Pupil Referral Units (PRUs)	11	10
- academies	22	29
	<hr/>	<hr/>
	392	389

Number of pupils		
- maintained	119,344	115,375
- PRU's	82	56
- academies	24,507	30,211
	<hr/>	<hr/>
	143,933	145,642

Pupil attainment	2011	2012
GCSE: % pupils gaining 5 A* - C grades	79.9%	82.8%
GCSE: % pupils gaining 5 A* - C grades (incl. English & Maths)	63.4%	64.2%
Key Stage 2: % pupils achieving Level 4 in Maths	82.0%	86.0%
Key Stage 2: % pupils achieving Level 4 in English	85.0%	88.0%
Key Stage 2: % pupils achieving Level 4 in English & Maths	77.0%	82.0%

Other School Related

Number of schools receiving Additional Support & Intervention Programme (ASIP) funding	38	41
Number of schools receiving Interim Heads funding	24	16
Number of pensioners funded from the premature retirement costs budget	1,402	1,440
Education Welfare Service penalty notices served	300	414
Education Welfare Service court prosecutions	170	201

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Elective Home Education numbers on roll 546 558

Early Years Service

Training workshops offered	181	352
Childcare practitioners monitored and supported	12,648	11,181
Enquiries received through the Family Information Service	125,863	340,189
Number of two-year old children to benefit from Free Entitlement	230	610
Children registered at Surrey Children's Centres	26,028	34,288

Home to School Transport

- Pupils transported (mainstream)	8,500	8,164
- Pupils transported (SEN)	2,505	2,654
- Number of Routes (SEN)	914	1,059
- Wheelchairs	185	194
- Escorts (inc. behavioural and medically trained)	471	495

SEN Agency Placements as at Jan 2013

	Number	Av'ge Cost
- Non Maintained & Independent (NMI)	625	£60,017
- Other Local Authorities (OLEA)	99	£21,422
- Other	3	£5,276
- Total	<u>727</u>	

Average number of children as active referrals per month

	2012
Specialist Teachers	1,574
Education Psychologists	3,783
Physical & Sensory Support Service	2,994
Race Equality & Minority Achievement (REMA)	3,766

Commercial Services

Education Catering - planned activity for 2013, per day: 44,600 meals in 346 schools and 14 academies

Civic Catering in four buildings

Building Cleaning - 102 administrative and operational buildings, 96 schools and 8 academies, cleaning circa 270,000 sq metres per day.

Equipment maintenance for 303 schools and 26 academies

Services for Young People Indicators (NI)

	2011	2012
NI111 First time entrants to the Youth Justice System	230	119
NI117 16-18 year olds who are not in education, training or employment	4.1%	3.7%

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Recurring programmes						
Adaptations for children with disabilities	299	299	299	299	299	1,495
Foster carer grants	300	300	300	300	300	1,500
Schools devolved formula capital (ring-fenced grant) ⁵	2,231	2,231	2,231	2,231	2,231	11,155
Sub total	2,830	2,830	2,830	2,830	2,830	14,150
Total capital expenditure for CSF managed schemes						
	2,830	2,830	2,830	2,830	2,830	14,150
CSF Schemes held by Business Services						
Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Schools Basic Need	69,182	80,845	57,430	53,861		261,318
Recurring programmes						
Carbon reduction - Schools ⁵	3,332	3,332	3,332	3,332	3,332	16,660
Schools - Disability Discrimination Act	447	456	466	477	487	2,333
Schools capital maintenance, inc.childrens centres ⁵	10,328	10,328	10,328	10,328	10,328	51,640
	14,107	14,116	14,126	14,137	14,147	70,633
Projects						
Portesbury SEN School	4,273	6,841	2,756	210		14,080
Portesbury SEN School-ring fenced grant	1,735					1,735
SEN strategy	8,407	1,524				9,931
Short-Stay Schools	250					250
Replace aged demountables	3,265	1,585	985			5,835
Youth Transformation	575	200				775
	18,505	10,150	3,741	210	0	32,606
Total capital expenditure for scheme managed by Change and Efficiency						
	101,794	105,111	75,297	68,208	14,147	364,557
CSF Schemes	2,830	2,830	2,830	2,830	2,830	14,150
Total capital expenditure	104,624	107,941	78,127	71,038	16,977	378,707

⁵ Spend will be linked to relevant capital grants which have not yet been announced

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Children's Services

Assistant Director: Caroline Budden

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant	(1,663)	(1,663)	(1,663)	(1,663)	(1,663)	(1,663)
Asylum Seeker grant	(1,190)	(1,640)	(1,640)	(1,640)	(1,640)	(1,640)
Total grants	(2,853)	(3,303)	(3,303)	(3,303)	(3,303)	(3,303)
Fees & charges	(86)	(72)	(74)	(75)	(77)	(79)
Joint working income	(2,078)	(2,071)	(2,115)	(2,164)	(2,212)	(2,262)
Reimbursement & recovery of costs	(489)	(654)	(668)	(683)	(699)	(715)
Total other income	(2,653)	(2,797)	(2,857)	(2,922)	(2,988)	(3,056)
Total income	(5,506)	(6,100)	(6,160)	(6,225)	(6,291)	(6,359)
Expenditure:						
Staffing	39,010	41,295	43,104	44,929	45,771	46,634
Premises	3	0	0	0	0	0
Supplies and services	2,430	2,327	2,327	2,327	2,327	2,327
Transport	1,416	1,406	1,406	1,406	1,406	1,406
Service provision	40,358	41,380	44,322	45,379	46,447	48,288
Total non-staffing	44,207	45,113	48,055	49,112	50,180	52,021
Total expenditure	83,217	86,408	91,159	94,041	95,951	98,655
Net budget	77,711	80,308	84,999	87,816	89,660	92,296

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Children's Services

Assistant Director: Caroline Budden

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Looked After Children and Children in Need						
Staffing Budgets	14,688	15,653	16,465	17,400	17,938	18,452
Care Packages	3,717	4,517	4,989	5,117	5,225	5,455
Children with Disabilities						
Staffing Budgets	2,007	2,046	2,087	2,128	2,169	2,211
Care Packages	2,879	2,524	2,508	2,512	2,516	2,579
Specialist Care Delivery	4,711	3,475	3,453	3,459	3,465	3,551
In-House Respite	1,330	1,501	1,531	1,561	1,590	1,621
Agency Placements	2,164	2,164	2,650	2,738	2,742	2,810
Care Services						
In-House Fostering and Adoption Staffing	4,163	4,259	4,344	4,550	4,637	4,727
In-House Fostering and Adoption Allowances	10,702	11,647	13,070	13,543	14,077	14,726
In-House Residential Homes	4,201	4,131	4,213	4,296	4,379	4,464
Agency Placements	11,013	12,941	13,859	14,033	14,056	14,404
Leaving Care	991	1,212	1,237	1,263	1,290	1,322
Asylum Seekers Expenditure	2,527	2,611	2,666	2,722	2,779	2,848
Asylum Seekers Income	(1,230)	(1,680)	(1,680)	(1,680)	(1,680)	(1,680)
Child and Adolescent Mental Health and Hope Services						
CAMHS and Hope Expenditure	4,985	4,766	4,866	4,968	5,072	5,198
CAMHS and Hope Income	(1,886)	(1,879)	(1,879)	(1,879)	(1,879)	(1,879)
Centrally Managed DSG	(639)	(639)	(639)	(639)	(639)	(639)
Partnership and Preventative Services	1,506	1,567	1,598	1,630	1,661	1,693
Safeguarding Services	1,919	2,343	2,390	2,547	2,596	2,646
Central Budgets	4,041	3,842	3,920	3,997	4,074	4,153
Social Care & Wellbeing Commissioning	1,050	611	623	635	648	660
Business Support	4,624	4,598	4,690	4,942	5,037	5,135
Other Income	(728)	(878)	(938)	(1,003)	(1,069)	(1,137)
Centrally Managed DSG	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)
Total net budget	77,711	80,308	84,999	87,816	89,660	92,296

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools & Learning

Assistant Director: Peter-John Wilkinson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant	(106,510)	(105,336)	(102,836)	(102,836)	(102,836)	(102,836)
UK Government grants	(4,271)	(1,261)	(1,261)	(1,261)	(1,261)	(1,261)
Total grants	(110,781)	(106,597)	(104,097)	(104,097)	(104,097)	(104,097)
Fees & charges	(23,166)	(24,536)	(25,097)	(25,687)	(26,289)	(26,981)
Joint working income	(703)	(703)	(719)	(736)	(753)	(773)
Reimbursement & recovery of costs	(7,412)	(5,603)	(5,671)	(5,742)	(5,815)	(5,899)
Total other income	(31,281)	(30,842)	(31,487)	(32,165)	(32,857)	(33,653)
Total income	(142,062)	(137,439)	(135,584)	(136,262)	(136,954)	(137,750)
Expenditure:						
Staffing	51,992	50,125	51,605	53,420	55,060	57,703
Premises	2,696	1,374	1,415	1,465	1,510	1,583
Supplies and services	19,599	25,756	26,382	27,147	27,838	28,952
Transport	19,363	20,110	20,706	21,436	22,096	23,160
Service provision	125,990	116,675	118,590	119,715	120,731	122,369
Total non-staffing	167,648	163,915	167,093	169,763	172,175	176,064
Total expenditure	219,640	214,040	218,698	223,183	227,235	233,767
Net budget	77,578	76,601	83,114	86,921	90,281	96,017

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools & Learning

Assistant Director: Peter-John Wilkinson

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
School Planning and Leadership	17,196	19,271	19,988	20,949	21,752	23,306
SEN Services						
School Agency Placements	39,590	37,899	39,058	39,286	39,492	39,825
Individual Statemented Pupil Support Budgets	26,768	14,984	14,984	14,984	14,984	14,984
Area based SEN Services	12,373	12,555	12,927	13,379	13,788	14,447
Additional SEN	8,953	8,986	9,252	9,576	9,868	10,339
PRUs & Alternative Learning Network Provision	6,193	4,563	4,563	4,563	4,563	4,563
Early Years Service						
Three & Four Year Olds Provision	32,413	32,952	32,952	32,952	32,952	32,952
Two Year Olds Provision	350	5,500	5,500	5,500	5,500	5,500
Children's Centres	13,827	13,727	14,134	14,629	15,076	15,796
Children's Centres Income	(2,780)	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)
Other Early Years	8,967	8,712	8,970	9,284	9,568	10,025
Home to School Transport						
SEN	19,637	20,104	20,699	21,423	22,077	23,132
Mainstream	9,777	9,656	9,942	10,290	10,604	11,111
Pupil Referral Units (PRU's)	440	453	466	482	497	521
Commercial Services Expenditure (inc. civic catering subsidy)	21,697	22,799	23,328	23,884	24,451	25,104
Commercial Services Income	(21,617)	(22,919)	(23,448)	(24,004)	(24,571)	(25,224)
Virtual School for Looked After Children	733	1,066	1,098	1,136	1,171	1,227
Business Support	726	813	837	866	892	935
Income						
DSG - Centrally Managed (as below)	(106,510)	(105,336)	(102,836)	(102,836)	(102,836)	(102,836)
Other Income	(11,155)	(6,294)	(6,410)	(6,532)	(6,657)	(6,800)
Total net budget	77,578	76,601	83,114	86,921	90,281	96,017
DSG - centrally managed						
Three & Four Year Olds Provision	32,413	32,952	32,952	32,952	32,952	32,952
School Agency Placements	28,719	32,528	30,028	30,028	30,028	30,028
Individual Statemented Pupil Support Budgets	25,690	13,907	13,907	13,907	13,907	13,907
Head of Additional SEN	5,837	6,617	6,617	6,617	6,617	6,617
Two Year Olds Provision		5,500	5,500	5,500	5,500	5,500
Area based SEN Services	6,578	5,384	5,384	5,384	5,384	5,384
PRUs & Alternative Learning Network Provision	6,116	4,563	4,563	4,563	4,563	4,563
School Planning and Leadership		2,557	2,557	2,557	2,557	2,557
Other Early Years	845	862	862	862	862	862
Business Support	312	466	466	466	466	466
	106,510	105,336	102,836	102,836	102,836	102,836

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Services for Young People

Assistant Director: Garath Symonds

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant ⁶	(216)	(1,880)	(1,880)	(1,880)	(1,880)	(1,880)
UK Government grants	(1,037)	(896)	(896)	(896)	(896)	(896)
Total grants	(1,253)	(2,776)	(2,776)	(2,776)	(2,776)	(2,776)
Other bodies grants ⁷	(505)	(1,084)	(1,084)	(1,084)	(1,084)	(1,084)
Fees & charges	(1,130)	(1,355)	(1,399)	(1,446)	(1,494)	(1,551)
Property income	0	(27)	(27)	(27)	(27)	(27)
Reimbursement & recovery of costs	(599)	(254)	(254)	(254)	(254)	(254)
Total other income	(2,234)	(2,720)	(2,764)	(2,811)	(2,859)	(2,916)
Total income	(3,487)	(5,496)	(5,540)	(5,587)	(5,635)	(5,692)
Expenditure:						
Staffing	11,766	13,158	13,390	11,627	11,868	12,088
Premises	0	110	110	110	110	110
Supplies and services	2,287	1,226	1,226	1,226	1,226	1,226
Transport	347	350	350	350	350	350
Service provision	3,396	6,250	5,913	6,098	2,285	2,501
Total non-staffing	6,030	7,936	7,599	7,784	3,971	4,187
Total expenditure	17,796	21,094	20,989	19,411	15,839	16,275
Net budget	14,309	15,598	15,449	13,824	10,204	10,583

⁶ DSG funding includes £1.5m to fund LLDD contracts

⁷ Other bodies grants includes funding for Surrey Sports Partnership

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Services for Young People

Assistant Director: Garath Symonds

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Centrally Managed Services ⁸	582	307	312	(1,683)	(5,679)	(5,674)
Commissioning and Development						
Centre Based Youth Work	2,636	2,545	2,545	2,545	2,545	2,545
Services for Young People Contracts	2,470	2,389	2,389	2,389	2,389	2,389
LLDD Contracts		3,000	3,000	3,000	3,000	3,000
Pathways / Special Educational Needs and Disabilities (SEND) Team	568	702	702	702	702	702
Other Commissioning and Development	1,386	1,388	1,371	1,552	1,737	1,945
Youth Support Services						
Management, Practice and Support	2,907	2,142	2,049	2,285	2,524	2,747
Local Area Teams	4,474	5,713	5,713	5,713	5,713	5,713
Surrey Outdoor Learning & Development	1,384	1,412	1,412	1,412	1,412	1,412
Surrey Sports Partnership	847	915	915	915	915	915
Alternative Learning and Gypsy Skills	542	581	581	581	581	581
Centrally Managed DSG	(216)	(1,880)	(1,880)	(1,880)	(1,880)	(1,880)
Other Income	(3,271)	(3,616)	(3,660)	(3,707)	(3,755)	(3,812)
Total net budget	14,309	15,598	15,449	13,824	10,204	10,583

⁸ Centrally Managed Services is showing savings of £2m in 2015-16 and £4m in 2016-17 which are yet to be allocated

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Strategic Services

Strategic Director: Nick Wilson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant	(332)	(332)	(332)	(332)	(332)	(332)
Troubled Families grant		(879)	(644)			
Total grants	(332)	(1,211)	(976)	(332)	(332)	(332)
Fees & charges	(11)	(11)	(11)	(11)	(11)	(11)
Total other income	(11)	(11)	(11)	(11)	(11)	(11)
Total income	(343)	(1,222)	(987)	(343)	(343)	(343)
Expenditure:						
Staffing	1,860	2,397	2,435	2,298	2,335	2,384
Supplies and services	3,042	123	123	123	(4,377)	(4,377)
Transport	23	25	25	25	25	25
Service provision	(50)	662	430	(36)	(32)	(32)
Total non-staffing	3,015	810	578	112	(4,384)	(4,384)
Total expenditure	4,875	3,207	3,013	2,410	(2,049)	(2,000)
Net budget	4,532	1,985	2,026	2,067	(2,392)	(2,343)
Service Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management ⁹	2,900	0	0	0	(4,500)	(4,500)
Family Support Expenditure		879	644			
Family Support Income		(879)	(644)			
CSF Resources	1,975	2,328	2,369	2,410	2,451	2,500
Centrally managed DSG	(332)	(332)	(332)	(332)	(332)	(332)
Other income	(11)	(11)	(11)	(11)	(11)	(11)
Total net budget	4,532	1,985	2,026	2,067	(2,392)	(2,343)

⁹ In Strategic Management 2016-17 there are savings of £4.5m which are yet to be allocated across the Directorate

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools

Assistant Director: Peter-John Wilkinson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
DSG government grants	(485,613)	(488,004)	(482,177)	(482,177)	(482,177)	(482,177)
UK Government grants	(33,243)	(33,851)	(33,851)	(33,851)	(33,851)	(33,851)
Total income	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
<u>Expenditure:</u>						
School expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Net budget	0	0	0	0	0	0

Customer & Communities

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Lead Cabinet Members



Helyn Clack
Community Services



Kay Hammond
Community Safety



Peter Martin
Deputy Leader



Yvonne Rees,
Strategic Director

Leadership Team



Peter Milton, Head of Cultural Services; Russell Pearson, Chief Fire Officer, Steve Ruddy, Community Protection Manager (Trading Standards); Jane Last, Lead Manager for Community Safety and Community Partnerships; Rhian Boast, Programme Manager for Legacy and Magna Carta; Mark Irons, Interim Head of Customer Services & Directorate Support Manager, Richard Travers, Surrey Coroner

What is our vision for 2017?

“To enhance quality of life through supporting healthier, safer and more vibrant communities”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Customer and Communities will remain focused on ensuring that by 2017 residents in Surrey:

- Are able to benefit from positive economic growth and tourism, achieved in part through our role in maximising the benefits arising from the 2012 Olympics.
- Are involved in local decision-making, are able to put your views forward on local issues and help shape future services.
- Are safe and protected from crime, including crime related to unsafe and illegal trading practices.
- Are protected by a modern and effective fire and rescue service.
- Have opportunities and services that enrich your life, and help you to make a positive contribution to your community.
- Use the council's online services as your first choice for information and guidance about council and other services in Surrey.
- Benefit from a rigorous focus on value for money, and innovative solutions that achieve more for less.

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

What are our priorities for 2013/14?

There are some specific things that we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions.

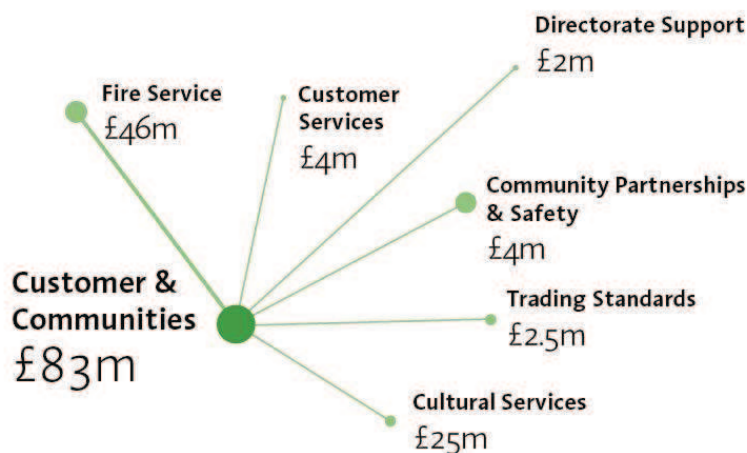
- Increase resident engagement, strengthen local democracy and place much greater emphasis on partnership working.
- Reduce instances of domestic abuse through strong leadership and partnership working.
- Improve fire prevention through increasing the number of Home Fire Safety Visits that are targeted on vulnerable households.
- Establish 10 community partnered libraries as part of an innovative library service.
- Become a truly 24/7 online Council.
- Complete the programme of Public Value Reviews for Customers and Communities and implement the agreed recommendations.
- Ensure an excellent customer experience through well-trained and motivated staff who exhibit Surrey values.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£24.1m)	(£23.5m)	(£25.3m)	(£28.3m)	(£27.1m)	(£28.7m)
Expenditure	£84.0m	£82.9m	£85.2m	£88.0m	£87.3m	£89.7m
% Year Change		-1.3%	2.8%	3.3%	-0.1%	2.7%

Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Fire Stations & Appliances	£6.3m	£7.5m	£4.9m	£1.4m	£2.0m	£22.2m
Libraries	£1.2m		£1.2m			£1.2m
Other	£0.6m	£0.4m	£0.4m	£0.4m	£0.4m	£3.3m
Total Capital costs	£8.1m	£7.9m	£6.5m	£1.8m	£2.4m	£26.7m

Financial Commentary

- 4.1. The Directorate faces pressures of £8.5m over the five year planning period, predominately due to expected inflation of £7.5m which need to be covered by efficiency actions. There are no significant volume changes expected. In addition there are expected increases in grant funded Fire pension expenditure of £3.5m. Savings of £4.1m are planned over the five year period.
- 4.2. The Fire Service is continuing to implement the Public Safety Plan on a phased basis and the budget has been rebased upon an improved understanding of service pressures and changes to the timing at which savings are assessed as achievable, and to also reflect expected grant funded Fire pension increases. In response to the West Sussex withdrawal from Horley Fire Station, £0.13m has been included to allow for a temporary solution pending the results of the consultation on fire cover within the area. A one off allocation of £0.4m for the innovative contingency crewing pilot and funding of £0.4m over two years for interim arrangements to facilitate property rationalisations have also been added. There are planned savings of £2.4m resulting from property rationalisations linked to capital investment, £0.5m from implementing staff agency arrangements and additional income generation of £0.7m. Contributions to the Fire Vehicle and Equipment Replacement Reserve reduce by £2.0m over a four year period, as a result of expenditure being funded by government grant, which has helped to fund overall pressures.
- 4.3. Across the rest of Customers and Communities, planned savings and increased income of £1.3m from the previous MTFP remain on track as planned. Additional budget of £0.4m has been added to fund a team to aid economic growth building upon the Olympic Legacy. The Community Infrastructure Fund, used to award grants to community groups has been increased by £0.3m in 2013/14.

Presentation of financial information

- 4.4. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more income and provide further transparency on the directorate's finances.
- 4.5. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 4.6. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(10,727)	(10,658)	(12,274)	(14,900)	(13,284)	(14,512)
Other bodies grants	(3,009)	(2,923)	(2,975)	(3,033)	(3,091)	(3,149)
Fees & charges	(9,273)	(9,135)	(9,230)	(9,325)	(9,422)	(9,519)
Joint working income		(280)	(283)	(286)	(289)	(292)
Reimbursement & recovery of costs	(1,114)	(531)	(554)	(791)	(1,063)	(1,223)
Other income	(13,396)	(12,869)	(13,042)	(13,435)	(13,865)	(14,183)
Total income	(24,123)	(23,529)	(25,316)	(28,335)	(27,149)	(28,695)
Expenditure:						
Staffing	57,043	57,323	58,350	58,310	58,943	59,358
Premises	390	390	399	408	418	427
Supplies and services	8,000	7,822	7,594	7,740	7,899	8,560
Transport	1,591	1,583	1,615	1,652	1,688	1,724
Service provision	16,952	15,759	17,258	19,898	18,362	19,605
Non pay	26,933	25,554	26,866	29,698	28,367	30,316
Total expenditure	83,976	82,877	85,216	88,008	87,310	89,674
Net budget supported by Council Tax, general government grants and reserves	59,853	59,350	59,900	59,673	60,161	60,979

	2012/13	2013/14
FTE's	1,535 ¹⁰	1,507

¹⁰ 2012/13 FTE restated to include some Fire staff previously omitted

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Policy Summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Surrey Fire & Rescue						
Fire Fighting & Rescue Operations	27,871	27,186	27,325	26,687	26,708	26,500
Pension Fund	4,124	4,014	4,094	4,022	4,016	3,940
Support Functions	1,663	2,968	3,016	2,851	2,653	3,069
Community Fire Safety	1,194	1,155	1,178	1,202	1,226	1,250
Fire Service Emergency Planning	106	248	253	258	263	269
Total Surrey Fire & Rescue	34,958	35,571	35,866	35,020	34,866	35,028
Cultural Services						
Libraries	9,935	10,013	10,234	10,461	10,690	10,927
Surrey Arts	487	484	543	594	657	721
Heritage	1,402	1,380	1,415	1,450	1,487	1,524
Adult & Community Learning	(847)	(846)	(812)	(776)	(739)	(702)
Registration & Nationality Service	(307)	(510)	(498)	(485)	(472)	(458)
Legacy	0	400	408	416	425	433
County Coroner	1,054	1,075	1,098	1,121	1,145	1,170
Supporting Cultural Services	185	188	191	195	199	203
Total Cultural Services	11,909	12,184	12,579	12,976	13,392	13,818
Customer Services	4,086	3,936	4,014	4,097	4,181	4,264
Trading Standards	1,983	2,016	2,060	2,104	2,149	2,197
Community Partnership & Safety						
Community Partnerships	1,068	1,006	1,026	1,046	1,067	1,089
Member Allocations	1,009	1,043	1,065	1,089	1,113	1,137
Community Improvement Fund	0	1,000	750	750	750	750
Community Safety	681	427	436	445	454	464
Total Community Partnerships	2,758	3,476	3,277	3,330	3,384	3,440
Directorate Support						
Directorate Support	2,443	2,167	2,104	2,146	2,189	2,232
Cultural Development	1,716	0	0	0	0	0
Total Directorate Support	4,159	2,167	2,104	2,146	2,189	2,232
Total net budget	59,853	59,350	59,900	59,673	60,161	60,979

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Fire Service	(10,470)	(10,181)	(11,849)	(14,760)	(13,466)	(14,904)
Cultural Services	(13,023)	(12,808)	(12,923)	(13,023)	(13,123)	(13,223)
Customer Services	(73)	(74)	(74)	(75)	(76)	(77)
Trading Standards	(557)	(464)	(470)	(477)	(484)	(491)
Community Partnership & Safety	0	0	0	0	0	0
Directorate Support	0	0	0	0	0	0
	(24,123)	(23,527)	(25,316)	(28,335)	(27,149)	(28,695)
<u>Expenditure budget by service:</u>						
Fire Service	45,428	45,752	47,715	49,780	48,332	49,932
Cultural Services	24,932	24,992	25,502	25,999	26,515	27,041
Customer Services	4,159	4,010	4,088	4,172	4,257	4,341
Trading Standards	2,540	2,480	2,530	2,581	2,633	2,688
Community Partnership & Safety	2,758	3,476	3,277	3,330	3,384	3,440
Directorate Support	4,159	2,167	2,104	2,146	2,189	2,232
	83,976	82,877	85,216	88,008	87,310	89,674
Customer & Communities	59,853	59,350	59,900	59,673	60,161	60,979

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	59,853	59,350	59,900	59,673	60,161	59,853
Income changes	597	-1,792	-3,017	1,186	-1,546	-4,572
Expenditure changes:						
Pressures & changes	559	2,431	4,340	-93	2,572	9,809
Savings & reductions	-1,659	-89	-1,550	-605	-208	-4,111
	-1,100	2,342	2,790	-698	2,364	5,698
Revised budget	59,350	59,900	59,673	60,161	60,979	60,979

Detailed budget movement by year	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Income changes							
Income virements	1,070	-7	-7	-8	-7	1,041	
Income inflation	-242	-152	-153	-158	-163	-868	
Government grant movements	69	-1,616	-2,626	1,616	-1,228	-3,785	
Income generation for Fire Service		-17	-231	-264	-148	-660	
Cultural services increased income	-300					-300	
Total income changes	597	-1,792	-3,017	1,186	-1,546	-4,572	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Pressures and changes							
<u>Expenditure changes</u>							
Virements	-1,842	7	7	8	7	-1,813	
Grant funded fire pension expenditure	-308	1,572	2,626	-1,616	1,228	3,502	
Total changes	-2,150	1,579	2,633	-1,608	1,235	1,689	
<u>Service pressures:</u>							
Inflation	1,287	1,498	1,536	1,540	1,559	7,420	
Reflect grant funded expenditure	405	26				431	
Olympic legacy	400					400	
Fire Service pressures	525	-400	200		-200	125	
Member Allocations - additional ward	13					13	
Community Improvement Fund - additional allocation	250	-250				0	
Remove Customer Services PVR staffing	-148					-148	
Remove 2012-13 Jubilee funding	-40					-40	
Other	17	-22	-29	-25	-22	-81	
Total pressures	2,709	852	1,707	1,515	1,337	8,120	
Total pressures and changes	559	2,431	4,340	-93	2,572	9,809	
Savings							
Reconfigure fire stations			-1,050	-605	-708	-2,363	A
Fire staffing agency arrangements			-500			-500	A
Fire - reduced contribution to vehicle and equipment replacement reserve	-500				500	0	G
Directorate Support reductions	-305	-107				-412	G
Transfer of Community Safety Grant to Police and Crime Commissioner (PCC)	-402					-402	G
Changes to grant funded music expenditure	-166	18				-148	G
"2012 Team" integration	-136					-136	G
Cultural Services	-102					-102	G
Customer Services	-40					-40	G
Other	-8					-8	G
Total savings	-1,659	-89	-1,550	-605	-208	-4,111	
Income and expenditure savings risk analysis							
Amber	0	0	-1,550	-605	-708	-2,863	
Green	-1,659	-89	0	0	500	-1,248	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Annual Service Activity

Surrey Fire and Rescue

- 24 Fire stations (15 whole time, 7 retained and 2 variable)
- Attended over 10,000 incidents
- 1,825 false alarms due to automatic detection devices
- Attended 134 calls to malicious false alarms
- 550 accidental dwelling fires
- 900 deliberate fires (excluding vehicles)
- 140 deliberate fires in vehicles
- 11,500 attendees to Safe Drive Stay Alive events
- 4,800 Home Fire Safety Visits completed

Customer Services

- 550,000 calls to the Contact Centre
- 7.7 million visits to the Surrey County Council website

Trading Standards

- 450 members of the Buy with Confidence approved trader scheme
- 125 members of the Eat Out Eat Well scheme
- £200,000 saved to local consumers by interventions to detect, tackle and eliminate rogue traders, illegal, unfair and unsafe trading practices
- 300 test purchases made for under-age alcohol and age-restricted products
- 800 Animal health and welfare visits to farms and livestock keepers
- 270 food samples taken
- 80,000 Supasticker packs distributed

Cultural Services

Libraries

- Network consists of 53 public libraries, including 3 Community Partnered Libraries, with a further 7 planned
- Open for 1,973 hours per week
- 203,000 active borrowers
- 4 million physical visits
- 3.8 million virtual visits
- 5.7 million stock issues

Surrey Arts

- 8,500 registered users for instrument/vocal music tuition and membership of groups/ensembles
- 6,400 Key Stage 2 pupils receiving tuition

Adult and Community Learning

- 7 Learning Centres in North and South West Surrey
- Over 19,000 enrolments, including 1,300 Family learning enrolments

Heritage

- 21,000 visits to the History Centre
- Almost 6 miles of archive shelving
- Undertook 70 archaeological projects
- Advised on 900 planning applications

Registration and Nationality Service

- Registered 23,000 births and deaths
- Registered 8,500 notices of marriage and civil partnership
- Conferred 2,300 citizens
- Conducted 3,600 marriages and civil partnerships
- Produced 125,000 copies of birth, death, marriage and civil partnership certificates

County Coroner

- 4,300 new case referrals
- 300 inquest

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Capital budget

Scheme						Capital Profiling	
	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	
Recurring programmes							
Fire vehicles & equipment reserve	1,652	2,284	1,190	1,368	2,018	8,512	
Local Committee allocation	385	385	385	385	385	1,925	
Sub total	2,037	2,669	1,575	1,753	2,403	10,437	
Total capital expenditure of C&C managed scheme							
	2,037	2,669	1,575	1,753	2,403	10,437	
Projects (schemes managed by Business Services)							
Cultural Services	150		1,250			1,400	
Fire Station reconfiguration	2,000	4,500	3,500			10,000	
Fire Stations minor works	200	200	200			600	
Guildford Fire Station	2,530					2,530	
Merstham Library	1,200					1,200	
Fire training tower replacement		500				500	
Schemes managed by Business services	6,080	5,200	4,950	0	0	16,230	
Total capital expenditure	8,117	7,869	6,525	1,753	2,403	26,667	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Fire Service

Head of Service: Russell Pearson

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
UK Government grants	(7,077)	(7,148)	(8,746)	(11,372)	(9,756)	(10,984)
Other bodies grants	(2,476)	(2,441)	(2,488)	(2,536)	(2,585)	(2,635)
Fees & charges	(190)	(108)	(109)	(110)	(111)	(113)
Joint working income	0	(280)	(283)	(286)	(289)	(292)
Reimbursement & recovery of costs	(727)	(204)	(223)	(456)	(725)	(880)
Other income	(3,393)	(3,033)	(3,103)	(3,388)	(3,710)	(3,920)
Total income	(10,470)	(10,181)	(11,849)	(14,760)	(13,466)	(14,904)

Expenditure

Staffing	28,003	28,565	29,136	28,523	28,574	28,394
Premises	42	40	41	42	43	44
Supplies and services	2,900	2,943	2,615	2,664	2,713	3,264
Transport	904	871	889	909	929	949
Service provision	13,579	13,333	15,034	17,642	16,073	17,281
Non Pay	17,425	17,187	18,579	21,257	19,758	21,538
Total expenditure	45,428	45,752	47,715	49,780	48,332	49,932

Net budget	34,958	35,571	35,866	35,020	34,866	35,028
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Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Fire Fighting & Rescue Operations	27,871	27,186	27,325	26,687	26,708	26,500
Pension Fund	4,124	4,014	4,094	4,022	4,016	3,940
Support Functions	1,663	2,968	3,016	2,851	2,653	3,069
Community Fire Safety	1,194	1,155	1,178	1,202	1,226	1,250
Fire Service Emergency Planning	106	248	253	258	263	269
Net budget	34,958	35,571	35,866	35,020	34,866	35,028

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Cultural Services

Head of Service: Peter Milton

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
UK Government grants	(3,650)	(3,510)	(3,528)	(3,528)	(3,528)	(3,528)
Other bodies grants	(368)	(315)	(319)	(324)	(329)	(333)
Fees & charges	(8,789)	(8,815)	(8,906)	(8,998)	(9,091)	(9,185)
Reimbursement & recovery of costs	(216)	(168)	(170)	(173)	(175)	(177)
Other income	(9,373)	(9,298)	(9,395)	(9,495)	(9,595)	(9,695)
Total income	(13,023)	(12,808)	(12,923)	(13,023)	(13,123)	(13,223)

Expenditure

Staffing	19,357	19,410	19,786	20,170	20,561	20,960
Premises	345	350	358	366	374	382
Supplies and services	4,511	4,359	4,448	4,533	4,630	4,727
Transport	603	628	641	656	670	685
Service provision	116	245	269	274	280	287
Non Pay	5,575	5,582	5,716	5,829	5,954	6,081
Total expenditure	24,932	24,992	25,502	25,999	26,515	27,041

Net budget

11,909	12,184	12,579	12,976	13,392	13,818
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Policy Budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Libraries	9,935	10,013	10,234	10,461	10,690	10,927
Surrey Arts	487	484	543	594	657	721
Heritage	1,402	1,380	1,415	1,450	1,487	1,524
Adult & Community Learning Registration & Nationality Service	(847)	(846)	(812)	(776)	(739)	(702)
Legacy	(307)	(510)	(498)	(485)	(472)	(458)
County Coroner	0	400	408	416	425	433
Supporting Cultural Services	1,054	1,075	1,098	1,121	1,145	1,170
	185	188	191	195	199	203
Net budget	11,909	12,184	12,579	12,976	13,392	13,818

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Customer Services

Head of Service: Mark Irons

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Reimbursement & recovery of costs	(73)	(74)	(74)	(75)	(76)	(77)
Other income	(73)	(74)	(74)	(75)	(76)	(77)
Total income	(73)	(74)	(74)	(75)	(76)	(77)
Expenditure						
Staffing	3,944	3,941	4,019	4,100	4,182	4,265
Premises	3	0	0	0	1	1
Supplies and services	204	137	139	143	146	149
Transport	8	8	8	9	9	9
Service provision	0	(76)	(78)	(80)	(81)	(83)
Non Pay	215	69	69	72	75	76
Total expenditure	4,159	4,010	4,088	4,172	4,257	4,341
Net budget	4,086	3,936	4,014	4,097	4,181	4,264

Policy Budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Customer Services	4,086	3,936	4,014	4,097	4,181	4,264
Net budget	4,086	3,936	4,014	4,097	4,181	4,264

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Trading Standards

Head of Service: Steve Ruddy

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Other bodies grants	(164)	(167)	(170)	(174)	(177)	(181)
Fees & charges	(294)	(212)	(214)	(216)	(219)	(221)
Reimbursement & recovery of costs	(99)	(85)	(86)	(87)	(88)	(89)
Other income	(557)	(464)	(470)	(477)	(484)	(491)
Total income	(557)	(464)	(470)	(477)	(484)	(491)
Expenditure						
Staffing	2,244	2,178	2,222	2,266	2,311	2,358
Supplies and services	243	248	253	259	265	272
Transport	52	53	54	55	56	57
Service provision	1	1	1	1	1	1
Non Pay	296	302	308	315	322	330
Total expenditure	2,540	2,480	2,530	2,581	2,633	2,688
Net budget	1,983	2,016	2,060	2,104	2,149	2,197

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Trading Standards	1,983	2,016	2,060	2,104	2,149	2,197
Net budget	1,983	2,016	2,060	2,104	2,149	2,197

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Community Partnership & Safety Team

Head of Service: Jane Last

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Total income	0	0	0	0	0	0
Expenditure						
Staffing	998	1,130	1,153	1,176	1,199	1,223
Supplies and services	70	72	74	75	77	79
Transport	17	18	18	18	19	19
Service provision	1,673	2,256	2,032	2,061	2,089	2,119
Non Pay	1,760	2,346	2,124	2,154	2,185	2,217
Total expenditure	2,758	3,476	3,277	3,330	3,384	3,440
Net budget	2,758	3,476	3,277	3,330	3,384	3,440

Policy Budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Community Partnerships	1,068	1,006	1,026	1,046	1,067	1,089
Member Allocations	1,009	1,043	1,065	1,089	1,113	1,137
Community Improvement Fund	0	1,000	750	750	750	750
Community Safety	681	427	436	445	454	464
Net budget	2,758	3,476	3,277	3,330	3,384	3,440

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Directorate Support

Interim Head of Service: Mark Irons

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Total income	0	0	0	0	0	0
Expenditure						
Staffing	2,497	2,099	2,034	2,075	2,116	2,158
Supplies and services	72	63	65	66	68	69
Transport	7	5	5	5	5	5
Service provision	1,583	0	0	0	0	0
Non Pay	1,662	68	70	71	73	74
Total expenditure	4,159	2,167	2,104	2,146	2,189	2,232
Net budget	4,159	2,167	2,104	2,146	2,189	2,232

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Directorate Support	2,443	2,167	2,104	2,146	2,189	2,232
Cultural Development	1,716	0	0	0	0	0
Net budget	4,159	2,167	2,104	2,146	2,189	2,232

One County One Team: Surrey County Council

Environment & Infrastructure

Lead Cabinet Members



John Furey,
Transport and Environment



Peter Martin,
Deputy Leader



Trevor Pugh,
Strategic Director

Cabinet Members:

Kay Hammond (Community Safety), Tony Samuels (Assets and Regeneration Programmes)

Leadership Team



Ian Boast, Assistant Director Environment; Iain Reeve, Assistant Director Economy, Transport and Planning; Jason Russell, Assistant Director Highways

What is our vision for 2017?

“A leading and sustainable economy, a safe and attractive environment in our towns and countryside, and better roads, transport and communications networks”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Environment and Infrastructure will remain focused on ensuring that by 2017:

- Surrey will benefit from ‘smart’ economic growth and full employment based on ‘knowledge’ industries.
- Places in Surrey are more attractive and benefit from strategic infrastructure investment.
- Surrey’s natural environment will be more diverse, better protected, and managed sustainably.
- Residents will know that Surrey’s roads are well maintained, with clear priorities for asset investment.
- Residents will benefit from a choice of sustainable travel options with predictable journey times.
- Little or no ‘waste’ will be produced – waste products will be recycled or re-processed for economic benefit.

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

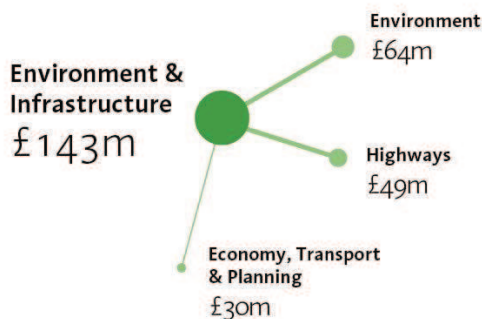
- Support economic growth.
- Secure external investment and funding to improve infrastructure and services including the Basingstoke Canal
- Invest in schemes to reduce costs and carbon impact for the Council and Surrey residents and businesses.
- Repair road defects and deliver existing schemes within specified timescales and to budget.
- Deliver the Highways Improvement Plan.
- Have more people cycling, more safely, more often Improve recycling performance so that it is consistent with the SE7 Value Improvement Plan
- Construct the Eco Park by 2015
- Improve the way that the countryside is managed through more effective partnership working and ensuring that it is financially sustainable

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£11.0m)	(£17.4m)	(£15.5m)	(£13.2m)	(£13.4m)	(£13.7m)
Expenditure	£135.5m	£142.8m	£145.6m	£142.7m	£146.2m	£150.8m
% Year Change		5.3%	2.0%	-2.0%	2.5%	2.7%

Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013/18
Highways and other associated structures	£32.3m	£31.1m	£29.6m	£29.6m	£29.5m	£152.1m
Other Highway and Transport Improvements	£10.4m	£10.5m	£10.3m	£11.7m	£11.8m	£54.7m
Walton Bridge	£4.0m	£0.4m	£0.0m	£0.0m	£0.0m	£4.4m
Waste, Economy and Other	£3.9m	£1.7m	£1.7m	£1.7m	£1.2m	£10.2m
Total Capital costs	£50.6m	£43.9m	£41.6m	£43.0m	£42.5m	£221.4m

2013/14 budget

- 5.1. Environment & Infrastructure faces pressures and growth of £4.1m in 2013/14 (net of funding changes), primarily inflation of £4.6m across all budgets including waste disposal, highways and local bus contracts. Two additional pressures are anticipated – the cost of replacing bus services previously operated by Countryliner (£0.3m) and costs of operating the concessionary fares travel scheme for the elderly and disabled (£0.5m) due to increased patronage and fares. A one off sum of £0.75m has been added to continue funding for apprenticeships.
- 5.2. These pressures are offset by planned savings of £3.2m in 2013/14 (in addition to £10.6m expected to be made in 2012/13). These include savings from the ongoing “one team” organisational review (£1m), contract reviews (£0.8m), waste disposal (£0.6m) and savings from PVRs and the bus review (£0.4m). In addition a number of one-off savings will be made in 2013/14 while medium term strategies for delivering further sustainable savings are developed. These one off savings include use of accumulated parking income of £2.6m (shown as a funding change) and other one off reductions to spend of £0.2m including ensuring that one-off grants are fully utilised against planned expenditure and that the Surrey Growth Fund budget remains at the level budgeted in the current year (2012/13). Where possible the impacts of these reductions will be mitigated through the use of income or developer money.

2013-18 budget

- 5.3. Over the 5 year period to 2017/18 Environment & Infrastructure faces pressures and growth of £18.8m (net of funding changes), primarily inflation of £25m across the Directorate, offset by the reversal of one-off or time-limited grant expenditure and prior year funding. Work is ongoing to finalise the waste disposal contract variation and to take account of waste volume changes, and at this stage financial impacts are unclear and are therefore not reflected in this budget.
- 5.4. Over the same period savings of £6.9m are planned, plus one-off savings of £2.8m (including additional income) during 2013/14 explained above. Savings in Highways will rise to £2.5m, with additional income of £0.9m, by 2017/18 through measures including collaboration with SE7 partners, reducing insurance risks, improved management and recycling of waste materials and moving from reactive to planned maintenance. Environment will make savings of £1.7m by 2017/18 including by extracting value from recycled materials, reducing reliance on specialist advisors, reducing spend on waste minimisation and reviewing and reducing countryside expenditure. Savings will also be made through the one team organisational review (£1.8m) and review of bus services (£0.3m) and contract costs (£0.4m).
- 5.5. Further waste disposal efficiencies are planned in the medium term, in collaboration with partners across the Surrey Waste Partnership and SE7, by adopting a more consistent and efficient approach to disposal and recycling and taking advantage of new technologies and business models.

Presentation of financial information

- 5.6. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on the directorate’s finances.
- 5.7. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 5.8. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(1,033)	(3,528)	(3,692)	(1,053)	(1,053)	(1,053)
Fees & charges	(3,893)	(7,096)	(4,772)	(4,889)	(5,010)	(5,134)
Joint working income	(3,602)	(4,037)	(4,123)	(4,215)	(4,308)	(4,404)
Reimbursement & recovery of costs	(2,449)	(2,748)	(2,939)	(3,008)	(3,079)	(3,151)
Other income	(9,944)	(13,881)	(11,834)	(12,112)	(12,397)	(12,689)
Total income	(10,977)	(17,409)	(15,526)	(13,165)	(13,450)	(13,742)
Expenditure:						
Staffing	22,355	21,667	21,404	21,460	21,770	21,456
Premises	12	13	13	13	14	14
Supplies and services	4,412	6,030	4,620	3,686	3,771	3,857
Transport	10,764	10,333	10,527	10,435	10,573	10,593
Service provision	97,983	104,761	109,024	107,148	110,055	114,277
Non pay	113,171	121,137	124,184	121,282	124,413	128,741
Total expenditure	135,526	142,804	145,588	142,742	146,183	150,197
Net budget supported by Council Tax, general government grants and reserves	124,549	125,395	130,062	129,577	132,733	136,455

	2012/13 ¹¹	2013/14
FTE's	542	524

¹¹ 2012/13 FTEs have been restated following the directorate restructuring. Figures include additional posts funded through grant or income.

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Environment						
Waste Management and Reduction	53,269	56,530	57,422	55,182	56,009	58,270
Countryside	2,634	2,585	2,641	2,699	2,559	2,615
Sustainability	1,363	850	873	896	920	943
Environment - Management and Other Costs	1,278	1,381	1,409	1,437	1,467	1,496
Environment Subtotal	58,544	61,346	62,345	60,214	60,955	63,324
Economy, Transport & Planning						
Travel and Transport	18,399	18,565	19,530	20,467	21,437	22,440
Planning and Development Strategy	2,496	2,446	2,476	2,526	2,576	2,628
Economy, Transport & Planning - Management and Other Costs	1,716	3,278	2,688	2,746	2,804	2,864
	210	218	222	226	231	236
ETP Subtotal	22,821	24,507	24,916	25,965	27,048	28,168
Highways						
Roads	5,180	4,818	4,441	4,110	4,266	4,278
Environmental Maintenance	2,668	2,782	2,882	2,991	3,105	3,223
Signs and Lines	2,150	1,306	1,353	1,405	1,458	1,514
Bridges and Structures	1,064	1,036	1,073	1,114	1,156	1,180
Drainage	2,174	2,008	2,080	2,160	2,242	2,287
Winter Service and Safety Barriers	2,602	2,694	2,791	2,897	3,007	3,081
Street Lighting and Furniture	13,581	14,859	16,222	17,104	17,738	18,425
Local Schemes	3,615	3,263	3,381	3,509	3,643	3,781
Parking	266	(2,424)	185	196	208	219
Traffic Signals	715	826	843	862	881	900
Highways - Staffing and Other Costs	8,823	8,715	7,820	8,030	8,244	7,712
Highways Subtotal	42,838	39,883	43,071	44,378	45,948	46,600
Directorate Costs						
Directorate Costs and Savings (to be allocated)	346	(341)	(270)	(980)	(1,218)	(1,637)
Total net budget	124,549	125,395	130,062	129,577	132,733	136,455

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Environment	(2,480)	(2,955)	(3,017)	(3,084)	(3,152)	(3,223)
Highways	(5,054)	(9,132)	(6,940)	(7,080)	(7,225)	(7,374)
Economy, Transport & Planning	(3,443)	(5,322)	(5,569)	(3,001)	(3,073)	(3,145)
Directorate costs & savings (to be allocated)						
	(10,977)	(17,409)	(15,526)	(13,165)	(13,450)	(13,742)
<u>Expenditure budget by service:</u>						
Environment	61,024	64,301	65,362	63,298	64,107	66,547
Highways	47,892	49,015	50,011	51,458	53,173	53,974
Economy, Transport & Planning	26,264	29,829	30,485	28,966	30,121	31,313
Directorate costs & savings (to be allocated)	346	(341)	(270)	(980)	(1,218)	(1,637)
	135,526	142,804	145,588	142,742	146,183	150,197
Environment & Infrastructure	124,549	125,395	130,062	129,577	132,733	136,455

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	124,549	125,395	130,062	129,577	132,733	124,549
Funding changes	-6,432	1,828	1,860	-296	-304	-3,344
Expenditure changes:						
Pressures & changes	10,486	5,087	-2,222	3,770	5,026	22,147
Savings & reductions	-3,208	-2,248	-123	-318	-1,000	-6,897
	7,278	2,839	-2,345	3,451	4,026	15,250
Revised budget	125,395	130,062	129,577	132,733	136,455	136,455

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Total movement by year	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Funding changes							
Movement in grants	-2,495	-164	2,639			-20	
Income savings							
One-off - Parking income	-2,600	2,600				0	
Parking review	-100					-100	
Highways – income	-20	-280	-500			-800	
Increased fees and charges - offset by expenditure	-1,019	-21				-1,040	
Income Inflation	-198	-307	-279	-296	-304	-1,384	
Total funding changes	-6,432	1,828	1,860	-296	-304	-3,344	
Pressures & changes							
<u>Expenditure changes:</u>							
Virements	1,528	800	274	-15		2,587	
Road safety budget carry forward	-321	0	0	0		-321	
Highway local allocation budget carry forward	-400	0	0	0		-400	
Total expenditure changes	807	800	274	-15	0	1,866	
<u>Service pressures:</u>							
Inflation	4,636	5,601	4,951	5,187	5,026	25,401	
Waste management pressures	2,285	-749	-4,808	-1,402		-4,674	
Highways improvements (completion of 2011/12 & 2012/13 years temporary increase) ¹	-2,000	0	0	0		-2,000	
Grant expenditure	2,191	164	-2,639	0	0	-284	
Local bus subsidy	344	0	0	0		344	
Concessionary fares	454	0	0	0		454	
One-off apprenticeships	750	-750				0	
Increased expenditure offset by fees & charges	1,019	21				1,040	
Total service pressures	9,679	4,287	-2,496	3,785	5,026	20,281	
Total pressures	10,486	5,087	-2,222	3,770	5,026	22,147	
Savings							
PVR savings - Waste	-19					-19	G
PVR savings - Countryside	-125					-125	A
"One Team" organisation review	-975	-496	-229	-118		-1,818	A
Bus provision review	-261					-261	G
S106/CIL staff recharges	0	-100				-100	A
LSTF grant - staff recharges	-20		-144			-164	A
Reduced waste minimisation & policing	-300					-300	G
Reduced reliance on specialist advisors for waste disposal	0	-360	-50			-410	G
Materials value approach to recycling	-300	-100				-400	G
Contract reviews	-800	-100	300			-600	A
Highways -efficiency	-188	-1,312			-1,000	-2,500	A
Countryside Review				-200		-200	A
One-off - Community transport reduction	-100	100				0	A
One-off - reduce Surrey Growth Fund	-120	120				0	G
Total savings	-3,208	-2,248	-123	-318	-1,000	-6,897	
Savings Risk Analysis							
Amber	-2,208	-1,908	-73	-318	-1,000	-5,507	
Green	-1,000	-340	-50	0	0	-1,390	

Annual Service Activity

Environment

2013/14 Estimate

Annual cost of waste disposal in Surrey per household	£89.85
Tonnes of household waste disposed per year	518,700
Tonnes of household waste recycled, reused or composted	319,400
Tonnes of household waste sent to landfill	84,300
Tonnes of household waste sent to recovery	115,000
Number of Community Recycling Centres	15
Tonnes of household waste collected at Community Recycling Centres	132,400
Number of Refuse Transfer Stations	4
Number of students trained to cycle safely	11,600
Length of rights of way legally protected and maintained (km)	3,300
Annual cost of managing the countryside estate per hectare	£241.80
Area of countryside estate managed by the Surrey Wildlife Trust (hectares)	4,000

Highways

Number of traffic signal junctions maintained	265
Number of signalled pedestrian crossings maintained	348
Number of variable travel message signs	106
Number of vehicle activated signs	552
Annual cost of highway maintenance per km of road 1	£3,258.85
Length of principal roads (km)	660
Length of non-principal roads (km)	1,000
Length of unclassified roads (km)	3,200
Length of footway (km)	5,000
Length of safety barriers (km)	100
Area of grass verges (sq km)	21
Length of cycle routes (km)	800
Number of highway trees	2,000,000
Number of highway gullies	170,700
Number of highway defects fixed in 2011/12	85,000
Number of street lights	86,300
Number of illuminated signs and bollards	23,000
Number of non-illuminated signs	100,000
Number of structures (incl. bridges, footbridges, culverts, etc.)	1,700

Economy, Transport & Planning

Number of bus passenger journeys	29,200,000
Number of bus passenger journeys subsidised	16,200,000
Number of bus passenger journeys made with concessionary fares passes	7,600,000
Cost per bus journey subsidised	£0.51
Cost per bus journey made with a concessionary fares pass	£1.00
Number of children transported to mainstream schools	8,500
Number of children transported with special needs	2,500
Number of safety camera offences processed	51,100
Number of speed awareness course completions	17,600
Number of planning applications reviewed by Transport Development Planning	15,300
Number of the above involving detailed assessment	1,400
Number of mineral and waste planning applications processed	90
Number of SCC planning applications processed (own development)	75

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Recurring programmes						
Highway maintenance	28,634	27,592	26,018	26,018	26,018	134,280
Bridge strengthening	2,076	1,956	1,956	1,956	1,956	9,900
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	4,000	4,000	4,000	4,000	20,000
Maintenance at closed landfill sites	100	100	100	100	100	500
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Economic regeneration projects	1,000	1,000	1,000	1,000	1,000	5,000
Sub total	37,677	36,515	34,941	34,941	34,941	179,015
Projects						
Walton Bridge-ring fenced grant	4,004	444				4,448
Local sustainable transport fund grant	500	50				550
Local sustainable transport fund grant (large bid)	3,844	3,335				7,179
Safe cycling initiatives ¹²	2,202					2,202
CIL funded schemes ¹³	150	1,230	4,420	5,780	5,940	17,520
S.106 funded schemes ¹⁴	1,700	1,700	1,700	1,700	1,700	8,500
	12,400	6,759	6,120	7,480	7,640	40,399
Total capital expenditure managed by E&I	50,077	43,274	41,061	42,421	42,581	219,414
Other Projects (held within Business Services)						
Basingstoke Canal Improvements	500	500	500	500		2,000
Schemes managed by Business Services	500	500	500	500	0	2,000
Total capital expenditure	50,577	43,774	41,561	42,921	42,581	221,414

Notes:

General - Carry-forwards and re-profiling adjustments to the existing capital programme will be reported at year-end outturn

¹² Safe Cycling spend will be linked to relevant capital grants which have not yet been announced

¹³ The Community Infrastructure Levy values are estimated amounts that reflect indicative funding levels for these schemes

¹⁴ The Section 106 scheme values are estimated amounts that reflect indicative funding levels for these schemes

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Environment

Head of Service: Ian Boast

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(373)	(678)	(678)	(678)	(678)	(678)
Fees & charges	(825)	(1,297)	(1,338)	(1,382)	(1,428)	(1,475)
Joint working income	(763)	(452)	(462)	(472)	(482)	(493)
Reimbursement & recovery of costs	(519)	(528)	(539)	(552)	(564)	(577)
Other income	(2,107)	(2,277)	(2,339)	(2,406)	(2,474)	(2,545)
Total income	(2,480)	(2,955)	(3,017)	(3,084)	(3,152)	(3,223)
Expenditure						
Staffing	5,077	5,065	5,166	5,269	5,375	5,481
Premises	12	13	13	13	14	14
Supplies and services	940	1,119	782	749	766	783
Transport	124	125	128	131	134	137
Service provision	54,871	57,979	59,273	57,136	57,818	60,132
Non Pay	55,947	59,236	60,196	58,029	58,732	61,066
Total expenditure	61,024	64,301	65,362	63,298	64,107	66,547
Net budget	58,544	61,346	62,345	60,214	60,955	63,324

Policy Budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Waste Management and Reduction	53,269	56,530	57,422	55,182	56,009	58,270
Countryside	2,634	2,585	2,641	2,699	2,559	2,615
Sustainability	1,363	850	873	896	920	943
Environment - Management and Other Costs	1,278	1,381	1,409	1,437	1,467	1,496
Net budget	58,544	61,346	62,345	60,214	60,955	63,324

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Highways

Head of Service: Jason Russell

Income & Expenditure budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
UK Government grants	0	(375)	(375)	(375)	(375)	(375)
Fees & charges	(1,979)	(4,469)	(2,057)	(2,100)	(2,143)	(2,189)
Joint working income	(1,831)	(3,367)	(3,438)	(3,514)	(3,591)	(3,670)
Reimbursement & recovery of costs	(1,245)	(921)	(1,070)	(1,093)	(1,116)	(1,140)
Other income	(5,054)	(8,757)	(6,565)	(6,707)	(6,851)	(6,999)
Total income	(5,054)	(9,132)	(6,940)	(7,082)	(7,225)	(7,374)
<u>Expenditure</u>						
Staffing	10,380	10,430	10,438	10,647	10,860	10,327
Supplies and services	2,013	1,398	928	948	968	990
Transport	1,323	887	883	911	940	970
Service provision	34,176	36,300	37,762	38,954	40,405	41,687
Non Pay	37,512	38,585	39,573	40,813	42,313	43,647
Total expenditure	47,892	49,015	50,011	51,460	53,173	53,974
Net budget	42,838	39,883	43,071	44,378	45,948	46,600
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Roads	5,180	4,818	4,441	4,110	4,266	4,278
Environmental Maintenance	2,668	2,782	2,882	2,991	3,105	3,223
Signs and Lines	2,150	1,306	1,353	1,405	1,458	1,514
Bridges and Structures	1,064	1,036	1,073	1,114	1,156	1,180
Drainage	2,174	2,008	2,080	2,160	2,242	2,287
Winter Service and Safety Barriers	2,602	2,694	2,791	2,897	3,007	3,081
Street Lighting and Furniture	13,581	14,859	16,222	17,104	17,738	18,425
Local Schemes	3,615	3,263	3,381	3,509	3,643	3,781
Parking	266	(2,424)	185	196	208	219
Traffic Signals	715	826	843	862	881	900
Highways - Staffing and Other Costs	8,823	8,715	7,820	8,030	8,244	7,712
Net budget	42,838	39,883	43,071	44,378	45,948	46,600

One County One Team: Surrey County Council – Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Economy, Transport and Planning

Head of Service: Iain Reeve

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(660)	(2,475)	(2,639)	0	0	0
Fees & charges	(1,090)	(1,330)	(1,377)	(1,408)	(1,439)	(1,470)
Joint working income	(1,008)	(218)	(223)	(229)	(235)	(241)
Reimbursement & recovery of costs	(685)	(1,299)	(1,330)	(1,364)	(1,399)	(1,434)
Other income	(2,783)	(2,847)	(2,930)	(3,001)	(3,073)	(3,145)
Total income	(3,443)	(5,322)	(5,569)	(3,001)	(3,073)	(3,145)
Expenditure						
Staffing	6,574	6,763	6,898	7,036	7,177	7,321
Supplies and services	1,438	3,492	2,889	1,967	2,014	2,062
Transport	9,316	9,320	9,516	9,725	9,939	10,157
Service provision	8,936	10,254	11,182	10,238	10,991	11,773
Non Pay	19,690	23,066	23,587	21,930	22,944	23,992
Total expenditure	26,264	29,829	30,485	28,966	30,121	31,313
Net budget	22,821	24,507	24,916	25,965	27,048	28,168
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Travel and Transport	18,399	18,565	19,530	20,467	21,437	22,440
Planning and Development	2,496	2,446	2,476	2,526	2,576	2,628
Strategy	1,716	3,278	2,688	2,746	2,804	2,864
Econ, T'port & Planning - Management and Other Costs	210	218	222	226	231	236
Net budget	22,821	24,507	24,916	25,965	27,048	28,168

One County One Team: Surrey County Council –

Public Health

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Lead Cabinet Members



Michael Gosling,
Adult Social Care
and Health



Mary Angell,
Children and
Families



Linda Kemeny,
Children and
Learning



Helyn Clack,
Community Services



Dr Akeem Ali,
Director of Public Health

Leadership Team



Helen Atkinson, Public Health Consultant; Ruth Hutchinson, Public Health Consultant; Dr Liz Saunders, Public Health Consultant; 2 x Vacant Public Health Consultant; 1 x Vacant Public Health Commissioning Lead

What is our vision for 2017?

“To have in place in every organisation in Surrey at all levels evidence-led actions to effectively prevent ill-health and disability at source at all times”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Public Health will remain focused on ensuring that the Council's new responsibilities lead to improved health outcomes as outlined in the Public Health Outcome Framework including:

- Reduced differences in healthy life expectancy between communities, leading to a reduced mortality gap between areas of highest and lowest mortality.
- Fewer drug and alcohol-related hospital admissions and deaths.
- More people successfully exit treatment for substance misuse and fewer re-enter treatment services.
- Improved uptake of childhood and adult immunisations leading to less preventable infectious disease.
- Continued implementation of smoking cessation and tobacco control measures leading to fewer smoking related deaths.
- Less childhood obesity as measured by the National Child Measurement Programme.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

- Effective partnerships with Boroughs and Districts leading to home improvements and fewer excess winter deaths.
- Fewer unwanted pregnancies and sexually transmitted infections.
- Improved mental and emotional health for children and young people

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

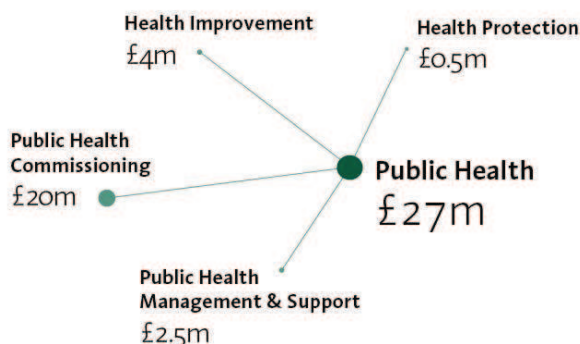
- Lead, manage and complete the transition of the public health function from the NHS to the Local Authority and become embedded in Surrey County Council.
- Provide system leadership and technical expertise in understanding community needs, community assets and actionable insights required by all strategic commissioners to make investment decisions.
- Lead multi-professional and community partnership efforts to prevent ill-health and complications of diseases at source by focusing on evidence-led preventative actions.
- Lead the drive for building a consistent and scaled up approach to commissioning for improved service quality across Surrey organisations and health and wellbeing outcomes for residents.
- Lead the integration of public health services and functions with local authorities at District/Borough and County level and aligning with CCG (Clinical Commissioning Groups) and NHS Commissioning Board arrangements.
- Lead on and ensure the continued robust delivery of the three components of public health 'getting the basics right':
 - **Social – helping people improve their health (Health Improvement).** For example, helping people to avoid alcohol and tobacco harm, eat more healthily, become more active, housed adequately and in gainful employment.
 - **Environmental (Health protection).** For example, preventing outbreaks from infections and ensure protection from chemical and other hazards, avoid preventable injuries, prepare for civil emergencies threatening wellbeing.
 - **Medical - improving health and other integrated health services (Health Care Quality and Evaluation)** For example, screen early for long term ill-health in order to prevent disability and complications, working with health and social care commissioners to ensure that services are effective and of high quality to meet identified needs.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income		(£27.0m)	(£29.6m)	(£32.6m)	(£35.8m)	(£39.3m)
Expenditure		£27.0m	£29.6m	£32.6m	£35.8m	£39.3m
% Year Change			9.6%	10.1%	9.8%	9.7%

Expenditure budget 2013/14 by service



Financial Commentary

- 6.1. The Health and Social Care Act 2012 transfers substantial health improvement duties to local authorities from 2013/14, funded by a ring-fenced specific grant based on estimates of historic spending from NHS Surrey. The budget is drafted in accordance with the £23.2m grant allocation. This is designed to cover all the services transferring from the PCT, however the Department of Health have recognised that £3.3m of Genito-Urinary Medicine (GUM) Services have been incorrectly excluded from the grant and we are therefore approaching our local Clinical Commissioning Group (CCG) partners for this funding. Discussions will proceed on this basis, and a balanced budget position will be finalised within the resources available when the outcome is known.
- 6.2. In the medium term the expected 10% annual growth in Government funding should enable us to deal with volume and price issues, whilst recognising that there is a growing demand for Public Health services and that there has been historic underfunding of Public Health services in Surrey which needs to be rectified.
- 6.3. For 2013/14 and 2014/15 the budget will fund the council's new Public Health responsibilities including:
- Transfer of specialist public health staff from the NHS to local authorities
 - The six mandatory service areas as outlined in Healthy Lives Healthy People (DH, 2011)
 1. Commissioning appropriate access to sexual health services
 2. Commissioning the NHS Health Check programme
 3. Commissioning the healthy child programme 5-19 years
 4. Commissioning the national child measurement programme
 5. Ensuring that plans are in place to protect the population's health
 6. Ensuring NHS commissioners receive the public health advice they need
 - Commissioning of 15 discretionary services guided by local health needs such as tobacco control, substance misuse services, obesity initiatives and accidental injury prevention as outlined in Healthy Lives Healthy People (DH, 2011)
- 6.4. In 2015 responsibility for services for children under the age of 5 will transfer to Local Authorities including health visiting, the healthy child programme and family nurse partnership. The expectation is that the budget currently allocated to these services will come to Local Authorities.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants		(23,237)	(29,191)	(32,110)	(35,321)	(38,853)
Reimbursement & recovery of costs		(3,757)	(457)	(457)	(457)	(457)
Other income		(3,757)	(457)	(457)	(457)	(457)
Total income		(26,994)	(29,648)	(32,567)	(35,778)	(39,310)
Expenditure:						
Staffing		3,750	3,806	3,882	3,959	4,040
Supplies and services		260	264	269	275	280
Transport		108	110	112	114	116
Service provision		22,876	25,468	28,304	31,430	34,874
Non pay		23,244	25,842	28,685	31,819	35,270
Total expenditure		26,994	29,648	32,567	35,778	39,310
Net budget supported by Council Tax, general government grants and reserves						
		0	0	0	0	0

	2012/13	2013/14
	£000s	£000s
FTE	-	51

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income						
UK Government Grants		(23,237)	(29,191)	(32,110)	(35,321)	(38,853)
Reimbursements		(3,757)	(457)	(457)	(457)	(457)
Expenditure						
Public Health Commissioning ¹⁵		19,790	22,336	25,109	28,171	31,550
Health Improvement		4,056	4,117	4,199	4,283	4,369
Health Protection		414	420	429	437	446
Public Health Management & Support		2,734	2,775	2,830	2,887	2,945
Total net budget	0	0	0	0	0	0

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	0	0	0	0	0	0
Funding changes	-26,994	-2,654	-2,919	-3,211	-3,532	-39,310
Expenditure changes:						
Pressures & changes	26,994	2,654	2,919	3,211	3,532	39,310
Savings & reductions	0	0	0	0	0	0
	26,994	2,654	2,919	3,211	3,532	39,310
Revised budget	0	0	0	0	0	0

¹⁵ Public Health Commissioning includes the cost of large community contracts for the provision of various Public Health services, including Sexual Health and Children's 5-19 School Nursing and Health Visiting.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Total movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Public Health Grant	-23,237	-5,954	-2,919	-3,211	-3,532	38,853	-
Reimbursement from Clinical Commissioning Groups (CCG)	-3,300	3,300				0	
Reimbursement from Police and Crime Commissioner (PCC)	-457					-457	
Total funding changes	-26,994	-2,654	-2,919	-3,211	-3,532	39,310	
Pressures and changes							
Pressures:							
New Service Provision	26,994					26,994	
Investment in Public Health		2,654	2,919	3,211	3,532	12,316	
Total pressures	26,994	2,654	2,919	3,211	3,532	39,310	
Total pressures and changes	26,994	2,654	2,919	3,211	3,532	39,310	

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Estimated service activity data

Public Health Commissioning

Sexual Health

<i>Number of attendances at Genito Urinary Medicine (GUM) Clinic</i>	41,500
<i>Number of Chlamydia screens</i>	10,000
<i>Number of attendances at Contraception and Sexual Health (CASH) Clinic</i>	65,000
<i>Number of children to be measured</i>	23,200

Health Improvement

Public Health Checks

<i>Number of offered Health Checks</i>	68,000
<i>Number of delivered Health Checks</i>	34,000

Obesity and Physical Activity

<i>Number of adults undertaking Physical Activity intervention</i>	1110
<i>Number of People undertaking Obesity/Healthy Eating intervention</i>	500

Health Protection

Accident prevention

<i>Killed and seriously injured on Surrey's roads:</i>	48 per 100,000 population
<i>Rate of emergency admissions for injuries due to falls in persons aged 65 and over</i>	1,555 per 100,000 population

Infectious disease surveillance and control

<i>Rate of mortality from communicable diseases</i>	30 per 100,000 population
<i>MMR vaccination coverage for two doses (5 years old)</i>	75%

Children 5-19 Public Health Programmes

<i>Each School will have a named school nurse</i>	
<i>Services 'You're Welcome' accredited</i>	50%
<i>School nursing staff trained in level 1 smoking cessation</i>	85%

Substance Misuse

<i>Number of Adults in effective treatment at 31st December 2012</i>	Surrey 1831	Target 1605
<i>Proportion of Adults in treatment, who successfully completed treatment and did not re-present within 6 months)</i>	Surrey 16.6%	National 14.6%

Smoking Cessation

<i>Number of smokers reached via mix of Face 2 Face recruitment, referrals from GPs, Acute trusts; internet based promotion; national and local campaigns.</i>	11,000
<i>Number undertaking programme</i>	7,100
<i>Number of people quitting</i>	3,541

Public Mental Health

<i>Self Help Support:</i>	
<i>Booklets distributed</i>	24,000
<i>Calls/emails answered</i>	2,300
<i>Emotion Gyms sessions for public</i>	36
<i>Training sessions for staff</i>	20
<i>Prescribed social activities</i>	160

Community safety, violence prevention and social exclusion

<i>Rate of emergency hospital admissions for violence</i>	31 per 100,000 population
<i>Rate of violence against the person offences based on police recorded crime data</i>	10 per 1,000 population

Environmental hazards protection

<i>Percentage of NHS organisations with a board approved sustainable development management plan</i>	70%
<i>Fraction of all-cause adult mortality attributable to long-term exposure to current levels of anthropogenic particulate air pollution</i>	5.60

Public Health Management & Support

Public health advice to partner organisations (e.g. CCG's and District & Borough Councils)
40% of public health specialist resources (time)

One County One Team: Surrey County Council

Business Services

Business Services 2013-17

Lead Cabinet Members



Denise Le Gal,
Business
Services



Tony Samuels,
Assets and Regeneration
Programmes

Strategic Director



Julie Fisher,
Strategic Director

Leadership Team



Carmel Millar, HR and Organisational Development; Paul Brocklehurst, Information Management and Technology; Sheila Little, Finance; John Stebbings, Property; Simon Pollock, Acting Head of Shared Services; Al Braithwaite, Transformational Change; Laura Langstaff, Acting Head of Procurement and Commissioning

What is our vision for 2017?

“To be the leading public service provider of innovative business solutions and transformational change by 2017.”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Business Services will remain focused on ensuring that by 2017:

- There is less reliance on government grants and council tax by developing more diversified sources of funding that increases our resilience.
- We have a high performing asset portfolio that facilitates integration with partners to drive effective service delivery.
- There are efficient and professional transformational change and business solutions for the public sector.
- We have a strong, resilient, innovative and agile workforce.
- Staff supported to work effectively in a modern, agile and safe manner by having the right tools and environment to do their jobs.
- There is increased productivity through the use of technology and social media.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges and areas where investment is needed now to realise future ambitions:

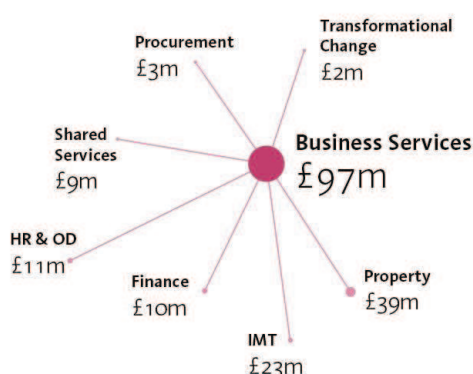
- Deliver the recommendations from the Business Services Efficiency Public Value Reviews, helping the Council to save £100m over five years.
- Ensure Surrey County Council's workforce is representative of the communities it serves.
- Support our local economy by driving 60% of our spend through Surrey suppliers.
- Deliver £25m of savings through better management of our suppliers and joining up our procurement spend with partners across the South East region.
- Reduce CO₂ emissions and energy usage from Council buildings by 21% from the 2009/10 baseline of 35,417,941 kWh.
- Realise savings to support the Council's five-year financial plan through an asset regeneration and economic growth agenda in partnership with external organisations for the benefit of Surrey residents.
- Complete the co-location programme with our 11 District and Borough colleagues.
- Delivery of the Surrey Primary Data Centre and a single IT Network (UNICORN) project that will unify Surrey public services and deliver Superfast Broadband.
- STARS – Continue to develop our staff and Members through coaching and training that is tailored to service needs.
- Support staff to work in a smarter way – 50% of our office-based staff will work in a more flexible way through the use of new technology.
- Reduce reliance on government grant and council tax for future funding.
- Continue to develop and deliver income and efficiencies through partnership working and our business solutions offer.
- Increase the number of internship and apprenticeship opportunities within Surrey.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£12.0m)	(£15.1m)	(£15.7m)	(£16.1m)	(£16.4m)	(£16.6m)
Expenditure	£96.7m	£97.2m	£98.5m	£99.1m	£102.1m	£105.3m
% Year Change		0.5%	1.3%	0.6%	3.0%	3.1%

Expenditure budget 2013-14 by service



Purchasing / Building

<u>Assets (Capital)</u>	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Council Building (not Schools)	£6.6m	£6.3m	£5.6m	£5.7m	£5.8m	£30.0m
Carbon Reductions Scheme	£1.2m	£1.2m	£1.2m	£1.2m	£1.3m	£6.1m
Other	£2.9m	£2.9m	£0.8m	£0.6m	£0.6m	£7.8m
IT Investment	£0.5m	£3.3m	£3.0m	£1.0m	£2.7m	£10.5m
Total Capital costs	£11.2m	£13.7m	£10.6m	£8.5m	£10.4m	£54.4m

Financial Commentary

- 7.1. Savings of £6.6m will be delivered over the five years by delivering transformational change. Over the longer term, the Directorate will focus on delivering services and procuring services in partnership to drive efficiencies through economies of scale and securing improved commercial arrangements with suppliers. Partnership working is already helping to achieve savings. The Directorate will continue to develop its business support offer to other organisations, examples include the recent agreement to provide transactional and IT services to East Sussex. The Directorate will also seek to provide professional consultancy services such as human resources and procurement, through to specialised services including treasury and insurance services. Savings will be monitored throughout the year during regular cabinet member briefings and quarterly accountability meetings.

Presentation of financial information

- 7.2. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more income and provide further transparency on the directorate's finances.
- 7.3. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 7.4. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(1,162)	(1,145)	(1,145)	(1,145)	(1,145)
Fees & charges	(100)	(100)	(102)	(104)	(107)	(109)
Property income	(3,818)	(3,654)	(3,906)	(3,992)	(4,079)	(4,169)
Joint working income	(5,895)	(5,066)	(5,236)	(5,372)	(5,487)	(5,603)
Reimbursement & recovery of costs	(2,186)	(5,073)	(5,272)	(5,500)	(5,559)	(5,618)
Other income	(11,999)	(13,893)	(14,516)	(14,968)	(15,232)	(15,499)
Total income	(11,999)	(15,055)	(15,661)	(16,113)	(16,377)	(16,644)
Expenditure:						
Staffing	35,817	40,305	40,882	41,678	42,416	43,255
Premises	29,991	29,991	31,127	30,471	31,973	33,622
Supplies and services	26,477	25,314	24,838	25,210	25,899	26,618
Transport	709	767	799	834	874	915
Service provision	3,710	850	864	879	893	909
Non pay	60,887	56,922	57,628	57,394	59,639	62,064
Total expenditure	96,704	97,227	98,510	99,072	102,055	105,319
Net budget supported by Council Tax, general government grants and reserves	84,705	82,172	82,849	82,959	85,678	88,675

	2012/13	2013/14
FTE's ¹⁶	767	909

¹⁶ 2012/13 estimated for PVR restructures. The increase in FTE is a result of the East Sussex partnership, and the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects within Property and IMT. This change represents better value for money and delivers the MTFP savings required.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Property						
Building Running Costs	17,191	17,380	18,542	19,023	20,161	21,429
Repairs & Maintenance	8,635	8,436	7,813	6,785	6,934	7,087
Property Projects	1,984	2,146	2,191	2,239	2,289	2,339
Support & Management	5,129	4,388	4,085	4,166	4,250	4,335
Information Management & Technology						
Support & Delivery	6,825	6,814	6,850	6,806	6,955	7,105
Network Contracts	4,649	4,312	4,402	4,499	4,597	4,698
Design & Build	7,832	6,884	7,025	7,173	7,325	7,479
Project Office	3,573	3,848	3,927	4,010	4,094	4,181
Management & Business Change	1,428	1,193	1,218	1,243	1,269	1,296
Human Resources & Organisational Development						
Training	4,867	4,442	4,460	4,408	4,501	4,597
Recruitment Fees	667	681	695	711	726	742
Staffing, occupational health & other costs	4,098	3,944	3,965	4,061	4,145	4,228
Finance						
Finance	5,498	5,338	5,449	5,493	5,607	5,723
Insurance	2,782	3,075	3,374	3,672	4,030	4,429
Shared Services						
Income Management	979	793	809	826	842	859
Procure to Pay	1,193	972	992	1,011	1,032	1,052
HR & Payroll	1,529	1,228	1,251	1,273	1,296	1,319
Customer & Improvement	711	1,151	1,133	1,192	1,256	1,324
Procurement	3,135	3,274	3,336	3,400	3,466	3,534
Transformational Change						
Change Team & Strategic Director	745	831	846	861	877	893
My Work - project expenditure	1,255	1,042	486	107	26	26
Total net budget	84,705	82,172	82,849	82,959	85,678	88,675

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income by service:						
Property Services	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Information Management & Technology	(108)	(193)	(347)	(530)	(541)	(553)
Finance	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
HR & Organisational Development	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Shared Services	(1,134)	(4,496)	(4,580)	(4,610)	(4,640)	(4,671)
Procurement	0	(170)	(174)	(177)	(181)	(185)
Transformational Change	0	0	0	0	0	0
	(11,999)	(15,055)	(15,661)	(16,113)	(16,377)	(16,644)
Expenditure by service:						
Property Services	39,997	38,847	39,440	39,171	40,745	42,457
Information Management & Technology	24,415	23,244	23,769	24,261	24,781	25,312
Finance	10,237	10,396	10,832	11,235	11,746	12,299
HR & Organisational Development	11,374	10,783	10,862	10,948	11,167	11,388
Shared Services	5,546	8,640	8,765	8,912	9,066	9,225
Procurement	3,135	3,444	3,510	3,577	3,647	3,719
Transformational Change	2,000	1,873	1,332	968	903	919
	96,704	97,227	98,510	99,072	102,055	105,319
Business Services	84,705	82,172	82,849	82,959	85,678	88,675

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	84,705	82,172	82,849	82,959	85,678	84,705
Funding changes	-3,056	-606	-452	-264	-267	-4,645
Expenditure changes:						
Pressures & changes	3,621	1,818	2,614	2,983	3,264	14,300
Savings & reductions	-3,098	-535	-2,052	0	0	-5,685
	523	1,283	562	2,983	3,264	8,615
Revised budget	82,172	82,849	82,959	85,678	88,675	88,675

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Total Movement by Year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Income virements	659	-11	-14	8	11	653	
Income inflation	-159	-187	-238	-272	-278	-1,134	
Government grant movements	-1,162	17				-1,145	
Partnership Working & Public Sector offer	-2,219	-250	-200			-2,669	
Property income	-175	-175				-350	
Total funding changes	-3,056	-606	-452	-264	-267	-4,645	
Pressures and changes:							
<u>Expenditure changes:</u>							
Virements	-1,134	11	14	-8	-11	-1,128	
Local Welfare Provision (Social Fund Grant)	1,162	-17				1,145	
Partnership Working	2,084					2,084	
Reversal of agreed 12/13 carry forwards	-300					-300	
Total expenditure changes	1,812	-6	14	-8	-11	1,801	
<u>Pressures:</u>							
Inflation	2,433	2,548	2,733	2,797	2,968	13,479	
Insurance self-fund	199	223	246	275	307	1,250	
Carbon Reduction Commitment	-660	-391				-1,051	*
Impact on front line services	1,050					1,050	
Making a Difference (MaD) Project expenditure	-213	-556	-379	-81		-1,229	*
Technology investment	-1,000					-1,000	
Total service pressures	1,809	1,824	2,600	2,991	3,275	12,499	
Total pressures and changes	3,621	1,818	2,614	2,983	3,264	14,300	
Savings							
Procurement savings			-70			-70	G
PVR / Organisational review	-985	-150	-150			-1,285	A
IMT applications & networks	-190		-100			-290	A
Impact of front line changes	-962					-962	A
Energy usage reductions	-479					-479	A
MaD Office cost reductions	-282	415	-532			-399	A
Responsive maintenance		-500	-1,000			-1,500	A
Partnerships & collaboration	-200	-300	-200			-700	A
Total savings	-3,098	-535	-2,052	0	0	-5,685	
Savings risk analysis							
Amber	-3,098	-535	-1,982	0	0	-5,615	
Green	0	0	-70	0	0	-70	

* Negative figures - where cost added in previous years but spend reduces over time or one-off spend item being removed

Annual Service Activity

Information Management and Technology (IMT)

8,900 Users supported
2,000+ Blackberries supported
Tier II and Tier III Data Centres managed
4,300 laptops supported
3,000 thin client devices
210 sites connected to the network
Approximately 6,000 calls per month to the IMT Service Desk
Approximately 5,000 service requests per month handled by the IMT Service Desk
20% of service requests logged via self-service
Over 43 million emails sent and received per year
10,000 emails blocked with viruses
26 million emails stopped as SPAM
226,000 emails blocked for other reasons

Human Resources (HR) and Payroll

Employee & Payroll Services 12/13
647,515 payments processed per year
55,772 P60's produced per year
7,100 Criminal Records Bureau (CRB) renewals.

Training Administration Services

25,000 training requests per year
100% of training requests actioned within 5 working days

Recruitment Administration services

2,556 Appointments per year
866 pre-employment checks internal
1,690 pre-employment checks external

Shared Services

Order to Cash

Credit Control Team

60,874 invoices are sent to social care customers per year with a value of £35m, of which 11,963 were emailed to customers.

44,571 invoices are sent to all other customers per year with a value of £139m of which 8,007 were emailed to customers.

Income Team

64% of social care payments are received by direct debit.

Procure to Pay

Buying Solutions Team

58,000 purchase orders are raised each year

Payment Team

445,000 invoices processed per year

98% of invoices paid by BACS

92% of invoices paid within 30 days

Customer & Improvement

My Helpdesk

111,000 queries per year. 90% resolved the same day.
500 recruitment adverts created and placed per year for partnership organisations (Schools, Charities, etc).
10,000 travel claim forms processed per year.
Manage applications for the Local Assistance Scheme.
Early forecasts show an expected 12,000 applications per year.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Capital budget

Scheme	2013/14	2014/15	2015/16	2016/17	2017/18	2013 -2018 Total
	£000s	£000s	£000s	£000s	£000s	£000s
Schools Basic Need	69,182	80,845	57,430	53,861		261,318
Recurring programmes						
Carbon reduction - Schools ¹⁷	3,332	3,332	3,332	3,332	3,332	16,660
Schools - Disability Discrimination Act	447	456	466	477	487	2,333
Schools capital maintenance, inc.childrens centres ¹¹	10,328	10,328	10,328	10,328	10,328	51,640
Carbon reduction - Corporate	1,162	1,186	1,212	1,239	1,264	6,063
Fire risk assessments	358	365	373	382	390	1,868
Minor works/disability access	175	178	182	186	190	911
Non schools structural maintenance	5,454	5,526	5,604	5,683	5,797	28,064
IT Equipment Replacement Reserve	500	3,285	2,980	992	2,725	10,482
Sub total	21,756	24,656	24,477	22,619	24,513	118,021
Projects						
Portesbury SEN School	4,273	6,841	2,756	210		14,080
Basingstoke Canal Improvements	500	500	500	500		2,000
Cultural Services	150		1,250			1,400
Fire Station reconfiguration	2,000	4,500	3,500			10,000
Fire Stations minor works	200	200	200			600
Guildford Fire Station	2,530					2,530
Merstham Library	1,200					1,200
Fire training tower replacement		500				500
Portesbury SEN School-ring fenced grant	1,735					1,735
Replace aged demountables	3,265	1,585	985			5,835
SEN strategy	8,407	1,524				9,931
Short-Stay Schools	250					250
Youth Transformation	575	200				775
Joint Public Sector Property Projects	1,250	750				2,000
Projects to enhance income	350					350
Projects to reprovision and deliver capital receipts	2,000	2,400	200			4,600
	28,685	19,000	9,391	710	0	57,786
Total capital expenditure by Business Services managed schemes						
	119,623	124,501	91,298	77,190	24,513	437,125
Projects (held within Business Services)						
Children, Schools & Families	-101,794	-105,111	-75,297	-68,208	-14,147	-364,557
Environment & Infrastructure	-500	-500	-500	-500	0	-2,000
Customer & Communities	-6,080	-5,200	-4,950	0	0	-16,230
Scheme managed on behalf of other directorates	-108,374	-110,811	-80,747	-68,708	-14,147	-382,787
Total capital expenditure	11,249	13,690	10,551	8,482	10,366	54,338

¹⁷ Spend will be linked to relevant capital grants which have not yet been announced

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Property Services

Head of Service: John Stebbings

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(100)	(100)	(102)	(104)	(107)	(109)
Property income	(3,818)	(3,654)	(3,906)	(3,992)	(4,079)	(4,169)
Income from investments						
Joint working income	(3,045)	(2,075)	(2,119)	(2,165)	(2,213)	(2,261)
Reimbursement & recovery of costs	(95)	(668)	(682)	(697)	(712)	(728)
Other income	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Total income	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Expenditure						
Staffing ¹⁸	6,829	7,499	7,649	7,802	7,958	8,117
Premises	28,133	28,048	28,812	28,325	29,677	31,160
Supplies and services	5,324	3,984	3,677	3,758	3,840	3,925
Transport	116	217	222	226	231	237
Service provision	(405)	(901)	(920)	(940)	(961)	(982)
Non Pay	33,168	31,348	31,791	31,369	32,787	34,340
Total expenditure	39,997	38,847	39,440	39,171	40,745	42,457
Net budget	32,939	32,350	32,631	32,213	33,634	35,190

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Building Running Costs	17,191	17,380	18,542	19,023	20,161	21,429
Repairs and Maintenance	8,635	8,436	7,813	6,785	6,934	7,087
Property Projects	1,984	2,146	2,191	2,239	2,289	2,339
Support and Management	5,129	4,388	4,085	4,166	4,250	4,335
Net budget	32,939	32,350	32,631	32,213	33,634	35,190

¹⁸ The increase reflects the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects. This change represents better value for money and delivers the MTFP savings required.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Information Management and Technology

Head of Service: Paul Brocklehurst

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Reimbursement & recovery of costs	(108)	(193)	(347)	(530)	(541)	(553)
Other income	(108)	(193)	(347)	(530)	(541)	(553)
Total income	(108)	(193)	(347)	(530)	(541)	(553)
Expenditure						
Staffing ¹⁹	7,445	9,902	10,101	10,302	10,508	10,719
Premises	21	0	0	0	0	0
Supplies and services	12,318	11,313	11,597	11,841	12,109	12,382
Transport	101	61	62	64	65	66
Service Provision ²⁰	4,530	1,968	2,009	2,054	2,099	2,145
Non Pay	16,970	13,342	13,668	13,959	14,273	14,593
Total expenditure	24,415	23,244	23,769	24,261	24,781	25,312
Net budget	24,307	23,051	23,422	23,731	24,240	24,759

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Support & Delivery	6,825	6,814	6,850	6,806	6,955	7,105
Network Contracts	4,649	4,312	4,402	4,499	4,597	4,698
Design & Build	7,832	6,884	7,025	7,173	7,325	7,479
Project Office ²¹	3,573	3,848	3,927	4,010	4,094	4,181
Management & Business Change	1,428	1,193	1,218	1,243	1,269	1,296
Net budget	24,307	23,051	23,422	23,731	24,240	24,759

¹⁹ The increase reflects the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects. This change represents better value for money and delivers the MTFP savings required.

²⁰ 2012/13 included £3m technology investment which reduced to £2m in 2013/14 and has been allocated to appropriate expenditure lines.

²¹ includes technology investment budget (previously shown as Support & Delivery)

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Finance

Head of Service: Sheila Little

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Joint working income	(1,716)	(1,741)	(1,766)	(1,826)	(1,863)	(1,900)
Reimbursement & recovery of costs	(241)	(242)	(243)	(244)	(246)	(247)
Other income	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
Total income	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
Expenditure						
Staffing	5,591	5,493	5,603	5,715	5,829	5,946
Premises	1,623	1,740	1,863	2,000	2,150	2,316
Supplies and services	2,756	2,909	3,090	3,220	3,439	3,679
Transport	369	358	382	409	439	471
Service provision	(102)	(104)	(106)	(109)	(111)	(113)
Non Pay	4,646	4,903	5,229	5,520	5,917	6,353
Total expenditure	10,237	10,396	10,832	11,235	11,746	12,299
Net budget	8,280	8,413	8,823	9,165	9,637	10,152

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Finance	5,498	5,338	5,449	5,493	5,607	5,723
Insurance	2,782	3,075	3,374	3,672	4,030	4,429
Net budget	8,280	8,413	8,823	9,165	9,637	10,152

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Human Resources and Organisational Development

Head of Service: Carmel Millar

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
Reimbursement & recovery of costs	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Other income	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Total income	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
<u>Expenditure</u>						
Staffing	6,486	6,251	6,377	6,506	6,636	6,768
Supplies and services	4,824	4,477	4,429	4,385	4,472	4,560
Transport	64	55	56	57	59	60
Non Pay	4,888	4,532	4,485	4,442	4,531	4,620
Total expenditure	11,374	10,783	10,862	10,948	11,167	11,388
Net budget	9,632	9,067	9,120	9,180	9,372	9,567

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Training	4,867	4,442	4,460	4,408	4,501	4,597
Recruitment Fees	667	681	695	711	726	742
Staffing, occupational health & other costs	4,098	3,944	3,965	4,061	4,145	4,228
Net budget	9,632	9,067	9,120	9,180	9,372	9,567

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Shared Services

Acting Head of Service: Simon Pollock

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants ²²	0	(1,162)	(1,145)	(1,145)	(1,145)	(1,145)
Joint working income	(1,134)	(1,250)	(1,351)	(1,381)	(1,411)	(1,442)
Reimbursement & recovery of costs ²³	0	(2,084)	(2,084)	(2,084)	(2,084)	(2,084)
Other income	(1,134)	(3,334)	(3,435)	(3,465)	(3,495)	(3,526)
Total income	(1,134)	(4,496)	(4,580)	(4,610)	(4,640)	(4,671)
Expenditure						
Staffing	5,546	6,793	6,897	7,020	7,150	7,285
Premises	1	146	146	146	146	146
Supplies and services	295	1,782	1,809	1,840	1,871	1,902
Transport	17	32	32	32	33	33
Service provision	(313)	(113)	(119)	(126)	(134)	(141)
Non Pay	0	1,847	1,868	1,892	1,916	1,940
Total expenditure	5,546	8,640	8,765	8,912	9,066	9,225
Net budget	4,412	4,144	4,185	4,302	4,426	4,554

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income Management	979	793	809	826	842	859
Procure to Pay	1,193	972	992	1,011	1,032	1,052
HR & Payroll	1,529	1,228	1,251	1,273	1,296	1,319
Customer & Improvement	711	1,151	1,133	1,192	1,256	1,324
Net budget	4,412	4,144	4,185	4,302	4,426	4,554

²² Local Welfare Provision transferred from the Department for Work and Pensions (DWP)

²³ Partnership working

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Procurement

Acting Head of Service: Laura Langstaff

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
Reimbursement & recovery of costs	0	(170)	(174)	(177)	(181)	(185)
Other income	0	(170)	(174)	(177)	(181)	(185)
Total income	0	(170)	(174)	(177)	(181)	(185)
<u>Expenditure</u>						
Staffing	2,910	3,242	3,307	3,373	3,440	3,509
Premises						
Supplies and services	184	162	162	162	164	166
Transport	41	40	41	42	43	44
Non Pay	225	202	203	204	207	210
Total expenditure	3,135	3,444	3,510	3,577	3,647	3,719
Net budget	3,135	3,274	3,336	3,400	3,466	3,534

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Procurement	3,135	3,274	3,336	3,400	3,466	3,534
Net budget	3,135	3,274	3,336	3,400	3,466	3,534

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Transformational Change

Head of Service: Al Braithwaite

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income:</u>						
Total income	0	0	0	0	0	0
<u>Expenditure</u>						
Staffing	1,007	1,125	948	960	895	911
Premises	213	57	306	0	0	0
Supplies and services	779	687	74	4	4	4
Transport	1	4	4	4	4	4
Non Pay	993	748	384	8	8	8
Total expenditure	2,000	1,873	1,332	968	903	919
Net budget	2,000	1,873	1,332	968	903	919

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Change Team & Strategic Director ²⁴	745	831	846	861	877	893
My Work - project expenditure	1,255	1,042	486	107	26	26
Net budget	2,000	1,873	1,332	968	903	919

²⁴ includes transfer of the Lean Team from Shared Services

One County One Team: Surrey County Council

Chief Executive Office

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Lead Cabinet Members



David Hodge,
Leader



Peter Martin,
Deputy Leader



Susie Kemp,
Assistant Chief Executive

Cabinet Members

Helyn Clack (Community Services and the 2012 Games), Kay Hammond (Community Safety),

Denise Le Gal (Change and Efficiency)

Leadership Team



Ann Charlton, Head of Legal and Democratic Services; Louise Footner, Head of Communications;
Liz Lawrence, Head of Policy and Performance

What is our vision for 2017?

"To have enabled and assisted Surrey to deliver the most effective and efficient services to residents"

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference our directorate will this make by 2017?

The Chief Executive's Office will remain focused on ensuring that by 2017:

- The Council and its partners are enabled to deliver good quality public services for the residents of Surrey.
- Individuals, families and communities are increasingly actively involved and engaged in local democracy, decision-making and policy development.
- People recognise their personal responsibility for safeguarding the Council's resources and ensuring the county is safe and resilient.
- Evidence and insight underpin policy and decision-making.
- Innovative ways of working and strong partnerships enable Surrey's communities to grow and thrive.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

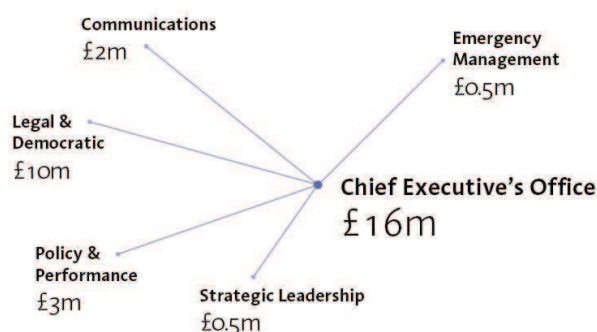
- Increase our understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services, including establishing a research programme and increasing the use of Surrey-i.
- Preparing for the next Council, beyond the 2013 elections, and achieving the SE Charter Plus for Elected Member Development.
- Working with Directorates and partners to complete the three-year Public Value Review programme.
- Ensure rural communities have access to services through new technologies by driving delivery of Superfast Broadband in the least accessible parts of Surrey.
- Working with the Voluntary, Community and Faith Sector to design new ways to deliver shared outcomes for individuals, families and communities, including increasing volunteering rates across all of Surrey's communities.
- Working with Directorates and partners to find ways of using social media to improve service delivery and public involvement.
- Supporting the development of new ways of delivering services to our residents through effective professional and technical input to projects (e.g. from Legal, Communications, Internal Audit).
- Introducing new technology in Legal and Democratic Services to speed up processes and reduce costs.
- Ensuring the interests of Surrey and its residents are represented at regional and national level.
- Developing and empowering the people in the Chief Executive's Office by delivering our 'Staff Matters' action plan.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)
Expenditure	£14.3m	£16.1m	£14.9m	£14.3m	£14.7m	£16.4m
% Year Change		12%	-7.5%	4.0%	2.8%	2.0%

Expenditure Budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Broadband	£11.3m	£0.0m	£0.0m	£0.0m	£0.0m	£11.3m
Other	£0.2m	£0.2m	£0.2m	£0.1m	£0.1m	£0.8m
Total Capital costs	£11.5m	£0.2m	£0.2m	£0.1m	£0.1m	£12.1m

Financial Commentary

- 8.1. The Directorate faces ongoing pressures of £1.7m over the 5 year planning period. This is predominately due to expected inflation of £1.5m, but also £0.4m has been added to the Legal budget to reflect the increased costs due to both the number and complexity of child protection cases. These pressures are offset slightly by the removal of one off budgets in relation to the Superfast broadband project and Jubilee celebrations. One off increases of £1.5m have been added to the 2013/14 and 2017/18 budgets to fund the estimated cost of holding County Council elections.
- 8.2. Savings of £1.0m are planned over the five year period. Of this £0.2m was achieved early during 2012/13 and is reflected within the 2013/14 budget. £0.8m is planned for 2015/16 through a reconfiguration of the directorate. This will require a significant change to the operation and design of the directorate.

Presentation of financial information

- 8.3. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more on income and provide further transparency on the directorate's finances.
- 8.4. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 8.5. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	-163	-196	-200	-204	-209	-214
Joint working income	-21	-21	-22	-22	-23	-23
Reimbursement & recovery of costs	-462	-411	-419	-428	-438	-445
Other income	-646	-628	-641	-654	-670	-682
Total income	-646	-628	-641	-654	-670	-682
Expenditure:						
Staffing	8,897	9,184	9,362	9,547	9,736	9,932
Supplies and services	4,283	4,582	4,648	3,943	4,046	4,150
Transport	174	178	182	185	190	195
Service provision	957	2,110	659	674	689	2,203
Non pay	5,414	6,870	5,489	4,802	4,925	6,548
Total expenditure	14,311	16,054	14,851	14,349	14,661	16,480
Net budget supported by Council Tax, general government grants and reserves	13,665	15,426	14,210	13,695	13,991	15,798

FTE's	2012/13	2013/14
CEO Core Establishment	174 ²⁵	174

²⁵ 2012/13 FTE restated due to previous exclusion of the Audit Team.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Strategic Leadership	494	472	481	491	501	511
Directorate Reconfiguration	0	0	0	-800	-800	-800
Emergency Management	500	478	488	497	507	518
Communications Team	1,141	1,135	1,157	1,181	1,203	1,228
Central Communications	510	520	530	543	555	566
Surrey Matters	222	227	231	237	242	247
Communications	1,873	1,882	1,918	1,961	2,000	2,041
Legal Services	3,751	4,200	4,282	4,365	4,456	4,549
Democratic Services Team	1,919	1,982	2,022	2,063	2,103	2,146
Members Allowances & Expenses	1,820	1,873	1,907	1,943	1,982	2,025
Local Elections	30	1,520	31	31	32	1,532
Legal & Democratic	7,520	9,575	8,242	8,402	8,573	10,252
Corporate Policy & Performance	1,501	1,545	1,576	1,608	1,641	1,673
Corporate Subscriptions	231	222	227	232	237	243
Voluntary & Community Sector Support	678	575	587	599	613	627
Projects	200	0	0	0	0	0
Audit	668	677	691	705	719	733
Policy & Performance	3,278	3,019	3,081	3,144	3,210	3,276
Total net budget	13,665	15,426	14,210	13,695	13,991	15,798

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Chief Executive Office	0	0	0	0	0	0
Re-configuration of CEO Directorate						
Emergency Management	(21)	-21	-22	-22	-23	-23
Communications	(10)	-10	-11	-10	-11	-11
Legal & Democratic	(316)	-324	-330	-338	-346	-352
Policy & Performance	(299)	-273	-278	-284	-290	-296
	(646)	-628	-641	-654	-670	-682
<u>Expenditure budget by service:</u>						
Chief Executive Office	494	472	481	491	501	511
Re-configuration of CEO Directorate		0	0	-800	-800	-800
Emergency Management	521	499	510	519	530	541
Communications	1,883	1,892	1,929	1,971	2,011	2,052
Legal & Democratic	7,836	9,899	8,572	8,740	8,919	10,604
Policy & Performance	3,577	3,292	3,359	3,428	3,500	3,572
	14,311	16,054	14,851	14,349	14,661	16,480
Chief Executive Office	13,665	15,426	14,210	13,695	13,991	15,798

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	13,665	15,426	14,210	13,695	13,991	13,665
Funding changes	19	-13	-13	-15	-14	-36
Expenditure changes:						
Pressures & changes	1,931	-1,198	304	315	1,821	3,173
Savings & reductions	-189	-5	-806	-4	0	-1,004
	1,742	-1,203	-502	311	1,821	2,169
Revised budget	15,426	14,210	13,695	13,991	15,798	15,798

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Total movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Virements	30					30	
Income inflation	-11	-13	-13	-15	-14	-66	
Total funding changes	19	-13	-13	-15	-14	-36	

Pressures and changes

Changes:

Virements	-30					-30	
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Pressures:

Inflation	242	293	304	315	320	1,473	
Legal - Child Protection services	250		185			435	
Legal - Child protection c/fwd	185		-185			0	
Additional ward from 2013/14	15	0	0	0		15	
Election costs	1,490	-1,490	0	0	1,500	1,500	
Remove 2012-13 Jubilee funding	-20	0	0	0		-20	
remove Superfast Broadband funding	-200	0	0	0		-200	
Total pressures	1,962	-1,197	304	315	1,820	3,203	

Total pressures and changes	1,932	-1,197	304	315	1,820	3,173	
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Savings

Re-configuration of CEO directorate	0	0	-800	0		-800	R
Voluntary sector grant reduction	-100	0	0	0		-100	G
Staff savings	-70	0	0	0		-70	G
Other Supplies & Services reductions	-19	-5	-6	-4		-34	G

Total savings	-189	-5	-806	-4	0	-1,004	
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Savings risk analysis

Red	0	0	-800	0	0	-800	
Green	-189	-5	-6	-4	0	-204	

Annual Service Activity

Emergency Management Team

- In 2012/13, the Emergency Management Team provided support to residents in response to over 37 incidents ranging from the evacuation of residents to a long running flood incident over the Christmas period.
- The Emergency Management Team also delivered the Olympic Resilience Programme to support the Olympic events and activity in the county providing assurance to central Government agencies and the Olympic Organising Committee.

Communications

- Between April 2012 and February 2013, Surrey County Council featured in more than 8,479 media items. Coverage is broken down as follows: 46% Positive, 40% Neutral, 14% Negative
- Paid-for advertising equivalent (positive coverage): £5.3mn.
- Digital press office visits to date: 152,202
- Membership of Surrey Matters social media accounts: Twitter – 7,800 followers, Facebook – 419, E-newsletter - 1,249
- Since April the media team have produced 32 Youtube videos that have been viewed a total of 32,297 times.
- This year, s:net has attracted over 4.2m views, whilst Chat Zone has gained 1.02m views. The internal communications campaigns that attracted the most views were on appraisal (32,604), London 2012 (21,403) and staff benefits (19,372). S:net Council staff coverage is 85%.
- Exploiting online and social media communications channels will reduce the publicity print bill by about 10% (approx £50,000).

Legal and Democratic Services

Legal casework record 2012:

- Cases opened: 1,122
- Cases closed: 1,322
- Cases currently open: 2,887

Child Protection activity 2012:

- Legal Planning Meetings: 383

Social Care Debt recovery 2012:

- Property charges redeemed: £2.31m

In 2012, Democratic Services provided support and management over various democratic functions of the Council including:

- 60 Cabinet and Cabinet Member meetings
- 56 Select Committees
- 40 Regulatory Committees
- 33 Royal visits
- 414 meetings and Civic engagements attended by the Chairman and Vice-Chairman.
- 1,021 school appeals lodged and 7 permanent exclusion appeals
- 1,620 FOI requests received

Policy and Performance

- Since its launch in November 2011, Surrey-i has attracted 53,287 hits, from 31,973 visitors, which have resulted in 415,261 Surrey-i pages being viewed. New visitors account for over 50 per cent of unique visits to Surrey-i.
- The Policy and Partnerships Team provides approximately £475,000 in grants to support a sustainable Voluntary, Community and Faith Sector (VCFS) in Surrey. One example of how this funding is used is to support an annual joint event with the Surrey Compact, which facilitates closer and improved partnership working between VCFS groups and statutory partners.
- The Performance and Change Team coordinated the Public Value Review programme, which closed in November 2012. 29 reviews were completed and forecast cumulative savings of £279million to 2015/16 were identified. The programme helped the Council to win the IESE Council of the Year Award in March 2013.
- 50 audit reports were issued for 2012/13. 10 further audit reports are due to be issued this year.

Superfast Broadband

- The Superfast Broadband Project will help 96,323 premises that aren't affected by private sector infrastructure upgrades get high-speed broadband coverage.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Capital budget

Scheme	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling
	£000s	£000s	£000s	£000s	£000s	Total £000s
Recurring programmes						
Community Building Grant scheme	150	150	150	150	150	750
Sub total	150	150	150	150	150	750
Projects						
Economic Development-Broadband	11,300					11,300
Sub total	11,300	0	0	0	0	11,300
Total capital expenditure of schemes managed by CXO	11,450	150	150	150	150	12,050

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Strategic Leadership

Asst Chief Executive: Susie Kemp

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Total income	0	0	0	0	0	0
<u>Expenditure</u>						
Staffing	408	414	422	430	439	448
Premises						
Supplies and services	81	24	25	(774)	(774)	(774)
Transport	5	5	5	5	5	6
Service provision		29	29	30	31	31
Non Pay	86	58	59	(739)	(738)	(737)
Total expenditure	494	472	481	(309)	(299)	(289)
Net budget	494	472	481	(309)	(299)	(289)

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Leadership	494	472	481	491	501	511
Re-configuration of CEO Directorate				(800)	(800)	(800)
Net budget	494	472	481	(309)	(299)	(289)

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Emergency Management

Head of Service: Ian Good

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Joint working income	(21)	(21)	(22)	(22)	-23	-23
Other income	(21)	(21)	(22)	(22)	(23)	(23)
Total income	(21)	(21)	(22)	(22)	(23)	(23)
Expenditure						
Staffing	465	441	450	459	468	477
Supplies and services	27	28	29	28	30	31
Transport	6	7	7	7	7	7
Service provision	23	23	24	25	25	26
Non Pay	56	58	60	60	62	64
Total expenditure	521	499	510	519	530	541
Net budget	500	478	488	497	507	518

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Emergency Management	500	478	488	497	507	518
Net budget	500	478	488	497	507	518

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Communications

Head of Service: Louise Footner

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Fees & charges	(10)	(10)	(11)	(10)	(11)	(11)
Other income	(10)	(10)	(11)	(10)	(11)	(11)
Total income	(10)	(10)	(11)	(10)	(11)	(11)
Expenditure						
Staffing	1,060	1,091	1,112	1,136	1,157	1,181
Supplies and services	815	832	849	868	887	905
Transport	8	8	8	8	9	9
Service provision		(39)	(40)	(41)	-42	-43
Non Pay	823	801	817	835	854	871
Total expenditure	1,883	1,892	1,929	1,971	2,011	2,052
Net budget	1,873	1,882	1,918	1,961	2,000	2,041

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Communications Team	1,141	1,135	1,157	1,181	1,203	1,228
Central Communications	510	520	530	543	555	566
Surrey Matters	222	227	231	237	242	247
Net budget	1,873	1,882	1,918	1,961	2,000	2,041

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Legal & Democratic

Head of Service: Ann Charlton

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(122)	(186)	(189)	(194)	(198)	(202)
Reimbursement & recovery of costs	(194)	(138)	(141)	(144)	(148)	(150)
Other income	(316)	(324)	(330)	(338)	(346)	(352)
Total income	(316)	(324)	(330)	(338)	(346)	(352)
Expenditure						
Staffing	4,661	4,921	5,015	5,112	5,214	5,318
Supplies and services	2,976	3,310	3,349	3,415	3,488	3,564
Transport	138	141	144	147	150	154
Service provision	61	1,527	64	66	67	1,568
Non Pay	3,175	4,978	3,557	3,628	3,705	5,286
Total expenditure	7,836	9,899	8,572	8,740	8,919	10,604
Net budget	7,520	9,575	8,242	8,402	8,573	10,252

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Legal Services	3,751	4,200	4,282	4,365	4,456	4,549
Democratic Services Team	1,919	1,982	2,022	2,063	2,103	2,146
Members Allowances & Expenses	1,820	1,873	1,907	1,943	1,982	2,025
Local Elections	30	1,520	31	31	32	1,532
Net budget	7,520	9,575	8,242	8,402	8,573	10,252

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Policy & Performance

Head of Service: Liz Lawrence

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(30)	0	0	0	0	0
Reimbursement & recovery of costs	(269)	(273)	(278)	(284)	(290)	(296)
Other income	(299)	(273)	(278)	(284)	(290)	(296)
Total income	(299)	(273)	(278)	(284)	(290)	(296)
Expenditure						
Staffing	2,303	2,317	2,363	2,410	2458	2508
Supplies and services	384	388	396	406	415	424
Transport	17	17	18	18	19	19
Service provision	873	570	582	594	608	621
Non Pay	1,274	975	996	1,018	1,042	1,064
Total expenditure	3,577	3,292	3,359	3,428	3,500	3,572
Net budget	3,278	3,019	3,081	3,144	3,210	3,276

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Policy & Performance	1,501	1,545	1,576	1,608	1,641	1,673
Corporate Subscriptions	231	222	227	232	237	243
Voluntary & Community Sector Support	678	575	587	599	613	627
Projects	200	0	0	0	0	0
Audit	668	677	691	705	719	733
Net budget	3,278	3,019	3,081	3,144	3,210	3,276

Central Income & Expenditure

Financial Commentary

- 9.1. The Central Income and Expenditure budget provides for items of income and expenditure that are not directly related to service provision, or are as a result of past decisions. This budget supports the council's corporate priorities by providing the resources to ensure the provision of the council's capital programme and has a sound financial standing both now and in the future. This is achieved through the use of the Risk Contingency budget and the long term stability of the pension fund.
- 9.2. The gross expenditure under this budget has reduced by £9m to £69m for the 2013/14 financial year. A significant part of this reduction - £11.8m – is due to the planned reversal of one-off budget items included in the 2012/13 budget. These include revenue contribution to the Invest to Save budget, which is now a standalone fund; a one contribution to the capital programme, and contributions to the council's earmarked reserves. In reviewing its treasury management policy, the council has reduced the minimum amount of cash it must hold and the estimated life of its new assets. Overall this has led to a saving of £3.4m.
- 9.3. On 1 April 2013 the council is required by the Pensions Act 2008 to ensure that all its employees are enrolled into one of its pension schemes. Individuals will then be able to voluntarily leave the scheme. Although the number of employees remaining in the scheme cannot be forecast accurately, the council estimates that the cost of this will be around £1m.
- 9.4. The council holds a risk contingency budget to cover for savings and reductions not being made in full. The 2012-17 MTFP included £8m for the 2013/14 financial year, but with the increased level of savings and greater uncertainty around funding, this is being increased to £13m. This increase will be funded from the Budget Equalisation Reserve.
- 9.5. For the remainder of the five year plan the central income and expenditure budgets increases to £72m. This increase reflects two significant pressures. The first is the revenue financing of the council's capital programme, and the second is the impact of the triennial actuarial review of the pension fund. This is estimated to increase the employer contributions by £5m from 2014/15.

Presentation of financial information

- 9.6. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on the directorate's finances.
- 9.7. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 9.8. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Local taxation	(580,026)	(594,283)	(617,042)	(632,590)	(651,357)	(670,949)
UK Government grants	(270,100)	(245,982)	(232,912)	(228,504)	(227,193)	(223,562)
Income from investments	(992)	(578)	(191)	(97)	(44)	(5,150)
Other income	(992)	(578)	(191)	(97)	(44)	(5,150)
Total income	(851,118)	(840,843)	(850,145)	(861,191)	(878,594)	(899,661)
Expenditure:						
Staffing	953	426	312	342	318	158
Supplies and services	38,389	31,634	31,720	27,269	29,134	26,622
Capital financing	38,701	36,981	41,090	42,810	45,002	45,503
Non pay	77,090	68,615	72,810	70,079	74,136	72,125
School expenditure						
Total expenditure	78,043	69,041	73,122	70,421	74,454	72,283
Net budget supported by Council Tax, general government grants and reserves						
	(773,075)	(771,802)	(777,023)	(790,771)	(804,140)	(827,378)

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Protected salaries & relocation	953	426	312	342	318	158
Pensions back funding	8,606	8,606	8,787	8,980	9,178	9,380
Redundancy & compensation	4,781	4,360	3,652	3,831	3,679	2,716
Invest to save	3,800	0	0	0	0	0
Risk contingencies	9,000	13,000	8,000	8,000	8,000	8,000
Changes to pension fund contributions	0	1,000	6,000	6,000	6,000	6,000
Land drainage precept	973	1,071	1,098	1,125	1,153	1,182
Contribution to/from reserves	9,229	3,597	4,183	-668	1,124	-656
Revenue Contribution to Capital Expenditure	2,000	0	0	0	0	0
Interest payable	16,072	15,942	17,420	18,182	19,825	20,025
Minimum Revenue Provision (MRP)	22,629	21,039	23,670	24,629	25,177	25,478
Council Tax	-580,026	-550,420	-571,834	-585,935	-603,536	-621,646
Business rates income	0	-43,863	-45,208	-46,655	-47,821	-49,303
General government grants	-270,100	-245,982	-232,912	-228,504	-227,193	-223,562
Interest receivable	-992	-578	-191	-97	-44	-5,150
Total net budget	(773,075)	(771,802)	(777,023)	(790,771)	(804,140)	(827,378)

Budget movement summary

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	-773,075	-771,803	-777,023	-790,771	-804,140	-773,075
Funding changes	10,275	-9,302	-11,046	-17,403	-21,066	-48,543
Expenditure changes:						
Pressures & changes	-4,490	9,727	-1,144	5,059	-1,039	8,114
Savings & reductions	-4,513	-5,646	-1,558	-1,025	-1,132	-13,874
	-9,003	4,081	-2,702	4,034	-2,171	-5,761
Revised budget	-771,803	-777,023	-790,771	-804,140	-827,378	-827,378

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Funding changes							
Income virement	474					474	
Changes to interest rates & levels of cash balances	414	387	94	53	-106	842	
Investment Income from long term capital strategy					-5,000	-5,000	
Government Grant Income	23,644	13,070	4,408	1,311	3,631	46,064	
Business rates income surplus	-43,863	-1,345	-1,447	-1,166	-1,482	-49,303	
Movements in Council Tax Income	29,606	-21,414	-14,101	-17,601	-18,109	-41,620	
Total funding	10,275	-9,302	-11,046	-17,403	-21,066	-48,543	
Pressures:							
<u>Expenditure changes:</u>							
Virements	-788	-800	-274	16	17	-1,829	
<u>Service pressures:</u>							
Inflation	121	209	221	226	232	1,009	
Cost of service reorganisations			209			209	
End of Invest to Save Scheme	-3,800					-3,800	
Removal of Contingency for Olympics	-1,000					-1,000	
Planned changes to contributions to earmarked reserves	-4,854	1,386	-4,577	1,776	-1,797	-8,066	
Changes to capital programme	1,826	8,007	3,759	2,239	389	16,220	
Revenue Contributions to one-off schemes	-2,000					-2,000	
Repayment of existing loans	-897	-897				-1,794	
Provision for early repayment of loans & internet rate risk	903	822	-482	-199	120	1,165	
Pension fund auto enrolment	1,000					1,000	
Pension fund actuarial review		5,000				5,000	
Risk contingency - one off	5,000	-5,000				0	
New Homes Bonus investment		1,000		1,000		2,000	
Total service pressures	-3,702	10,527	-870	5,043	-1,056	9,943	
Total pressures and changes	-4,490	9,727	-1,144	5,059	-1,039	8,114	
Savings							
Cost of service reorganisations	-948	-822		-176	-1,123	-3,069	A
Changes to Treasury Management Policy	-3,076	-4,439	-1,407	-810		-9,732	G
Changes to interest rates	-489	-385	-151	-39	-9	-1,073	A
Total savings	-4,513	-5,646	-1,558	-1,025	-1,132	-13,874	
Funding changes & savings risk analysis							
Amber	-1,437	-1,207	-151	-215	-1,132	-4,142	
Green	-3,076	-4,439	-1,407	-810	0	-9,732	

Day Service Access Transport - PER VISIT	Locally	VZ/VE	15.00	15.00	0.0%				Rate Used in Fairer Charging Assessment - income generated from this rate will be included under Fairer charging yield. Rates harmonised in 2012-13 no amendments proposed for 2013-14
<u>PLD Residential Care - Weekly Charges:</u>									
Arundel	Locally	VZ/VE	1,024.00	1,024.00	0.0%	} 01 April 2013			Rates harmonised in 2012-13 therefore no plan to amend in 2013-14
Badger's Wood	Locally	VZ/VE	1,106.00	1,106.00	0.0%				
Coveham	Locally	VZ/VE	1,536.00	1,536.00	0.0%				
Hillside	Locally	VZ/VE	907.00	907.00	0.0%				
Mallow Crescent	Locally	VZ/VE	1,294.00	1,294.00	0.0%				
Langdown	Locally	VZ/VE	754.40	1,244.00	64.9%				Brought in line with other Res Homes which were harmonised in 2012-13
Rodney House	Locally	VZ/VE	754.40	1,362.00	80.5%				
<u>PLD Residential Care - Respite. Charge per Night:</u>									
Arundel	Locally	VZ/VE	146.29	146.29	0.0%				
Badger's Wood	Locally	VZ/VE	158.00	158.00	0.0%				Rates harmonised in 2012-13 therefore no plan to amend in 2013-14
Coveham	Locally	VZ/VE	219.43	219.43	0.0%				
Hillside	Locally	VZ/VE	129.57	129.57	0.0%				
Mallow Crescent	Locally	VZ/VE	184.86	184.86	0.0%				
Langdown	Locally	VZ/VE	107.77	177.71	64.9%				Brought in line with other Res Homes which were harmonised in 2012-13
Rodney House	Locally	VZ/VE	107.77	194.57	80.5%				
<u>Shared Lives Management Fee - Weekly Charges for Permanently Placed Clients</u>									
Basic Payment	Locally	VZ/VE	0.00	36.42	#DIV/0!				
Level 1	Locally	VZ/VE	0.00	51.36	#DIV/0!				Charges introduced for Management Fee not previously assessed within the Financial Assessment
Level 2	Locally	VZ/VE	0.00	64.43	#DIV/0!				
Level 3	Locally	VZ/VE	0.00	81.24	#DIV/0!				
<u>Older People:</u>									
Residential Weekly Charge	Locally	VZ/VE	642.68	642.68	0.0%				
Residential Nightly Charge	Locally	VZ/VE	91.81	91.81	0.0%				
Brook Unit at Park Hall (specifically, older LD clients)	Locally	VZ/VE	1,163.00	1,163.00	0.0%				
Day Service (excl. meals) - per weekday hour	Locally	VZ/VE	6.18	6.18	0.0%				
Day Service (excl. meals) - per weekend hour	Locally	VZ/VE	8.02	8.02	0.0%				
Day Service (excl. meals) - per public holiday hour	Locally	VZ/VE	10.08	10.08	0.0%				
Night Service (excl. bedroom and meals) - per weekday hour	Locally	VZ/VE	9.58	9.58	0.0%				Rates harmonised in 2012-13 therefore no plan to amend in 2013-14
Night Service (excl. bedroom and meals) - per weekend hour	Locally	VZ/VE	12.73	12.73	0.0%				
Night Service (excl. bedroom and meals) - per public holiday hour	Locally	VZ/VE	15.88	15.88	0.0%				
Service Delivery Home Care, per hour	Locally	VZ/VE	16.50	16.50	0.0%				
Service Delivery Supported Living, per hour of staff provision (c	Locally	VZ/VE	16.50	16.50	0.0%				
Accessing premises only - per hour, all buildings	Locally	VZ/VE	2.00	2.00	0.0%				

s included under CRAAG & Fair Charging Assessment yield below

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Residential - CRAG	National Charging Policy	VZ/VE	Subject to financial assessment	Subject to financial assessment								National Charging for Residential Accommodation Guide (CRAG) Includes local allowance for Respite. Yield not separated out between CRAG and Fairer Charging
Other Community Care Services - Fairer charging	Locally	VZ/VE	Subject to financial assessment	Subject to financial assessment								Locally determined policy for Other Community Care Services. Yield not separated out between CRAG and Fairer Charging
Locally determined rates £2.00 per week minimum charge - Less than £2.00 no charge £20.00 pw Standard Minimum Disability Related Expenditure Disregard (All Users) £24,500 Capital Limit - above this people are assessed to pay full cost Standard High Street saving interest rate applied to capital above £14,250 £20.00 pw Allowance on Respite Care in addition to CRAG rules												Rates used as disregards within the Financial Assessment

Fees & charges approval template

Directorate:	Children's, Schools & Families
Service:	Children's Service, Schools & Learning, Services for Young People.

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Children's Services											
OLA Fostering	Locally	No VAT	£100	£100	0.0%	10		100	100	0.0%	Charge is per child per week, and covers the cost of Social Worker supervision of placements for children from Other Local Authorities being placed with SCC Foster Carers.
Safeguarding Board - Training	Locally	No VAT	£75	£75	0.0%	41		75	75	0.0%	Charge for staff from non-members of the Surrey Safeguarding Children's Board to attend training provided by the Board. The charge is per place per day.
Local Authority	Nationally	No VAT	£13,138	£13,138	0.0%	21		13,318	13,318	0.0%	Charges occur when children leave Surrey - not a regular form of income. The charge is set nationally based on NJC pay rates, as there has been a pay freeze, the rate has not increased.
Voluntary Agency	Nationally	No VAT	£27,000	£27,000	0.0%			27,000	27,000	0.0%	
London Agency Voluntary	Nationally	No VAT	£29,700	£29,700	0.0%			29,700	29,700	0.0%	
London Agency LA	Nationally	No VAT	£14,452	£14,452	0.0%			14,452	14,452	0.0%	
Schools and Learning											
Training subscriptions (Early Years)		No VAT	see comments			48	n/a	see comments			Charges are based on locality and what facilities are available.
Children's centres other income		No VAT	see comments			230	n/a	see comments			None of the services within children's centres have standardised rates as they are based on local costs. There is a drive to make them self sufficient so any uplifts in charges again will be based on local requirements.
School Support to maintained schools	Locally	No VAT	n/a	1,200		394	01/04/2013		1,200		Following the restructure of Schools and learning the basis of the charges to schools for additional support from education Officers has been reviewed.
Schools Support to Academy Schools	Locally	VAT	n/a	1,500			01/04/2013		1,800		
Not school' education at home £90 per Week per child	Locally (but based on AWPURates)	No VAT	90	100	11.1%	130	01/09/2013	90	100	11.1%	
Physical & Sensory Service supporting 16+ students with visual or hearing impairments this includes, text and material modification, exam support and modification and E-coaching											
Teacher of the Deaf	Locally	No VAT	81.5	81.5	0.0%	373	n/a	81.5	81.5	0.0%	
Teacher for Vision Impairment		No VAT	81.5	81.5	0.0%						
Teacher for Physical Disability		No VAT	81.5	81.5	0.0%						
Deaf Instructor		No VAT	42	42	0.0%						
Student Support Workers in educational establishments		No VAT	32	32	0.0%						
Sign Language Interpreters in educational establishments		No VAT	42	42	0.0%						
Sign Language Interpreters in non-educational establishments		No VAT	48	48	0.0%						
Amanuensis - Transcription Service		No VAT	30	30	0.0%						
Educational Audiologist		No VAT	85	85	0.0%						
Bespoke Assessments		No VAT	85	85	0.0%						
Schools & Learning Services to Academies	Locally				443	n/a					Commercially sensitive

Fees & charges approval template

Directorate:	Children's, Schools & Families
Service:	Children's Service, Schools & Learning, Services for Young People.

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Commercial Services fees & charges	Locally	Some				22,918	n/a				Commercially sensitive
Services for Young People											
Surrey Outdoor Learning and Development (SOLD)											
Surrey Outdoor Learning Session rate (3 hours) for Surrey Young People's Groups	Locally	No VAT	120	130	8.3%	1,230	1-Apr-2013	120	130	8.3%	A session is for a maximum of 10
Surrey Outdoor Learning Session rate (3 hours) for Young People's Groups External to Surrey	Locally	No VAT	130	140	7.7%		1-Apr-2013	130	140	7.7%	A session is for a maximum of 10
Adult Development sessions (3 hours)	Locally	No VAT	250	280	12.0%		1-Apr-2013	250	280	12.0%	£280 is the minimum price charged
Food per 24 hours per person (3 meals)	Locally	No VAT	17.5	17.5	0.0%		1-Apr-2013	17.50	17.50	0.0%	Adult meals are charged as per the individual customer needs
Log Cabin Accommodation	Locally	No VAT	250	300	20.0%		1-Apr-2013	250	300	20.0%	£300 for the first night then £250 per night
Tepee Village camping Surrey group	Locally	No VAT	174	174	0.0%		1-Apr-2013	174	174	0.0%	There is one smaller Tepee village available at a lower price
Tepee Village camping Non Surrey group	Locally	No VAT	190	190	0.0%		1-Apr-2013	190	190	0.0%	
Duke of Edinburgh											
Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	Locally	No Vat	19	19	0.0%	125	n/a	19	19	0.0%	
Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	Locally	No Vat	26	26	0.0%		n/a	26	26	0.0%	

Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2013/14 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Customer and Communities
Service:	Cultural Services - Adult & Community Learning

Goods / service for which charge is made	Charge set	VAT?	Before VAT, where			Expected yield for	Effective date of	Including VAT			Comments/ special considerations
			Existing charge	Proposed charge	%			Charge payable			
								Existing £	Proposed £	% change	
Course fees, per hour	Local	Exempt	5.60 - 8.40	5.60 - 8.40	0.0%	1,600	5.60 - 8.40	5.60 - 8.40	0.0%	Fees and charges are set for the 2012/13 academic year will be agreed early in the new financial year.	
Course fees for learners with learning difficulties	Local	Exempt	2.10	2.10			2.10	2.10			
Sale of course materials	Local	Exempt	Various	Various			Various	Various			
Café income	Local	Exempt	Various	Various	Various	Various					
Vending	Local	Exempt	Various	Various	Various	Various					
Sole use hire of space in centres, per m ²	Local	Exempt	14.50	14.50	0.0%	73	14.50	14.50	0.0%		
Classrooms for up to 39 people, non commercial use per hour	Local	Exempt	19.30	19.30	0.0%		19.30	19.30	0.0%		
Classrooms for up to 39 people, commercial use per hour	Local	Exempt	36.60	36.60	0.0%		36.60	36.60	0.0%		
Halls for 40 people or more, non commercial use per hour	Local	Exempt	35.60	35.60	0.0%		35.60	35.60	0.0%		
Halls for 40 people or more, commercial use per hour	Local	Exempt	68.00	68.00	0.0%	68.00	68.00	0.0%			
Reduction for longer hire periods, 6 hours or more in a day	Local	Exempt	10%	10%		10%	10%				
Reduction for longer hire periods, more than 2 hours per session for more than 3 days or more per term	Local	Exempt	20%	20%		Included in other income above	20%	20%		'Fees and charges are set for the 2012/13 academic year will be agreed early in the new financial year.	
Hire of equipment	Local	Standard	2.50	2.50	0.0%		3.00	3.00	0.0%		
Out of hours, additional charge	Local	Standard	Cost recovery plus 10%	Cost recovery plus 10%			Cost recovery plus 10%	Cost recovery plus 10%			
Hire of other SCC Directorates	Local	Internal, not applicable	No charge for one off use - £10 per hour for ongoing room usage	No charge for one off use - £10 per hour for ongoing room usage			No charge for one off use - £10 per hour for ongoing room usage	No charge for one off use - £10 per hour for ongoing room usage			

Fees & charges approval template

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Service:	Cultural Services - Heritage

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			Existing charge £	Proposed charge £	% Change			Existing £	Proposed £	% change	
Baptism certificates	National	Standard	7.50	17.50	133.3%	78	Jan-13 (if approved)	9.00	21.00	133.3%	Proposed Church of England fees from 1 Jan 2013.
Marriage Certificates	National	Standard	7.71	7.50	-2.7%			9.25	9.00	-2.7%	
Certified copies of other documents	Local	Standard	12.50	12.50	0.0%			15.00	15.00	0.0%	
Postage of certificates, if required	Local	Exempt	1.20	1.20	0.0%			1.20	1.20	0.0%	
Photocopy, A4 & A3 per sheet	Local	Standard	0.50	0.50	0.0%			0.60	0.60	0.0%	
Postage of up to five copies	Local	Exempt	5.00	5.00	0.0%			5.00	5.00	0.0%	
Postage, each additional copy	Local	Exempt	0.60	0.60	0.0%			0.60	0.60	0.0%	
A0 copies of 25" OS maps out of copyright	Local	Standard	8.33	8.33	0.0%		10.00	10.00	0.0%		
Postage of copied maps, if required	Local	Exempt	2.40	2.40	0.0%		2.40	2.40	0.0%		
Removal of staples, pins etc from archive materials for photocopying	Local	Standard	14.33	14.58	1.7%		Apr-13	17.20	17.50	1.7%	
Prints from microfilm/microfiche, A3 or A4	Local	Standard	0.50	0.50	0.0%		0.60	0.60	0.0%		
Postage of up to five copies	Local	Exempt	5.00	5.00	0.0%		5.00	5.00	0.0%		
Postage of each additional copy	Local	Exempt	1.00	1.00	0.0%		1.00	1.00	0.0%		
Copies of microfiche, up to 4	Local	Standard	19.33	19.33	0.0%		23.20	23.20	0.0%		

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /				
			Existing £	Proposed £	% change			Existing £	Proposed £	% change		
Copy of each additional microfiche	Local	Standard	4.83	4.83	0.0%	Included in general fees and charges above		5.80	5.80	0.0%		
Postage of microfiche, per order	Local	Exempt	2.40	2.40	0.0%			2.40	2.40	0.0%		
Copies of microfilm	Local	Standard	66.00	66.00	0.0%			79.20	79.20	0.0%		
Postage of microfilm, per order	Local	Exempt	2.40	2.40	0.0%			2.40	2.40	0.0%		
Print out from SHC lists or databases, first 20 sheets	Local	Standard	Free	Free				Free	Free			
Postage, per order	Local	Exempt	2.40	2.40	0.0%			2.40	2.40	0.0%		
Printouts from internet/CD ROMs on site at SHC, per sheet	Local	Standard	0.13	0.13	0.0%			0.15	0.15	0.0%		
Colour print outs from Sites and Monument Record, per sheet	Local	Standard	1.00	1.00	0.0%			1.20	1.20	0.0%		
Photography Permit, one day	Local	Standard	6.46	6.58	1.9%			Apr-13	7.75	7.90	1.9%	
Photography Permit, five days	Local	Standard	19.33	19.79	2.4%			Apr-13	23.20	23.75	2.4%	
Removal of staples, pins etc from archive materials for photography	Local	Standard	13.75	14.58	6.1%		Apr-13	16.50	17.50	6.1%		
Talk by a member of staff to groups within Surrey	Local	Standard	50.00	50.00	0.0%			60.00	60.00	0.0%		
Tour of SHC, group of up to 15 people	Local	Standard	29.17	29.17	0.0%			35.00	35.00	0.0%		
Digital image, A4 basic paper	Local	Standard	6.46	6.58	1.9%		Apr-13	7.75	7.90	1.9%		

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Digital image, A4 photo quality paper	Local	Standard	9.17	9.42	2.7%	Included in general fees and charges above		11.00	11.30	2.7%	
Digital image, A3 basic paper	Local	Standard	10.13	10.33	2.1%		12.15	12.40	2.1%		
Digital image, A3 photo quality paper	Local	Standard	18.33	18.83	2.7%		22.00	22.60	2.7%		
Digital image on CD, first image	Local	Standard	9.17	9.42	2.7%		11.00	11.30	2.7%		
Digital image on CD, subsequent images	Local	Standard	5.54	5.67	2.3%		6.65	6.80	2.3%		
Postage, per digital image order UK	Local	Exempt	2.40	2.40	0.0%		2.40	2.40	0.0%		
Postage, per digital image order overseas	Local	Exempt	4.00	4.00	0.0%		4.00	4.00	0.0%		
Books, stamps, cards, gifts etc from shop	Local	Standard	Various	Various			Various	Various			
Reproduction historic map, John Speed 1610	Local	Standard	10.00	10.00	0.0%		12.00	12.00	0.0%		
Reproduction historic map, John Blaeu 1645	Local	Standard	10.00	10.00	0.0%		12.00	12.00	0.0%		
Reproduction historic map, Emanuel Bowen c. 1753-1760	Local	Standard	8.33	8.33	0.0%		10.00	10.00	0.0%		
Postage of maps, UK	Local	Exempt	2.40	2.40	0.0%		2.40	2.40	0.0%		
Postage of maps, overseas	Local	Exempt	4.00	4.00	0.0%		4.00	4.00	0.0%		
Postage of books from shop	Local	Exempt	2.40	2.40	0.0%		2.40	2.40	0.0%		
Postage of books from shop, large orders	Local	Exempt	On application	On application		On application	On application				

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
								Existing £	Proposed £	% change	
Paid research service, per half hour	Local	Standard	14.33	14.58	1.7%	Included in general fees and charges above	Apr-13	17.20	17.50	1.7%	
One to One surgeries, per hour	Local	Standard	28.67	29.17	1.7%		Apr-13	34.40	35.00	1.7%	
Filming fee, per day	Local	Standard	166.67	166.67	0.0%			200.00	200.00	0.0%	
Publication fee: scholarly, non-profit making, with print runs < 1,000copies, per image	Local	Zero rated	6.00	6.00	0.0%			6.00	6.00	0.0%	
Publication fee: books with print runs > 1,000 copies, per image	Local	Zero rated	34.40	35.00	1.7%		Apr-13	34.40	35.00	1.7%	
Publication fee, book and magazine covers, per image	Local	Zero rated	55.00	55.00	0.0%			55.00	55.00	0.0%	
Publication fee, TV, film, video stills or moving image, per image	Local	Standard	45.83	45.83	0.0%			55.00	55.00	0.0%	
Publication fee, digital publication intranet only, per image	Local	Standard	5.00	5.00	0.0%			6.00	6.00	0.0%	
Publication fee, digital publication commercial use, per image	Local	Standard	28.67	29.17	1.7%		Apr-13	34.40	35.00	1.7%	
Publication fee, digital publication non profit CD ROM, per image	Local	Standard	5.00	5.00	0.0%			6.00	6.00	0.0%	
Publication fee, commercial interior design and decoration, per image	Local	Standard	45.83	45.83	0.0%			55.00	55.00	0.0%	

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
								Existing £	Proposed £	% change	
Out of hours room hire, additional fee	Local	Standard	Cost recovery	Cost recovery		} Included in general fees and charges above	Apr-13	Cost recovery	Cost recovery		
Historic Environment Record planning consultation	Local	Standard	41.67	50.00	20.0%			50.00	60.00	20.0%	
Talk at SHC or other venue, per ticket	Local	Standard	£2.50 - £4.17	4.17				£3.00 - £5.00	5.00		
Archaeology services	Local	Standard	Cost recovery	Cost recovery		207		Cost recovery	Cost recovery		

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Cultural Services - Libraries

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			Existing charge £	Proposed charge £	% Change			Existing £	Proposed £	% change	
Overdue books, Adult books per open day	Local	Non-business	0.15	0.17	13.3%	304	Jan-13	0.15	0.17	13.3%	
Overdue adult books, maximum charge	Local	Non-business	6.00	8.00	33.3%		Jan-13	6.00	8.00	33.3%	
Overdue books, Young Adult/Children's books on an adult ticket, per open day	Local	Non-business	0.04	0.05	25.0%		Jan-13	0.04	0.05	25.0%	
Overdue young adult/Children's books, maximum charge	Local	Non-business	1.60	1.60	0.0%		Jan-13	1.60	1.60	0.0%	
Overdue books, administrative charge for reminder @ 6 weeks	Local	Non-business	2.00	2.00	0.0%		Jan-13	2.00	2.00	0.0%	
Replacement Library Card	Local	Non-business	2.00	2.50	25.0%	9	Jan-13	2.00	2.50	25.0%	

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Entertainment DVD lowest popularity/length per week	Local	Non-business	2.00	2.00	0.0%	257		2.00	2.00	0.0%	Most Information DVDs are to be withdrawn due to low turnover.
Entertainment DVD low popularity/length, per week	Local	Non-business	2.50	2.50	0.0%			2.50	2.50	0.0%	
Overdue charge low/lowest cost entertainment DVD, per open day	Local	Non-business	0.40	0.50	25.0%		Jan-13	0.40	0.50	25.0%	
Maximum overdue charge for low/lowest cost entertainment DVD, 40 days	Local	Non-business	16.00	20.00	25.0%		Jan-13	16.00	20.00	25.0%	
Entertainment DVD high popularity/length per week	Local	Non-business	3.00	3.00	0.0%			3.00	3.00	0.0%	
Entertainment DVD multiple disc set/length per week	Local	Non-business	6.00	6.00	0.0%			6.00	6.00	0.0%	
Overdue charge high/highest cost entertainment DVD, per open day	Local	Non-business	0.50	0.60	20.0%		Jan-13	0.50	0.60	20.0%	
Maximum overdue charge for high/highest cost entertainment DVD, 40 days	Local	Non-business	20.00	24.00	20.0%		Jan-13	20.00	24.00	20.0%	
Information DVD	Local	Non-business	Free	Free				Free	Free		
Information DVD, overdue charge per open day	Local	Non-business	0.15	0.17	13.3%		Jan-13	0.15	0.17	13.3%	
Information DVD, maximum overdue charge	Local	Non-business	6.00	6.80	13.3%	Jan-13	6.00	6.80	13.3%		

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Music CD single disc, per week	Local	Non-business	0.75	0.75	0.0%	25	Jan-13	0.75	0.75	0.0%	Use of CDs is declining so the aim is to maintain income by changing stock rather than increasing charges Low stock and take up in this category
Music CD, two or more in set, per week	Local	Non-business	1.00	1.00	0.0%			1.00	1.00	0.0%	
Music CD overdue charge per open day	Local	Non-business	0.15	0.17	13.3%			0.15	0.17	13.3%	
Music CD, maximum overdue charge	Local	Non-business	6.00	6.00	0.0%			6.00	6.00	0.0%	
Spoken word CD, single or set of two, 3 week loan	Local	Non-business	0.75	0.75	0.0%	81		0.75	0.75	0.0%	
Spoken word CD, set of 3/4/5, 3 week loan	Local	Non-business	1.50	1.50	0.0%			1.50	1.50	0.0%	
Spoken word CD, set of six or more, 3 week loan	Local	Non-business	2.00	2.00	0.0%			2.00	2.00	0.0%	
Spoken word CD overdue charge per open day	Local	Non-business	0.15	0.15	0.0%			0.15	0.15	0.0%	
Spoken word CD, maximum overdue charge	Local	Non-business	6.00	6.00	0.0%			6.00	6.00	0.0%	
Spoken word cassettes, adult titles, single	Local	Non-business	0.40	0.40	0.0%			0.40	0.40	0.0%	
Spoken word cassettes, adult titles, 2/3 cassettes	Local	Non-business	0.50	0.50	0.0%			0.50	0.50	0.0%	
Spoken word cassettes, adult titles, 4 or more	Local	Non-business	1.50	1.50	0.0%			1.50	1.50	0.0%	
Spoken word Cassette overdue charge per open day	Local	Non-business	0.15	0.15	0.0%	0.15	0.15	0.0%			
Spoken word Cassette, maximum overdue charge	Local	Non-business	6.00	6.00	0.0%	6.00	6.00	0.0%			

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			Existing charge £	Proposed charge £	% Change			Existing £	Proposed £	% change	
Spoken word CDs and cassettes, children's, 3 week loan	Local	Non-business	Free	Free		Included on Spoken Word Above	Jan-13	Free	Free		
Children spoken word CD/cassette overdue charge per day on an adult card	Local	Non-business	0.04	0.05	25.0%		Jan-13	0.04	0.05	25.0%	
Children spoken word CD/cassette overdue charge per day on an early years/child/young adult card	Local	Non-business	Free	Free			Jan-13	Free	Free		
Children's spoken word CD/Cassette, on an adult card, maximum overdue charge	Local	Non-business	1.20	2.00	66.7%		Jan-13	1.20	2.00	66.7%	
Language courses on CD or cassette	Local	Non-business	Free	Free			Jan-13	Free	Free		
Language courses overdue charge per open day	Local	Non-business	0.15	0.17	13.3%		Jan-13	0.15	0.17	13.3%	
Language courses, maximum overdue charge	Local	Non-business	6.00	6.80	13.3%	Jan-13	6.00	6.80	13.3%		
Request for adult book in Surrey library stock	Local	Non-business	1.00	1.00	0.0%	56	Jan-13	1.00	1.00	0.0%	
On line request for adult book in Surrey library stock	Local	Non-business	0.50	0.50	0.0%		Jan-13	0.50	0.50	0.0%	
Reservation fee for reading groups per title	Local	Non-business	2.00	2.50	25.0%		Jan-13	2.00	2.50	25.0%	
Request for periodical article	Local	Non-business	3.00	3.50	16.7%		Jan-13	3.00	3.50	16.7%	
Copy periodical article, per A4 sheet	Local	Non-business	0.20	0.20	0.0%			0.20	0.20	0.0%	

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
								Existing £	Proposed £	% change	
Request for a large print book	Local	Non-business	Free	Free		} Included in request fees above		Free	Free		
Request for adult book not in Surrey library stock obtained <u>within</u> the UK	Local	Non-business	3.00	4.00	33.3%		Jan-12	3.00	4.00	33.3%	
Request for adult book not in Surrey library stock obtained <u>outside</u> the UK	Local	Non-business	5.00	6.00	20.0%		Jan-13	5.00	6.00	20.0%	
Renewal of inter library loan (first renewal)	Local	Non-business	1.00	1.50	50.0%		Jan-13	1.00	1.50	50.0%	
Renewal of inter library loan (second renewal)	Local	Non-business	1.00	1.50	50.0%		Jan-13	1.00	1.50	50.0%	
Request for a children's/young adult book in Surrey library stock	Local	Non-business	Free	Free				Free	Free		
Request for a children's/young adult book <u>not</u> in Surrey library stock obtained <u>within</u> the UK	Local	Non-business	2.00	2.50	25.0%		Jan-13	2.00	2.50	25.0%	
Request for a children's/young adult book <u>not</u> in Surrey library stock obtained <u>outside</u> the UK	Local	Non-business	4.00	6.00	50.0%		Jan-13	4.00	6.00	50.0%	
On line request for audio book/music CD/Video or DVD	Local	Non-business	0.50	0.50	0.0%			0.50	0.50	0.0%	
Request for audio book/music CD/Video or DVD	Local	Non-business	1.00	1.00	0.0%		1.00	1.00	0.0%		

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			Existing charge £	Proposed charge £	% Change			Charge payable by customer /				
			Existing £	Proposed £	% change			Existing £	Proposed £	% change		
Replacement of a lost/damaged item still in print (refunded if lost item found within 12 months)	Local	Non-business	Full replacement price	Full replacement price		} 25		Full replacement price	Full replacement price			
Replacement of a lost/damaged item out of print	Local	Non-business	Suppliers average price	Suppliers average price				Suppliers average price	Suppliers average price			
Use of a computer - first two hours	Local	Non-business	Free	Free		Free	Free					
Use of a computer - a further two hours	Local	Non-business	3.00	4.00	33.3%	} 15	Jan-13	3.00	4.00	33.3%		
Use of a computer, non-member guest log-in, two hours	Local	Non-business	3.00	4.00	33.3%			3.00	4.00	33.3%		
Room hire	Local	exempt	Various	Various		21		Various	Various			Increases will be made in individual libraries
Performing Arts, reservation fee (per title) for sets ordered in advance	Local	Non-business	3.00	3.00	0.0%	Minimal		3.00	3.00	0.0%		
Performing Arts, inter-library loan fee per application to other library authorities	Local	Non-business	4.00	4.00	0.0%	Minimal		4.00	4.00	0.0%		
Performing Arts, Surrey/West Sussex groups, annual subscription	Local	Non-business	25.00	25.00	0.0%	} 12		25.00	25.00	0.0%		
Performing Arts, other groups, annual subscription	Local	Non-business	32.00	32.00	0.0%			32.00	32.00	0.0%		

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Service:	Cultural Services - Libraries

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Existing £	Proposed £	% change	
Performing Arts, Surrey/West Sussex groups, loan of vocal scores, per month	Local	Non-business	5.00	5.00	0.0%	63		5.00	5.00	0.0%	Changes only to orchestral sets to bring them up to parity with other authorities.
Performing Arts, Surrey/West Sussex groups, loan of packaged vocal sets, per month	Local	Non-business	4.00	4.00	0.0%			4.00	4.00	0.0%	
Performing Arts, Surrey/West Sussex groups, loan of orchestral sets, per month	Local	Non-business	6.00	8.00	33.3%		Jan-13	6.00	8.00	33.3%	
Performing Arts, Surrey/West Sussex groups, loan of play sets, per month	Local	Non-business	3.00	4.00	33.3%		Jan-13	3.00	4.00	33.3%	
Performing Arts, other groups, loan of vocal scores, per month	Local	Non-business	7.00	7.00	0.0%			7.00	7.00	0.0%	
Performing Arts, other groups, loan of orchestral sets, per month	Local	Non-business	8.00	10.00	25.0%		Jan-13	8.00	10.00	25.0%	
Performing Arts, other groups, loan of packaged vocal sets, per month	Local	Non-business	6.00	6.00	0.0%			6.00	6.00	0.0%	
Performing arts, other groups, loan of play sets, per month	Local	Non-business	4.00	5.00	25.0%		Jan-13	4.00	5.00	25.0%	

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Cultural Services - Libraries

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /	Existing £	Proposed £		% change
Printing from computer, black & white, A4	Local	Standard	0.13	0.13	0.0%	80		0.15	0.15	0.0%		
Printing from microform readers (microfilm/microfiche), per page	Local	Standard	0.42	0.42	0.0%			0.50	0.50	0.0%		
Printing from computer, colour, A4	Local	Standard	0.83	0.83	0.0%			1.00	1.00	0.0%		
Photocopying, A4 B&W, per sheet	Local	Standard	0.08	0.08	0.0%	57		0.10	0.10	0.0%		
Photocopying, A3 B&W, per sheet	Local	Standard	0.17	0.17	0.0%			0.20	0.20	0.0%		
Photocopying, A4 colour, per sheet	Local	Standard	0.83	0.83	0.0%			1.00	1.00	0.0%		
Photocopying, A3 colour, per sheet	Local	Standard	1.25	1.25	0.0%	17		1.50	1.50	0.0%		
Fax service, send to UK & Eire - first page	Local	Standard	1.00	1.25	25.0%		Jan-13	1.20	1.50	25.0%		
Fax service, send to UK & Eire - further pages	Local	Standard	0.63	0.83	33.3%		Jan-13	0.75	1.00	33.3%		
Fax service, send to Europe - first page	Local	Standard	1.67	2.08	25.0%		Jan-13	2.00	2.50	25.0%		
Fax service, send to Europe - further pages	Local	Standard	0.83	1.25	50.0%		Jan-13	1.00	1.50	50.0%		
Fax service, send to rest of world - first page	Local	Standard	2.50	3.33	33.3%		Jan-13	3.00	4.00	33.3%		
Fax service, send to rest of world - further pages	Local	Standard	1.25	1.67	33.3%		Jan-13	1.50	2.00	33.3%		
Fax service, to receive a fax - first page	Local	Standard	0.83	1.25	50.0%	Jan-13	1.00	1.50	50.0%			
Sale of miscellaneous items (stationery, books, stamps)	Local	Mixed	Various	Various		127		Various	Various			

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Cultural Services - Libraries

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
								Existing £	Proposed £	% change	
Car Parking	Local	Standard	Various	Various		9		Various	Various		
Author talks	Local	Standard	Various	Various		9		Various	Various		
Loan of headphones	Local	Standard	0.42	0.42	0.0%	1		0.50	0.50	0.0%	
USB Drive	Local	Standard	7.08	7.08	0.0%	1		8.50	8.50	0.0%	
Other services e.g. laminating	Local	Standard	Various	Various		34		Various	Various		
Sale of ex stock	Local	Zero rated	Various	Various		66		Various	Various		

Fees & charges approval template

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Directorate: Customer and Communities
Service: Cultural Services - Registrars

Goods / service for which charge is made	Charge set	VAT?	Before VAT, where applicable				Expected yield	Effective date of	Including VAT where applicable				Comments/ special consideration s
			Existing charge	Proposed 2013/14	%	Proposed 2014/15			Charge				
									Existing £	Proposed 2013/14 £	% change	Proposed 2014/15 £	
Full certificate of Birth/Death/Marriage, on day of registration	National	Non-business	4.00	4.00	0.0%	4.00	439		4.00	4.00	0.0%	4.00	Statutory fees are set by central government. No change expected 13/14
Full certificate of Birth/Death/Marriage, from a current register standard service	National	Non-business	7.00	7.00	0.0%	7.00	1		7.00	7.00	0.0%	7.00	
Full certificate of Birth/Death/Marriage, from a completed register standard service	National	Non-business	10.00	10.00	0.0%	10.00	100		10.00	10.00	0.0%	10.00	
Short Birth Certificate from a current register, standard service	National	Non-business	7.00	7.00	0.0%	7.00	Minimal		7.00	7.00	0.0%	7.00	
Short Birth Certificate from a completed register, standard service	National	Non-business	10.00	10.00	0.0%	10.00	Minimal		10.00	10.00	0.0%	10.00	
Civil Partnership certificates, on day of registration	National	Non-business	4.00	4.00	0.0%	4.00	1		4.00	4.00	0.0%	4.00	
Civil Partnership certificates, after day of registration standard service	National	Non-business	10.00	10.00	0.0%	10.00	Minimal		10.00	10.00	0.0%	10.00	
Notice of Marriage or civil partnership	National	Non-business	35.00	35.00	0.0%	35.00	300		35.00	35.00	0.0%	35.00	
Certificates, additional fee for Priority service (in addition to statutory fees above)	Local	Non-business	6.00	6.00	0.0%	6.00	22		6.00	6.00	0.0%	6.00	

Fees & charges approval template

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Directorate: Customer and Communities
Service: Cultural Services - Registrars

Goods / service for which charge is made	Charge set	VAT?	Before VAT, where applicable				Expected yield	Effective date of	Including VAT where applicable				Comments/ special considerations	
			Existing charge	Proposed 2013/14	%	Proposed 2014/15			Charge					
									Existing £	Proposed 2013/14 £	% change	Proposed 2014/15 £		
Amendment fee	Local	Non-business	20.00	20.00	0.0%	25.00	8		20.00	20.00	0.0%	25.00	2014/15 fees already agreed as fees are taken up to 2 years in advance	
Commemorative Certificate	Local	Non-business	5.00	5.00	0.0%	5.00	Minimal		5.00	5.00	0.0%	5.00		
Non refundable booking fee for ceremonies (included in fees below)	Local	Non-business	100.00	100.00	0.0%	100.00	40		100.00	100.00	0.0%	100.00		
Marriage/Civil Partnership at Register Office, Monday - Thursday	Local	Non-business	100.00	105.00	5.0%	110.00	} 245	Apr-13	100.00	105.00	5.0%	110.00		
Marriage/Civil Partnership at Register Office, Friday	Local	Non-business	175.00	180.00	2.9%	195.00		Apr-13	175.00	180.00	2.9%	195.00		
Marriage/Civil Partnership at Register Office, Saturday	Local	Non-business	235.00	240.00	2.1%	255.00		Apr-13	235.00	240.00	2.1%	255.00		
Statutory Register Office Ceremony	National	Non-business	45.00	45.00	0.0%	45.00	6		45.00	45.00	0.0%	45.00		Statutory fee
Attendance fee for civil marriage/civil partnership, Monday - Thursday	Local	Non-business	360.00	380.00	5.6%	395.00	} 770	Apr-13	360.00	380.00	5.6%	395.00		
Attendance fee for civil marriage/civil partnership, Friday and Saturday	Local	Non-business	400.00	420.00	5.0%	455.00		Apr-13	400.00	420.00	5.0%	455.00		
Attendance fee for civil marriage/civil partnership, Sunday and Bank Holidays	Local	Non-business	470.00	490.00	4.3%	500.00		Apr-13	470.00	490.00	4.3%	500.00		

Fees & charges approval template

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Directorate: Customer and Communities
Service: Cultural Services - Registrars

Goods / service for which charge is made	Charge set	VAT?	Before VAT, where applicable				Expected yield	Effective date of	Including VAT where applicable				Comments/ special considerations
			Existing charge	Proposed 2013/14	%	Proposed 2014/15			Charge	Proposed 2013/14 £	% change	Proposed 2014/15 £	
Marriage/Civil Partnership, small room at Artington House or Tyney room at The Mansion	Local	Non-business	50.00	55.00	10.0%	60.00	26	Apr-13	50.00	55.00	10.0%	60.00	
Renewal of Vows and naming ceremonies at Register offices, Monday - Thursday	Local	Standard	100.00	105.00	5.0%	110.00	1	Apr-13	120.00	126.00	5.0%	132.00	
Renewal of Vows and naming ceremonies at Register offices, Friday	Local	Standard	175.00	180.00	2.9%	195.00	2	Apr-13	210.00	216.00	2.9%	234.00	
Renewal of Vows and naming ceremonies at Register offices, Saturday	Local	Standard	235.00	240.00	2.1%	255.00	4	Apr-13	282.00	288.00	2.1%	306.00	
Renewal of Vows/naming ceremony at another venue, Monday-Thursday	Local	Standard	200.00	205.00	2.5%	210.00	1	Apr-13	240.00	246.00	2.5%	252.00	
Renewal of Vows/naming ceremony at another venue, Friday	Local	Standard	260.00	270.00	3.8%	275.00	1	Apr-13	312.00	324.00	3.8%	330.00	
Renewal of Vows/naming ceremony at another venue, Saturday	Local	Standard	260.00	270.00	3.8%	275.00	2	Apr-13	312.00	324.00	3.8%	330.00	
Renewal of Vows/naming ceremony at another venue, Sunday	Local	Standard	315.00	325.00	3.2%	330.00		Apr-13	378.00	390.00	3.2%	396.00	
Licensing premises for civil ceremonies, one room	Local	Non-business	2,000.00	2,000.00	0.0%	2,000.00	50		2,000.00	2,000.00	0.0%	2,000.00	
Licensing premises for civil ceremonies, each additional room	Local	Non-business	185.00	195.00	5.4%	205.00	6	Apr-13	185.00	195.00	5.4%	205.00	

Fees & charges approval template

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Directorate: Customer and Communities
Service: Cultural Services - Registrars

Goods / service for which charge is made	Charge set	VAT?	Before VAT, where applicable				Expected yield	Effective date of	Including VAT where applicable				Comments/ special consideration s
			Existing charge	Proposed 2013/14	%	Proposed 2014/15			Charge	Existing £	Proposed 2013/14 £	% change	
Licensing premises for civil ceremonies, appeal/review following rejection/revocation (non refundable)	Local	Non-business	350.00	350.00	0.0%	350.00	Minimal		350.00	350.00	0.0%	350.00	
Nationality application checking service, single application, adult or child	Local	Standard	55.00	60.00	9.1%	65.00	20	Apr-13	66.00	72.00	9.1%	78.00	
Nationality application checking service, child as part of a family	Local	Standard	55.00	60.00	9.1%	65.00	4	Apr-13	66.00	72.00	9.1%	78.00	
Nationality application checking service, additional appointment	Local	Standard	25.00	25.00	0.0%	30.00	Minimal		30.00	30.00	0.0%	36.00	
Citizen Ceremony fee, Individual Additional fee for Private Ceremony	Local	Non-business	80.00	80.00	0.0%	85.00	50		80.00	80.00	0.0%	85.00	
Citizen Ceremony fee Family Additional fee for Private Ceremony	Local	Non-business	115.00	120.00	4.3%	130.00	15	Apr-13	115.00	120.00	4.3%	130.00	
Citizenship Ceremony fee received from the Home Office for each new citizen	National	Non-business	80.00	80.00	0.0%	80.00	185		80.00	80.00	0.0%	80.00	Fee from the Home Office

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Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2013/14 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Customer and Communities
Service:	Cultural Services - Surrey Arts

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Children's music lessons (10per term), varies depending on number of participants and length of lesson	Local	Exempt	41.00 - 349.00	41.00 - 349.00		2,423		41.00 - 349.00	41.00 - 349.00	0.0%	Surrey Arts tuition fees will be reviewed prior to the start of the new academic year in September. This is when the annual price increase is normally applied. Surrey Arts will keep the increase as low as possible but has to deal with a cut in Government Grant and SCC funding. Music tuition has been supported by government grant. New arrangements are in place for grant funding which include an open competitive bidding process. Surrey Arts is acting as lead organisation for the Surrey Music Education Hub. Grant funding has been agreed for three years from October 2012 but decreases from £1,208,000 to £1,043,000 in 2013-14.
Adult music lessons (10 week term), varies depending on number of participants and length of lesson	Local	Exempt	63.00 - 377.00	63.00 - 377.00				63.00 - 377.00	63.00 - 377.00	0.0%	
Tuning up programme (10 sessions per term)	Local	Exempt	21.00	21.00	0.0%	145		21.00	21.00	0.0%	
Primary Festivals Concerts Ticket	Local	Exempt	7.00	7.00	0.0%	34		7.00	7.00	0.0%	
Ensemble membership	Local	Exempt	47.00 - 63.00	47.00 - 63.00		31		47.00 - 63.00	47.00 - 63.00	0.0%	
Instrument hire, per term	Local	Standard	13.33	13.33	0.0%	30		16.00	16.00	0.0%	
Assisted purchase admin fee	Local	Non-business	5%, max £50	5%, max £50		4		5%, max £50	5%, max £50	0.0%	
Examination administration fee, per entry	Local	Non-business	6.50	7.50	15.4%	1	Sep-13	6.50	7.50	15.4%	
School recitals	Local	Non-business	105.00 - 210.00	105.00 - 210.00		2		105.00 - 210.00	105.00 - 210.00	0.0%	
Gatton Residential Course	Local	Exempt	60.00 - 260.00	60.00 - 260.00		44		60.00 - 260.00	60.00 - 260.00	0.0%	
Artists open studios	Local	Standard	35.00 - 235.83	35.00 - 235.83		48		42.00 - 283.00	42.00 - 283.00	0.0%	

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Cultural Services - Surrey Arts

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Wardrobe hire, per item first seven days	Local	Standard	0.23 - 21.67	0.23 - 21.67	0.0%	37		0.28 - 26.00	0.28 - 26.00	0.0%	Wardrobe hire fees were restructured in Nov 2010 onto a simplified per item basis.
Wardrobe hire, per item further 7days	Local	Standard	25% of first week fee	25% of first week fee				25% of first week fee	25% of first week fee		Members receive a 15% discount on hire fees
Wardrobe membership (group and family/individual)	Local	Standard	39.17 - 56.67	39.17 - 56.67	0.0%			47.00 - 68.00	47.00 - 68.00	0.0%	A concessionary membership fee of £25.00 is available for students and those receiving unemployment and low income benefits
Concert ticket sales	Local	Standard	4.17 - 26.67	4.17 - 26.67	0.0%	30		5.00 - 25.00	5.00 - 25.00	0.0%	Fee varies dependent upon demand/popularity/event costs.
Arts Events (Boys Dance, Jnr Art School, Surrey Youth Theatre)	Local	Standard	Various	Various		12		Various	Various		

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Customer Services

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Blue parking badge	National	Non business	10.00	10.00	0.0%	135.00		10.00	10.00	0.0%	Maximum charge is £10. Expected income based on 10 months actual plus 2 months estimated for first full year figures from new BBIS system

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Fire and Rescue

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Cost recovery for "special services", per hour	Local	Standard	322.40	302.86	-6.1%	93	Apr-13	386.88	363.43	-6.1%	} Revised fee more accurately reflects cost of provision
Extracts from Fire Reports, per report	Local	Zero	60.09	64.07	6.6%	5	Apr-13	60.09	64.07	6.6%	
Safe Drive Stay Alive	Local	Exempt	2.50	2.50	0.0%	30		2.50	2.50	0.0%	

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Trading Standards

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /	Proposed	% change	
Fireworks Registration, one year	National	Non business	105.00	These are all statutory fees and the annual increase has yet to be confirmed. This is not expected to be significant. Usually published March / April each year.	20		105.00	These are all statutory fees and the annual increase has yet to be confirmed. This is not expected to be significant. Usually published March / April each year.		The service are working in partnership with Mole Valley Environmental Health with a view to transfer this activity and the associated income for explosives to them in 2013.	
Fireworks Registration, one year renewal	National	Non business	52.00				52.00				
Fireworks Licence, one year	National	Non business	178.00				178.00				
Fireworks Licence, one year renewal	National	Non business	83.00				83.00				
Fireworks Registration, annual licence (outside permitted periods)	National	Non business	500.00				500.00				
Variation of the licensee or registrant, site address/ Transfer of Licence or registration/ replacement licence/registration	National	Non business	35.00		Minimal	35.00					
Petrol licence, storage of up to 2,500 litres	National	Non business	42.00		19		42.00				
Petrol licence, storage of 2,500-50,000 litres	National	Non business	58.00				58.00				
Petrol licence, storage of more than 50,000 litres	National	Non business	120.00				120.00				
Change or transfer of an existing licence	National	Non business	8.00				8.00				

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Trading Standards

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
								Existing £	Proposed £	% change	
Site searches of premises where petroleum has been stored, full information	Local	Standard	105.00	108.15	3.0%	3	Apr-13	126.00	129.78	3.0%	
Site searches of premises where petroleum has been stored, no information	Local	Standard	52.50	54.08	3.0%		Apr-13	63.00	64.89	3.0%	
Plans of premises subject to site search	Local	Standard	10.50	10.82	3.0%			12.60	12.98	3.0%	
Poisons licence, initial registration, per premise	National	Non business	34.50	0.00		2	Apr-13	34.50	0.00		
Poisons licence, registration renewal, per premise	National	Non business	18.00	0.00			Apr-13	18.00	0.00		
Variation of an existing poisons registration	National	Non business	9.00	0.00			Apr-13	9.00	0.00		
Performing animals licence	National	Non business	25.00	Set by statute		Minimal		25.00	Set by statute		Published March / April.

The service are working in partnership with Mole Valley Environmental Health. Responsibility for these income streams will pass to Mole Valley from April 2013. (£36,70 - £48,44).

Fees & charges approval template

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Directorate:	Customer and Communities
Service:	Trading Standards

Goods / service for which charge is made	Charge set nationally /	VAT?	Before VAT, where applicable			Expected yield for year	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% Change			Charge payable by customer /			
			Existing £	Proposed £	% change			Existing £	Proposed £	% change	
Weights and Measures testing: Liquid meters for fuel - 1st meter tested	Local	Standard	95.00	97.85	3.0%	Minimal	Apr-13	114.00	117.42	3.0%	Conducted at request of OFT who also set fee levels. Yield based on average officer charge (£67 per hour). No planned increase as restricted to cost recovery. Yield depends on third party demand for officer services. BWC scheme management group has agreed maximum fees for all authorities, awaiting review and common fee proposals.
Weights and Measures testing: Liquid meters for fuel - subsequent meters	Local	Standard	58.33	60.08	3.0%	Minimal	Apr-13	70.00	72.10	3.0%	
Other Weights and Measures testing / verification fees	Local	Standard	Various	Various		Minimal	Apr-13	Various	Various		
Credit fitness checks per hour	National	Non business	66.57 max £900	Set by OFT		Minimal		66.57 max £900	Set by OFT		
Primary Authority Principle Agreements	Local (cost recovery limit - National)	Standard	Various	Various		15	Apr-13	Various	Various		
Recovery of Officer time	Local	Standard	67.00	67.00		8	Apr-13	67.00	67.00		
Buy with Confidence, initial application fee	Local	Standard	215.83	222.50	3.1%	11	Apr-13	259.00	267.00	3.1%	
Buy with Confidence, annual fee, businesses with 1-5 employees	Local	Standard	118.33	121.67	2.8%	60	Apr-13	142.00	146.00	2.8%	
Buy with Confidence, annual fee, businesses with 6-20 employees	Local	Standard	172.92	178.33	3.1%		Apr-13	207.50	214.00	3.1%	
Buy with Confidence, annual fee, businesses with more than 20 employees	Local	Standard	270.42	279.17	3.2%		Apr-13	324.50	335.00	3.2%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (Planning)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
County applications, new buildings, new floor space less than 40m2	national	non-business	170	195	14.7%	164	22.11.12	170	195	14.7%	
County applications, new buildings, new floor space 40-75 m2	national	non-business	335	385	14.9%		22.11.12	335	385	14.9%	
County applications, new buildings, new floor space greater than 75 m2 (but less than 3,750 m2), for each 75m2 or part thereof	national	non-business	335	385	14.9%		22.11.12	335	385	14.9%	
County applications, new buildings, new floor space greater than 3,750 m2,	national	non-business	£16,565 + £100 for each 75m2 in excess of 3,750 m2, max £250,000	£19,049 + £115 for each 75m2 in excess of 3750m2, max £250,000			22.11.12	£16,565 + £100 for each 75m2 in excess of 3,750 m2, max £250,000	£19,049 + £115 for each 75m2 in excess of 3750m2, max £250,000	0.0%	
County application for change of use	national	non-business	335	385	14.9%		22.11.12	335	385	14.9%	
County application for construction of car parks or service roads	national	non-business	170	195	14.7%		22.11.12	170	195	14.7%	
County application for construction of all weather pitch, for each 0.1 hectare or part thereof	national	non-business	170	195	14.7%		22.11.12	170	195	14.7%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (Planning)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Existing	Proposed	% change	
County application for other equipment (light columns/play equipment) if permission required	national	non-business	170	195	14.7%		22.11.12	170	195	14.7%	
Waste related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	national	non-business	170	195	14.7%		22.11.12	170	195	14.7%	
Waste related applications, site area greater than 15 hectares, per 0.1 hectare or part thereof	national	non-business	£23,315 +£100 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000			22.11.12	£23,315 +£100 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	0.0%	
Minerals related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	national	non-business	170	195	14.7%		22.11.12	170	195	14.7%	
Waste related applications, site area greater than 15 hectares, per 0.1 hectare or part thereof	national	non-business	£23,315 +£100 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000			22.11.12	£23,315 +£100 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	0.0%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (Planning)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Planning monitoring visits to closed sites	national	non-business	96	110	14.6%	within above	22.11.12	96	110	14.6%	
Planning compliance visits to mineral extraction and waste sites (a maximum six chargeable visits p.a. per site)	national	non-business	288	331	14.9%		22.11.12	288	331	14.9%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (TDP)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Vetting of developers construction, improvement or alterations to the highway prior to adoption as part of the highway (s278/s38 agreements)	local	non-business	12% of estimated construction cost	12% of estimated construction cost		519	n/a	12% of estimated construction cost	12% of estimated construction cost	0.0%	
Pre-planning advice, residential development of 1-4 dwellings, written response	local	standard	100	100	0.0%		n/a	120	120	0.0%	
Pre-planning advice, residential development of 5-9 dwellings, written response	local	standard	250	250	0.0%		n/a	300	300	0.0%	
Pre-planning advice, residential development of 10-24 dwellings, written response	local	standard	450	450	0.0%		n/a	540	540	0.0%	
Pre-planning advice, residential development of 25-49 dwellings, written response	local	standard	750	750	0.0%		n/a	900	900	0.0%	
Pre-planning advice, residential development of 50-80 dwellings, written response	local	standard	1,200	1,200	0.0%		n/a	1,440	1,440	0.0%	

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Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (TDP)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Pre-planning advice, residential development of 81 or more dwellings, written response	local	standard	2,000	2,000	0.0%	51	n/a	2,400	2,400	0.0%	
Pre-planning advice, residential development of 1-4 dwellings, with meeting	local	standard	125	125	0.0%		n/a	150	150	0.0%	
Pre-planning advice, residential development of 5-9 dwellings, with meeting	local	standard	315	315	0.0%		n/a	378	378	0.0%	
Pre-planning advice, residential development of 10-24 dwellings, with meeting	local	standard	560	560	0.0%		n/a	672	672	0.0%	
Pre-planning advice, residential development of 25-49 dwellings, with meeting	local	standard	950	950	0.0%		n/a	1,140	1,140	0.0%	
Pre-planning advice, residential development of 50-80 dwellings, with meeting	local	standard	1,200	1,200	0.0%		n/a	1,440	1,440	0.0%	
Pre-planning advice, residential development of 81 or more dwellings, with meeting	local	standard	2,000	2,000	0.0%	51	n/a	2,400	2,400	0.0%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (TDP)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge	Proposed charge	% change			Charge payable by the customer/ client			
			£	£				Existing	Proposed	% change	
Pre-planning advice, commercial & retail development, up to 100m ² , written response	local	standard	100	100	0.0%		n/a	120	120	0.0%	
Pre-planning advice, commercial & retail development, 100-500m ² , written response	local	standard	450	450	0.0%		n/a	540	540	0.0%	
Pre-planning advice, commercial & retail development, 501-1000m ² , written response	local	standard	750	750	0.0%		n/a	900	900	0.0%	
Pre-planning advice, commercial & retail development, 1001-2000m ² , written response	local	standard	1,200	1,200	0.0%		n/a	1,440	1,440	0.0%	
Pre-planning advice, commercial & retail development, 2001-5000m ² , written response	local	standard	1,750	1,750	0.0%		n/a	2,100	2,100	0.0%	
Pre-planning advice, commercial & retail development, 5001m ² or more written response	local	standard	2,000	2,000	0.0%		n/a	2,400	2,400	0.0%	
Pre-planning advice, commercial & retail development, up to 100m ² , with meeting	local	standard	125	125	0.0%		n/a	150	150	0.0%	

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (TDP)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge	Proposed charge	% change			Charge payable by the customer/ client			
			£	£				Existing	Proposed	% change	
Pre-planning advice, commercial & retail development, 101-500m ² , with meeting	local	standard	560	560	0.0%		n/a	672	672	0.0%	
Pre-planning advice, commercial & retail development, 501-1000m ² , with meeting	local	standard	950	950	0.0%		n/a	1,140	1,140	0.0%	
Pre-planning advice, commercial & retail development, 1001-2000m ² , with meeting	local	standard	1,500	1,500	0.0%		n/a	1,800	1,800	0.0%	
Pre-planning advice, commercial & retail development, 2001-5000m ² , with meeting	local	standard	1,750	1,750	0.0%		n/a	2,100	2,100	0.0%	
Pre-planning advice, commercial & retail development, 5001m ² or more with meeting	local	standard	2,000	2,000	0.0%		n/a	2,400	2,400	0.0%	

Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2011/12 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Environment & Infrastructure
Service:	Waste & Sustainability

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Trade waste, recovery of disposal costs	local	non-business	cost recovery	cost recovery	n/a	897	n/a	cost recovery	cost recovery	n/a	The costs of disposing of trade waste are met by the districts and boroughs based on the actual costs of disposal. The level of income will depend upon the volume of trade waste disposed of.
Bikeability, cycle training, level 1, per trainee	local	non-business	10.50	10.50	0	303	n/a	cost recovery	cost recovery	n/a	Supplemented by the increased grant received
Bikeability, cycle training, level 2, per trainee	local	non-business	22.00	22.00							

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Highways

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client				
								Existing	Proposed	% change		
Recovery of laboratory testing services	Locally	non-business	variable, subject to product and location	variable, subject to product and location	0.0%	66		variable, subject to product and location	variable, subject to product and location	0.0%		
Sample inspection fees on utility works	Nationally	non-business	47.50	47.50	0.0%	408		47.50	47.50	0.0%		
Third Party Report inspection fees	Nationally	Non-business	68.00	68.00	0.0%	4		68.00	68.00	0.0%		
Joint site meeting defect fee (D1)	Nationally	Non-business	47.50	47.50	0.0%	29		47.50	47.50	0.0%		
Defect inspection whilst remedial is in progress fee (D2)	Nationally	Non-business	47.50	47.50	0.0%			47.50	47.50	0.0%		
Defect inspection fee on remedial completion (D3)	Nationally	Non-business	47.50	47.50	0.0%			47.50	47.50	0.0%		
Core investigation failure	Nationally	Non-business	122.50	122.50	0.0%	55		122.50	122.50	0.0%		
Core investigation inspection fee (D1)	Nationally	Non-business	47.50	47.50	0.0%			47.50	47.50	0.0%		
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street not in road categories 2, 3, or 4	Nationally	non-business	N/A	5,000.00		35					*Rising to £10,000 per day after first three days	
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect street not in road categories 2, 3, or 4	Nationally	non-business	N/A	2,500.00								
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street in road categories 2	Nationally	non-business	N/A	3,000.00								*Rising to £8,000 per day after first three days
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect streets in road category 2	Nationally	non-business	N/A	2,000.00								
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street in road categories 3 or 4	Nationally	non-business	N/A	750.00								
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect streets in road categories 3 or 4	Nationally	non-business	N/A	250.00								
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway not in street category 2, 3 or 4	Nationally	non-business	N/A	2,500.00								
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 2	Nationally	non-business	N/A	2,000.00								
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 3 or 4	Nationally	non-business	N/A	250.00								
Daily charges for Utilities overstaying notified time limits, major or standard works on category 0 or 1 roads	Nationally	non-business	2,500.00	0.00	-100.0%				2,500.00	2,500.00	0.0%	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 2 roads	Nationally	non-business	2,000.00	0.00	-100.0%				2,000.00	2,000.00	0.0%	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 3 or 4 traffic sensitive roads	Nationally	non-business	750.00	0.00	-100.0%				750.00	750.00	0.0%	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 0,1 or 2 roads	Nationally	non-business	500.00	0.00	-100.0%				500.00	500.00	0.0%	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 3 or 4 traffic sensitive roads	Nationally	non-business	250.00	0.00	-100.0%				250.00	250.00	0.0%	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 3 or 4 non-traffic sensitive roads	Nationally	non-business	250.00	0.00	-100.0%				250.00	250.00	0.0%	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 3 or 4 non-traffic sensitive roads	Nationally	non-business	100.00	0.00	-100.0%			100.00	100.00	0.0%		
Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority	Nationally	non-business	120.00	120.00	0.0%	0		120.00	120.00	0.0%		
Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority payment recied within 90 days	Nationally	Non-business	80.00	80.00	0.0%	0		80.00	80.00	0.0%		
Traffic signals switching off / on day time	Locally	Non-business	87.00	88.74	2.0%	5		87.00	87.00	0.0%		
Traffic signals switching off / on evening	Locally	Non-business	173.00	176.46	2.0%			173.00	173.00	0.0%		
Traffic signals switching off / on weekend	Locally	Non-business	229.00	233.58	2.0%			229.00	229.00	0.0%		

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Highways

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Recovery of administrative costs re Damage to County Property (DCP), inspection & supervision including call out fee of £200	Locally	non-business	347.00	347.00	0.0%	179		347.00	347.00	0.0%	
Recovery of administrative costs re Damage to County Property (DCP), traffic signals minimum charge - variable according to resource hours	Locally	non-business	170.00	170.00	0.0%			170.00	170.00	0.0%	
Recovery of administrative costs re Traffic Regulation Orders (TRO) in addition to recovery of variable advertisement costs	Locally	non-business	719.00	719.00	0.0%			719.00	719.00	0.0%	
Application to create vehicle crossover/dropped kerb (not refundable)	Locally	non-business	177.00	177.00	0.0%	135		177.00	177.00	0.0%	
Initial assessment of suitability for crossover	Locally	non-business	75.00	75.00	0.0%			75.00	75.00	0.0%	
Crossover Company registration fee	Locally	non-business	95.00	95.00	0.0%			95.00	95.00	0.0%	
Temporary notice (Emergency) section 14 (3) and 5, Day notice section 14(2)	Locally	non-business	725.00	725.00	0.0%	194		725.00	725.00	0.0%	
Temporary traffic order, section 14 (1)	Locally	non-business	719.00	725.00	0.8%			719.00	719.00	0.0%	
Temporary traffic order, section 14 (5) (Diversions)	Locally	non-business	303.00	303.00	0.0%			303.00	303.00	0.0%	
Licence to place building materials on the highway	Locally	non-business	73.00	73.00	0.0%			73.00	73.00	0.0%	
Licence to place scaffolding/ hoardings on the highway	Locally	non-business	206.00 per 28 day period	206.00 per 28 day period	0.0%			206.00 per 28 day period	206.00 per 28 day period	0.0%	
HIP bags placed on the highway	Locally	non-business	35.00	35.00	0.0%			35.00	35.00	0.0%	
Skips placed on the highway, two weeks	Locally	non-business	70.00	70.00	0.0%			70.00	70.00	0.0%	
Skips placed on the highway, 28 days	Locally	non-business	95.00	95.00	0.0%			95.00	95.00	0.0%	
Licence to place crane on highway	Locally	non-business	145.00	145.00	0.0%			145.00	145.00	0.0%	
Construction over the highway	Locally	non-business	240.00	240.00	0.0%			240.00	240.00	0.0%	
Cultivation of the highway	Locally	non-business	78.00	78.00	0.0%			78.00	78.00	0.0%	
Pavement café annual fee	Locally	non-business	Min £104 up to 10 m ² , then £52 per additional m ¹	Min £104 up to 10 m ² , then £52 per additional m ¹	0.0%			Min £104 up to 10 m ² , then £52 per additional m ¹	Min £104 up to 10 m ² , then £52 per additional m ¹	0.0%	
Temporary road sign	Locally	non-business	145.00	145.00	0.0%			145.00	145.00	0.0%	
Tourist road sign	Locally	non-business	145.00	145.00	0.0%			145.00	145.00	0.0%	
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 08.00 - 18.00	Locally	non-business	87.00	88.74	2.0%			87.00	87.00	0.0%	
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 18.00 - 08.00	Locally	non-business	173.00	176.46	2.0%			173.00	173.00	0.0%	
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Weekend/Bank holiday	Locally	non-business	229.00	233.58	2.0%			229.00	229.00	0.0%	
Licence to open road (s50)	Locally	non-business	145.00	145.00	0.0%			145.00	145.00	0.0%	
Inspection of road works (3 inspections required)	Locally	non-business	162.00	162.00	0.0%			162.00	162.00	0.0%	
Licence to open road (s184)	Locally	non-business	457.00	457.00	0.0%		457.00	457.00	0.0%		

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Highways

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Highways information team, standing charge	Locally	non-business	22.00	22.00	0.0%	660		22.00	22.00	0.0%	
Enquiry fee, up to 50m ²	Locally	non-business	10.00	10.00	0.0%			10.00	10.00	0.0%	
Enquiry fee, additional 50 meters (up to 500m)	Locally	non-business	10.00	10.00	0.0%			10.00	10.00	0.0%	
Enquiry fee, additional 10 meters (over 500m)	Locally	non-business	1.00	1.00	0.0%			1.00	1.00	0.0%	
Copy of agreement, including plans	Locally	non-business	60.00	60.00	0.0%			60.00	60.00	0.0%	
Electronic copy of agreements and plans	Locally	non-business	32.00	32.00	0.0%			32.00	32.00	0.0%	
Highway land search - Con29R	Locally	non-business	29.00	32.00	10.3%		1-Apr-12	28.00	29.00	3.6%	
Highway land search - Con29O	Locally	non-business	13.00	14.00	7.7%		1-Apr-12	12.00	13.00	8.3%	

Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2011/12 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Environment & Infrastructure
Service:	Countryside

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Utilities temporary closure of Rights of Way (RoW) by Notice (5 day)	locally	non-business	347.00	£347	n/a	3	n/a	various	various	n/a	Charges similar to those made on the highway but in relation to Rights of Way. Relative to highways lower volume and yield
Utilities temporary closure of Rights of Way (RoW) by Order (6 month)	locally	non-business	various	various	n/a	10	n/a	various	various	n/a	Charges similar to those made on the highway but in relation to Rights of Way. Relative to highways lower volume and yield
Lower Mole Project	Cost recover	cost recovery	cost recovery	na/a	n/a	58	n/a				

Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2011/12 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Environment and Infrastructure
Service:	Parking

Goods/ service for which charge is made	Charge set by statute or locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge	Proposed charge	% change			Charge payable by the customer/ client			
			£	£				Existing	Proposed	% change	
<u>Controlled Parking Zones</u>											
First household permit	local	non-business	50.00	50.00	N/a	2,700		50.00			£2.6m of the expected yield relates to prior year income received from Guildford BC.
Second and subsequent permits per household (outside Guildford)	local	non-business	75.00	75.00				75.00			
Second and subsequent permits per household (Guildford)	local	non-business	80.00	80.00				80.00			
Visitor permits, per day	local	non-business	2.00	2.00				2.00			
replacement of lost permit or due to change of details (eg new vehicle)	local	non-business	15.00	15.00				15.00			
<u>On-street Parking charges</u>											
Areas of high demand, per half hour	local	non-business	0.70	0.70	N/a		0.70				
Areas of medium demand, per half hour	local	non-business	0.50	0.50			0.50				
Areas of low demand, per half hour	local	non-business	0.30	0.30			0.30				

Fees & charges approval template

Please note, unless otherwise indicated, these fees and charges for 2011/12 have been agreed under delegated authority or set nationally, so are included here for information .

Directorate:	Environment and Infrastructure
Service:	Parking

Goods/ service for which charge is made	Charge set by statute or locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Suspension of a parking bay	local	non-business	£60 for 3 days, then £10 per extra day	£60 for 3 days, then £10 per extra day	N/a		Charges will be administered by the Districts - charge set in Transport Plan Charges will be administered by the Districts - charge set in Transport Plan	£60 and £10			
Waiver	local	non-business	£15 for 3 days, then £5 per extra day	£15 for 3 days, then £5 per extra day				£15 and £5			

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (Transport)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client				
								Existing	Proposed	% change		
Charges for spare seats on SCC run school coaches for non entitled scholars, per term children up to age eight	local	zero rated	158	158	0.0%	154	n/a	158	158	0.0%	Charges to be reviewed in April and changes implemented in September 2013 for the new academic year.	
Charges for spare seats on SCC run school coaches for non entitled scholars, per term children aged between 8 and 16	local	zero rated	158	158	0.0%	254	n/a	158	158	0.0%		
Charges for spare seats on SCC run school coaches for non entitled scholars, per term children aged 16 plus	local	zero rated	tbc	tbc		54	n/a	210	210	0.0%		
Replacement coach or bus pass (child)	local	non business	5	5	0.0%	2	n/a	5	5	0.0%		
Replacement rail pass (child)	local	non business	10	10	0.0%	0	n/a	10	10	0.0%		
CRB checks for transport contractors (drivers and escorts)	local	non business	55	57	3.3%	45	Apr-13	55	57	3.3%		Increased in line with January 2013 RPI
Post 16 (subsidised) travel pass - student fare card (bus and rail)	local	non business	25	25	0.0%	161	n/a	25	25	0.0%		Fees were reviewed and increased in July 2010 (from £10 to £25)

Fees & charges approval template

Directorate:	Environment and Infrastructure
Service:	Economy, Transport & Planning (Transport)

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Replacement of Concessionary bus pass (people aged 60+ and disabled people)	local	non business	5	5	0.0%	0	n/a	5	5	0.0%	To be reviewed during 2013 as part of scheme review
Bus Stop suspension charge to utilities / developers for 1 day	local	non business	100	120	20.0%	24	Apr-13	100	120	20.0%	Increased in line with TfL rates
Bus Stop suspension charge to utilities / developers for 2 days or more	local	non business	200	240	20.0%						
Traffic data - first site	local	standard	85	88	3.3%	9	Apr-13	102	105	3.3%	
Traffic data - each additional site	local	standard	30	31	3.3%						
Personal Injury Collision (PIC) New site data (supply of data to consultants)	local	standard	100	103	3.3%	5	Apr-13	120	124	3.3%	Increased in line with January 2013 RPI
Personal Injury Collision (PIC) Repeat site data (supply of data to consultants)	local	standard	60	62	3.3%						
Personal Injury Collision (PIC) No PIC data at site	local	standard	25	26	3.3%		Apr-13	30	31	3.3%	
Personal Injury Collision (PIC) provision of data to Highways Agency (HA)	local	standard	cost recovery	cost recovery	n/a		n/a	cost recovery	cost recovery	n/a	Fees will vary year on year depending on the total no. of casualties in Surrey. A proportion of costs then calculated for HA network (approx £13 per collision).

Fees & charges approval template

Directorate:	Business Services
Service:	Property Services

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Letting of County Hall for filming	locally	No VAT	see comments	see comments	0.0%	100	n/a	see comments	see comments	0.0%	Rates are negotiated on an individual basis, depending on requirements.

Fees & charges approval template

Directorate:	Chief Executives Office
Service:	Legal & Democratic Services

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Legal Services											
Legal Services to Secondary Schools	INTERNAL		£1,112	£1,134	2.0%	} 126	01/04/2013				Legal Buy-Back to Schools
Legal Services to Junior Schools	INTERNAL		£381	£389	2.0%						
Democratic Services											
Schools Appeals	INTERNAL		£270	£270	0.0%	} 60	01/04/2013	270	270	0.0%	Maximum cost £270 per appeal

Fees & charges approval template

Directorate:	Chief Executives Office
Service:	Communications Service

Goods/ service for which charge is made	Charge set nationally/ locally?	VAT?	Before VAT, where applicable			Expected yield for year £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
			Existing charge £	Proposed charge £	% change			Charge payable by the customer/ client			
								Existing	Proposed	% change	
Communications											
Surrey Matters advertising	Locally	SR				} 10	1-Apr-2013			#DIV/0!	various amounts charged dependent on size of advert and SCC offer

ANNEX 3: EQUALITY IMPACT ASSESSMENT SUMMARY

This Annex provides a summary of the equalities analysis for savings proposals that appear in the MTFP for 2013/14 set out by directorate. Where there are new savings proposals for 2013/14 the equality analysis has been included as part of this Annex and a table of these is set out below. For savings which are ongoing and analysis was undertaken in 2012/13, copies are available on the Council's website¹.

1. DIRECTORATE SUMMARIES

a. Adult Social Care

Adult Social Care has submitted 25 savings proposals, all of which have been analysed for their equalities implications. The proposals focus on three broad areas - increasing personalisation of care services; driving for greater value for money within adult social care services; and adopting a preventative approach to social care services.

Analysis has shown that the majority of the proposals will have a neutral or positive impact on people who use services and their carers as a result of the mitigating actions identified throughout the business planning process. These include:

- Embedding personalisation and equipping staff to empower people who use services to shape their own lives and the services they receive.
- Working with partners to grow a more diverse range of services in Surrey, with more specialists and micro-providers, with whom people can use their personal budgets.
- An on-going commitment to prevention through partnership, including signposting, reablement, supported living and telecare.
- Securing better value for money from commissioned services etc.
- Continuing work with Children, Schools & Families (CS&F) to optimise the care pathway for young people in transition.
- Working to develop an integrated local area workforce strategy which will take a whole systems approach with partners to planning Surrey's social care workforce.

Nine of the proposals may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics². A range of mitigating actions has therefore been developed. These include:

- Encouraging people to address their care and support needs by first looking towards the social capital available within their community.

¹ See <http://www.surreycc.gov.uk/your-council/equality-and-diversity/Ensuring-our-decisions-are-fair>

² These include – Preventative savings through whole life systems interventions & telecare, Absorption of demand pressures, Strategic shift from residential to community based provision service, Recommission supporting people contracts, Apply resource allocation system more consistently, Strategic supplier review, Manage costs below budget, Action to offset increased demand and manage loss of funding streams, and Further in-house savings

- Balancing telecare with other preventative services such as meals on wheels, volunteering, in-touch service etc to retain personal contact.
- Maintaining the statutory eligibility criteria with a continuing duty to meet assessed needs.
- Working closely with commissioned organisations to maximise value for money and maintain as wide a range of services as possible, despite significant cuts in funding eg optimising Supporting People services.
- On-going monitoring of the outputs from the Resource Allocation System to highlight the need for recalibration and practice improvement.
- Targeted recruitment in Personal Care & Support and Service Delivery.

Content

The table below explains the assessment associated with each savings proposal.

Description of Efficiency		2013/14 £000	Impact	Rationale
1	Preventative savings through whole life systems interventions & telecare	(750)	+/- impact Previous EIA with no material change	Whole Life Systems interventions into areas such as integrated virtual wards, reablement and therapy intervention and the use of telecare will avoid or delay incurring of costs. This is an ongoing efficiency for which an EIA was completed in 2012
2	Optimisation of spot care rates	(5,237)	+ impact New 2013/14 EIA	This is the continuation of an ongoing efficiency, but subjected to a new EIA as the value has increased substantially
3	Absorption of demand pressures	(3,102)	+/- impact Previous EIA with no material change	Demographic pressures of an ageing population in Surrey will be absorbed through managing service volumes. This is an ongoing efficiency for which an EIA was completed in 2012
4	Maximising income through partnership arrangements	(2,500)	No impact Previous EIA with no material change	Individuals will be appropriately assessed in order that their care needs are funded from the correct source. This is an ongoing efficiency for which an EIA was completed in 2012
5	Section 256 client group	(1,500)	No impact	The age profile of this client group

	savings		Previous EIA with no material change	will result in a gradual decline in numbers therefore reducing costs. This is an ongoing efficiency for which an EIA was completed in 2012
6	Learning Disabilities Public Value Review	(2,000)	EIAs completed as part of the PVR	This is the continuation of an ongoing efficiency programme for which EIAs have previously been prepared on each recommendation
7	Extract better value from block contracts	(1,000)	+ impact Previous EIA with no material change	This efficiency is delivered through working with block contract suppliers to obtain better value for money in terms of both price and volume to create savings. This is an ongoing efficiency for which an EIA was completed in 2012
8	Strategic shift from residential to community based provision	(2,145)	+/- impact Previous EIA with no material change	The use of residential settings will decrease by providing personal accommodation options for individuals, increasing the numbers of people remaining at home or accessing other community based care. This is an ongoing efficiency for which an EIA was completed in 2012
9	Strategic review of In-house services	0	+ impact Previous EIA with no material change	This efficiency is planned to be delivered from 2015/16 onwards
10	Streamlining with NHS community provider	(200)	+ impact Previous EIA with no material change	This efficiency will be delivered by joint working and integration to create savings through reduced management costs, combination of purchasing power, review of joint arrangements and integration of pathways. This is an ongoing efficiency for which an EIA was completed in 2012
11	Optimisation of Transition pathways	(1,000)	+ impact Previous EIA with no material	Optimising the way in which services are planned and delivered for young people will mean that services can be

			change	delivered more efficiently. This is an ongoing efficiency for which an EIA was completed in 2012
12	Other commissioning strategies	(300)	+ impact Previous EIA with no material change	This efficiency will be delivered through reduced costs on retendered areas of work by introducing new commissioning arrangements and re-designing pathways. This is an ongoing efficiency for which an EIA was completed in 2012
13	Recommission Supporting People contracts	0	- impact Previous EIA updated	The Supporting People service helps people to live in their own homes so that they can lead more independent lives. The budget proposal is to reduce costs through recommissioning and negotiating existing contracts. This was a 12/13 efficiency for which an EIA was completed in 2012. Further efficiencies are planned to be delivered from 2014/15 onwards
14	Efficiency savings through community budgets	(400)	+ impact Previous EIA with no material change	Community budgets take a holistic view of budgets deployed by different organisations in local communities. This will give local public service partners the freedom to work together to redesign services around the needs of individuals, improving outcomes, reducing duplication and waste and so saving money. This is an ongoing efficiency for which an EIA was completed in 2012
15	Optimisation of other block contract rates	(376)	+ impact Previous EIA with no material change	Block contracts are contracts for a fixed volume of service over a specified period. This proposal will ensure, through the procurement process, the optimisation of the rates paid for block contracted services such as residential and day care. This is an ongoing efficiency for which an EIA was completed in 2012

16	Home Based Care retender	(400)	+ impact Previous EIA with no material change	As a result of a re-tendering exercise there will be a saving on the cost of purchased home care hours. This is an ongoing efficiency for which an EIA was completed in 2012
17	Apply Resource Allocation System more consistently	0	+/- impact Previous EIA with no material change	See 'Action to offset increased demand' below
18	Strategic supplier review	(0)	+/- impact Previous EIA with no material change	Working with strategic suppliers through negotiation to achieve best value for money from the business placed with them. This is an ongoing efficiency for which an EIA was completed in 2012
19	Additional efficiencies to be achieved in year	(4,239)	N/A	Proposals will be developed during the course of the year; it is not possible therefore to assess their impact on people and cares at the current time. The impacts of these efficiencies on people with protected characteristics will be considered as they are identified.
20	General In-house efficiencies, including shadow trading accounts	(400)	+ impact Previous EIA with no material change	The cost structure of services, such as residential and day care, will be reviewed to release efficiencies; income opportunities will be maximised. This is an ongoing efficiency for which an EIA was completed in 2012
21	Manage costs below budget, eg vacancies	(1,500)	+/- impact New 2013/14 EIA	Budgets will be managed to identify areas where expenditure can be contained below budgeted levels. This will include staffing costs, but there may be other aspects which will contribute towards this area of saving. This a new efficiency proposal for which therefore an EIA has been completed
22	Social enterprise pilot	(100)	+ impact Previous	Certain services will be provided by Social Enterprises which are

			EIA with no material change	commissioned by, but independent from, the County council. This will drive innovation and efficiency. This is an ongoing efficiency for which an EIA was completed in 2012
23	Action to offset increased demand (incorporates apply RAS more consistently) and manage loss of funding streams	(15,483)	+/- impact New 2013/14 EIA	The demand for spot care is estimated to exceed the available budget provision and the withdrawal of joint funding arrangements by the Health Service will both result in a cost pressure to the Council. This a new efficiency proposal for which therefore an EIA has been completed
24	Re-use of Whole Systems funding	(2,850)	No impact	This is utilisation of additional funding; there is no equalities impact
25	Further In-house savings	(400)	+/- impact New 2013/14 EIA	Adult Social Care operates a range of in-house services - efficiencies will be driven out through process review and procurement efficiencies. This is an increase to an existing efficiency programme, so a new EIA has completed
		(44,542)		

b. Business Services

The savings within Business Services consist of 21 proposals, of which ten will be realised in 2013/14. The majority of the savings that will be realised in 2013/14 are a continuation of those outlined in the 2012/13 savings and as such have already had Equalities Analyses carried out.

As with 2012/13 there are three budget proposal lines that have been assessed as requiring analysis of the equalities implications. These focused on savings being made around the Organisational Design as a result of previous Public Value Reviews and frontline staff training. As previously stated these are a continuation and full year saving from changes that were carried out in 2012/13. The previous analysis found that the proposed changes will not impact on frontline service users but will impact on Council staff.

The assessments show possible negative impacts for the protected characteristics of age, race, disability, gender, religion or belief and sexual orientation. The most significant possible negative implications were identified for disabled staff.

A range of mitigating actions have been developed alongside the savings proposals to reduce the potential negative impact. These include:

- Ensuring staff have clear training and development plans.
- Designing career pathways where appropriate, to optimise opportunities for staff progression. This will help to ensure fair access to development opportunities and ensure that progression is based on merit.
- Commitment to adaptations for staff to ensure negative impacts from changes are minimised. For example, staff that are unable to utilise e-learning will be considered for 1:1 training if required.
- Ensuring staff consultation takes account of the different needs of staff. For example, information will be made available in a variety of ways to ensure it meets the needs of part-time staff and those on maternity or long-term sick leave.
- Requiring managers to attend recruitment training to ensure that appointments are made on merit and to address the possible 'ceilings' that were identified for black, minority and ethnic staff and disabled staff.

Alongside the above mitigating actions there is also a programme of work underway to improve Workforce Planning across the organisation. This has a work stream which focuses on those protected characteristics assessed as part of the Equalities Analysis.

Currently workshops are underway with services to examine processes such as recruitment, succession planning, and training and development. This will underpin work that is already underway to not only mitigate any negative impacts but also reduce any inequalities that may be occurring.

	Savings Line 2013/14	Amount	Decision	Rationale
1	Organisational design from Public Value Review	£985k	Ongoing, previous EIA and no material change	Savings identified from service redesign which took place in 2012/13 and already an EIA on the original proposals – savings fall in 2013/14
2	IMT Applications and Infrastructure	£90k	No Impact	Savings identified are from infrastructure improvements and negotiation on costs – no impact on staff or residents

3	IMT SAP	£100k	No Impact	Savings identified include contract negotiation and savings on system costs – no impact on staff or residents
4	Impact of front line – training	£412k	Ongoing, previous EIA and no material change	Savings identified are a continuation of PVR which had EIA review in 2011/12 for £100k savings in 2012/13. £412k are continuation of previous year savings. Focussed on not decreasing training but on providing more efficient and effective methods of delivering training such as E-Learning. Previous EIA still stands
5	Energy - usage reduction	£479k	No Impact	This savings line relates to a reduction in our energy reduction from a combination of benefits being realised from the energy reduction capital programme (spend to save on energy efficiency schemes) and a reduction in our portfolio.
6	Making a Difference	£282k	Ongoing, previous EIA and no material change	Savings identified are a continuation of the Making a Difference programme which delivered savings in 2012/13. Previous EIA on office moves still applicable to savings being realised.
7	Property Income	£175k	No Impact	This relates to income generated from revenue generated from the SCC property portfolio
8	Public Sector Offer – income	£100k	No Impact	Income generated is from partnership working where income has been generated.
9	Public Sector Offer – Data Centre Income	£35k	No Impact	Income generated is from space leased in the new Surrey County Council data

				centre.
10	Partnerships – maintenance	£200k	No Impact	Savings are generated from effective partnership working on property maintenance with Hampshire County Council. Savings from cost efficiencies not reduction in volume so no impact is expected.

c. Chief Executive’s Office

The savings within the Chief Executive’s Office consist of four proposals, of which three will take effect in 2013/14. Of these, one was assessed as requiring analysis of the equalities implications. This relates to the grant reduction for Voluntary, Community and Faith Sector (VCFS) infrastructure organisations, which was planned as a £200,000 reduction phased over two financial years 2012/13 and 2013/14. The reduction has already been implemented in full during 2012/13, so remains as a saving line in 2013/14 to bring budget in line with expenditure. Therefore the equality analysis which was undertaken for the 2012/13 budget remains relevant for this year’s proposals.

The reduction in funding for VCFS infrastructure organisations directly impacts the organisations that receive funding. It has a secondary impact on the 5,700 VCFS organisations they work with and in turn the vulnerable people they support across the county. A range of mitigating actions were developed alongside the proposals to reduce the potential negative impact of a reduction in funding to VCFS infrastructure organisations. These include:

- advance notice of funding reductions;
- ongoing discussions with VCSF infrastructure organisations; and
- auditing and ongoing engagement to co-design an outcomes based commissioning model planned to begin in 2013/14.

The County Council has carried out annual monitoring of all CEO funded VCFS infrastructure organisations and the impact of changes was an integral part of the discussion. No organisation reported significant impact to their personal operation as an organisation and to the service they provide to front line organisations, many of who directly serve groups and communities from the protected characteristics.

By allowing over eighteen months for planning, preparation and co-design of the changes, the affected organisations were able to drive efficiencies in back office, human resources and the way services are delivered whilst protecting the quality and range of services provided to their users, hence the minimal impact reported.

	Savings Line 2013/14	Amount	Decision	Rationale
1	Voluntary sector grant reduction	£100k	Ongoing, previous EIA and no material change	As above, realisation of grant reduction agreed and implemented in 2012/13.
2	Staff savings	£70k	No impact	Relates to current contracts finishing with no impact anticipated.
3	Other supplies & services reductions	£19k	No impact	Relates to efficiencies made through effective procurement reduced use of stationery etc.

d. Children, Schools and Families

The Children, Schools and Families Directorate have submitted eight savings proposals for 2013/14. These proposals have been analysed and are focused around youth services; early years; education and specialist services.

To reduce the potential negative impact from the proposals, a range of mitigating actions have been developed. These include:

- Integrating services to provide a more seamless frontline service that costs less. Examples include the planned improvements to services for children and young people with disabilities.
- Using robust needs assessments to ensure services are targeted effectively. For example, the proposed changes to Early Years Services and Youth Services both seek to understand the needs of service users better, so that services meet their needs in a more cost effective way.
- Seeking alternative funding arrangements to ensure services remain viable.
- Ongoing evaluation of changes to services to ensure any negative impacts are mitigated.

From 2014/15 onwards, savings targets are under the umbrella of the PV Programme. There is future anticipated work to analyse equalities impacts for these proposals.

	Savings Line 2013/14	Amount 2013/14	Decision	Rationale
1	Disability Public Value Review	£4,100k	Ongoing, previous EIA and no material change	
2	Market Management – inflation cost avoidance	£2,335k	Ongoing, previous EIA and no material change	
3	Transform universal services for the under 5's	£1,500k	Ongoing, previous EIA and no material change	
4	Services for Young People	£500k	New proposal	This proposal relates to the Services for Young People budget for which a new EIA has been completed.
5	DSG funding for EAL following regulation change	£400k	Ongoing, previous EIA and no material change	
6	Mainstream Transport (Schools and Learning)	£300k	Ongoing, previous EIA and no material change	

7	Provider of services to schools - Commercial Services Trading	£300k	Ongoing, previous EIA and no material change	
8	Schools and learning staff vacancy management	£284k	Ongoing, previous EIA and no material change	

e. Customers and Communities

The MTFP related budget changes for the Customer and Communities Directorate have been reviewed and substantially amended during 2012/13, resulting in nine proposals that will have an impact on 2013/14 budgets.

These are set out in the table below, and all have been assessed as having no identified internal (staff) or public equalities implications at this stage.

One new Equality Impact Assessment has been undertaken for 2013/14 to consider the implications of a reduction of £166,000 in Arts Council grant funding received by the Council's Surrey Arts service. The service has been aware of this reduction and there is a planned extension of the First Access Programme as part of the Music Education Hub delivery, which is expected to have a positive impact for young people.

A number of savings proposals will be achieved through enhanced income generation and may be met through new activity as PVR recommendations are developed and implemented. The equalities implications of new activity will be assessed as part of this process.

Table of revised MTFP savings for 2013/14:

Service	Proposal	Savings 2013/14	Decision	Comments
Cultural Services	Renegotiation of Library resource contract	£102k	New proposal/ no impact	Improved business terms achieved for purchase of books and other library resources. No impact is anticipated for users.
	Reduction in grants received to support music expenditure	£166k	New proposal	This reduction is outside of SCC's control, and affects the First Access programme. The service is revising the way in which this programme is delivered

Service	Proposal	Savings 2013/14	Decision	Comments
				and the saving is expected to be absorbed without negative impacts. It will also benefit from enhanced income generation, arising from Surrey Arts PVR actions.
	Additional income generation	£300K	New proposal/ no impact	To be generated through existing and new activity. No identified implications but new initiatives may require assessment as they are identified and developed.
	Registration Service	£8k	No impact	This is a small saving achieved through back-office changes in response to PVR recommendations and has no staff or public impact.
Fire & Rescue	Reduced contribution to vehicle and equipment reserve	£500k	No impact	This is a short term transfer of contributions from Revenue to Capital and will revert to the main budget after 2017/18. Since the ability of the service to maintain its fleet is unaffected there are no equalities implications.
Customer Services	Savings within web development work	£40k	No impact	This is now being delivered through process efficiencies and has no staff or public implications.
Community Partnerships Team	Loss of Safer & Stronger area based grant	£402k	No impact	This government grant funding pot has previously been managed by SCC on behalf of the Crime & Disorder partnerships in Surrey. This role, and the associated grant budget, has now transferred to the Police & Crime Commissioner's office.
Directorate Support	Reduction in Support staffing	£305k	No impact	This has not required a restructure and has been

Service	Proposal	Savings 2013/14	Decision	Comments
	costs			covered through natural wastage. At this stage there is no EIA requirement identified though proposals for further savings in 2014/15 may require consideration depending on future decisions.
	2012 Team integration	£136k	No impact	This saving arises from the planned termination of the Cultural Development Team responsible for the 2012 Olympics preparations. One permanent post has been transferred to the Tourism team as part of the continuing Legacy work.
Total saving 2013/14		£1.96m		

f. Environment and Infrastructure

The Environment and Infrastructure Directorate has submitted 20 savings proposals. Seven of them were judged to have a direct equalities impact, and have therefore undergone detailed equalities analysis. They are focused around the following broad policy areas: waste disposal, countryside, transport and staffing.

Analysis has shown that these changes may have a negative impact on people sharing certain protected characteristics. All protected characteristic groups are being impacted by the implementation of changes to bus services within the county. In addition, disabled residents will be impacted by a further two of the proposals³, older residents by an additional two proposals⁴ and black and minority ethnic groups by one of the savings proposals⁵.

A range of mitigating actions have been developed alongside the savings proposals to reduce the potential negative impact. These include:

- Providing tailored service information for groups of service users negatively impacted by these proposals, with alternative methods of accessing services highlighted.
- Ensuring changes made to services do not exclude certain communities.
- Maintenance of services for high-need communities.

³ Countryside PVR and Community Transport Funding

⁴ Countryside PVR and Community Transport Funding

⁵ Countryside PVR

- Engagement with key community groups to gain their input on how services are delivered.

Other savings proposals are expected to have a neutral or positive impact on Surrey's residents. This includes savings proposals around the Council's waste services, where the Council believes that changes to the service will lead to increased accessibility of waste services for older residents and disabled residents.

The funding available from the Surrey Growth Fund for 13/14 is proposed to be frozen at the 12/13 level. Once the funding is allocated to specific activities, equalities analysis is undertaken to assess the impact. Positive impacts are expected for younger people, as £750,000 has been proposed for apprenticeships, to match-fund the Government's Apprenticeship Grant for Employers.

Table of revised MTFP savings for 2013/14:

	Savings Line 2013/14	Amount	Decision	Rationale
1	PVR savings – Waste	£19k	Ongoing, previous EIA with no material change	
2	PVR savings – Countryside	£125k	Ongoing, previous EIA with no material change	
3	'One Team' organisation review	£975k	Ongoing, previous EIA with no material change	
4	Bus provision review	£261k	Ongoing, previous EIA with no material change	
5	Parking review	£100k	Ongoing, previous EIA with no material change	
6	Concessionary fares	£174k	Ongoing, previous EIA with no material change	

7	LSTF grant staff recharges	£20k	No impact	Relates to the way the council charges for staff time and will not impact on staff or services.
8	Reduced waste minimisation and policing	£300k	Ongoing, previous EIA with no material change	
9	Materials value approach to recycling	£300k	No impact	Relates to plans to gain more value from the county's waste and will not impact on staff or services.
10	Contract reviews	£800k	No impact	Savings made through negotiations in contract payment/ terms with no impact on staff or services.
11	Highways income	£20k	No impact	Savings made through generation of income in the Highways Service with no impact on staff or services.
12	Highways efficiency	£188k	No impact	Relates to efficiencies in collaboration, insurance, recycling, LEAN, less reactive and more planned maintenance and value engineering.
13	One-off – highways low condition defects	£500k	New proposal	This is a new proposal with limited anticipated equalities

				implications. Impact has been assessed in the Delivering Road Maintenance – a new approach EIA.
14	One-off – Parking account	£2,600k	No impact	Relates to money for which there are no other plans and will not impact on staff or services.
15	One off – Community Transport Reduction	£100k	New proposal	This is a new proposal with limited anticipated equalities implications. An EIA has been completed.
16	Reduce Surrey Growth Fund	£120k	No impact	No decision has been taken on allocations for the Surrey Growth Fund. There is no impact on services or staff anticipated but EIAs will be completed as necessary as funding is allocated to projects.
17	One off – Other	£400k	No impact	This is a balancing figure. If further savings are required, they will be determined in-year.

g. Public Health

The Public Health budget for 2013/14 and will fund the council's new public health responsibilities including:

- The transfer of specialist public health staff from the NHS to local authorities
- The six mandatory service areas as outlined in Healthy Lives Healthy People⁶:

1. Commissioning appropriate access to sexual health services
2. Commissioning the NHS Health Check programme
3. Commissioning the healthy child programme 5-19 years
4. Commissioning the national child measurement programme
5. Ensuring that plans are in place to protect the population's health
6. Ensuring NHS commissioners receive the public health advice they need

Equality analysis has been undertaken of public health programmes which will be transferred to the County Council in April 2013. In most cases, programmes will continue unchanged from previous years, meaning that the impact of the transfer on groups with protected characteristics will be minimal. The grant for Public Health has been announced for 2013/14 and 2014/15 and it is assumed that following current government policy the funding will increase by 10% each year after this. This should enable the Council to deal with volume and price issues, whilst recognising that there is a growing demand for Public health services and that there has been historic underfunding of Public health services in Surrey which needs to be rectified.

Budget proposals for Public Health in 2013/14

Budget line	Amount 2013/14
Public Health Commissioning	
• Sexual health services	£8.9m
• National Child Measurement and 5-19 programme	£2.1m
• Substance misuse	£8.7m
Health Protection	£0.4m
Health Improvement	£4.1m

⁶ Department of Health, 2011

2. NEW EQUALITY ANALYSIS FOR 2013/14

This section provides the equality analysis for new savings proposals in 2013/14. The table below provides a summary of these by directorate:

Directorate	Equality Impact Assessment	Page
Adult Social Care	Optimisation of Spot Care Rates	20
	Manage costs below budget eg vacancies	30
	Action to offset increased demand	40
	Further in-house savings	52
Children, Schools and Families	Services for Young People Budget 2013-14	62
Customers and Communities	Arts Council Grant funding reduction - First Access Programme	74
Environment and Infrastructure	Delivering Road Maintenance: A New Approach	83
	Community Transport	107

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - optimisation of spot care rates
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	5,237	1,352	1,992	2,122	2,290

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	7	EIA completed	
Date saved	11 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance
Ian Lyall		Surrey County Council	Procurement
Kathy Saunders		Surrey County Council	Quality Assurance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	Spot care refers to care services (residential care placements, nursing care placements, home care, supported living, day services) purchased from suppliers as and when required.
What proposals are you assessing?	This proposal ensures, through the procurement process, the optimisation of the rates paid for spot contracted services, whilst maintaining services standards.
Who is affected by the proposals outlined above?	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • External organisations (approximately 800) we commission to deliver services on behalf of the Council or in partnership

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none"> • Our current spending closely reflects the spending priorities of Surrey’s residents. • We understand our residents with a notable similarity between our current spending and residents’ preferences. • A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.

EQUALITY IMPACT ASSESSMENT

- Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.

We have undertaken initial ‘soft market testing’ with current major providers and organisations not currently placed in Surrey. This provided a market view of their willingness to engage with the Local Authority and feedback on potential models of provision. Subsequently, we undertook more detailed visits and discussions with eight of our largest providers to explore their particular desire to work with the County Council and establish a relationship. Possible models of flexible contracting, involving the provision of affordable placements, were explored. These discussions will continue to be developed, incorporating requirements for commissioning needs, outcome quality, user choice and affordability.

Data used

- Profession feedback from Surrey Care Association
- Personal outcomes recorded on Adults Integrated System (Jan 2013)
- 2011/12 Adult Social Care Complaints Report
- Spot care by type of people who use services (Dec 2012)

EQUALITY IMPACT ASSESSMENT

7a. Impact of the proposals on residents, service users and carers with protected characteristics

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence												
Age	<p>This strategy will have a positive impact on people who use services and their carers as the focus is upon spot placements being more creative in response to need and any protected characteristics.</p>	<p>In the long term the need to contain cost increases could impact on providers so as to reduce the variety available in the market, which might impact disproportionately on placements catering for minority groups such as religion, belief and race.</p> <p>However, provision will always be needs driven and the local authority has a continuing duty to meet eligible assessed needs and will continue to do so.</p> <p>It is recognised that if this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.</p>	<p>Professional feedback from Surrey Care Association provides assurance that there has been no diminution in the quality of services provided in response to the strategy of optimising spot rates.</p> <p>Monitoring of the outcomes of the support plans tells us where progress is recorded at review, 81% of people who use services and 75% of carers consider their outcomes are being achieved. The top three outcomes recorded for people who use services are staying independent and maximising potential; maintaining personal dignity; staying safe.</p> <p>The number of complaints received by Adult Social Care has remained constant during the period that this policy has been in place, with a total 247 complaints in 2010/11 and 233 in 2011/12. Only 17% of complaints received in 2011/12 related to service quality. This evidence demonstrates there has been no diminution in the quality of services provided in response to the strategy of optimising spot rates.</p> <p>The following data illustrates the numbers of people utilising spot care placements in December 2012:</p> <table border="1" data-bbox="1101 145 1348 907"> <thead> <tr> <th colspan="2">Residential - Spot Care December 2012</th> </tr> </thead> <tbody> <tr> <td>Older People</td> <td>821</td> </tr> <tr> <td>Learning Disability</td> <td>966</td> </tr> <tr> <td>Physical and Sensory Disability</td> <td>104</td> </tr> <tr> <td>Mental Health</td> <td>47</td> </tr> <tr> <td>Total</td> <td>1,938</td> </tr> </tbody> </table> <p>Nursing - Spot Care December 2012</p>	Residential - Spot Care December 2012		Older People	821	Learning Disability	966	Physical and Sensory Disability	104	Mental Health	47	Total	1,938
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¹ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT

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EQUALITY IMPACT ASSESSMENT

Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No impacts have been identified as arising from the proposal	No impacts have been identified as arising from the proposal	-
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
+ The focus is upon spot placements being more creative in response to need and any protected characteristics.	Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care. Continue to take a person centred approach to quality assurance eg visiting people in their homes and following up on any issues on the ground.	2013/14	Anne Butler
- There could be a potential negative impact upon people with specialist needs and thus more expensive spot placements eg religion and belief, race.	Continue to work with providers, via Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for spot care whilst maintaining quality of service.	2013/14	Anne Butler
- If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.	Work with ADASS and Laing & Buisson on the production of a methodology and model to ascertain the 'fair price of care'. This will enable us to approach providers and the market with a tool for transparent local negotiation	2013/14	Paul Carey-Kent
	Explore ways of monitoring the impact of changes on people with protected characteristics.	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
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EQUALITY IMPACT ASSESSMENT

There are no potential negative impacts that cannot be mitigated	-
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EQUALITY IMPACT ASSESSMENT

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • We have undertaken initial 'soft market testing' with current major providers and more detailed visits and discussions with eight of our largest providers. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The focus is upon spot placements being more creative in response to need and any protected characteristics - There could be a potential negative impact upon people with specialist needs and thus more expensive spot placements eg religion and belief, race. However, provision will always be needs driven and the local authority has a continuing duty to meet eligible assessed needs and will continue to do so. - If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care. • Continue to work with providers, via Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for spot care whilst maintaining quality of service. • Work with ADASS and Laing & Buisson on the production of a methodology and model to ascertain the 'fair price of care'
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - manage costs below budget eg vacancies
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	1,500	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	6	EIA completed	
Date saved	7 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Tristram Gardner		Surrey County Council	Workforce Strategy
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	Budgets will be managed to identify areas where expenditure can be contained below budgeted levels. This will include staffing costs, but there may be other aspects which will contribute towards this area of saving.
What proposals are you assessing?	The proposal recognises that a combination of 'churn' (staff turnover) and difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation. There may be aspects other than staffing costs which will contribute towards this area of saving.
Who is affected by the proposals outlined above?	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to "...work with partners to co-design and deliver services which are local, universal and preventative ...". Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none"> • Our current spending closely reflects the spending priorities of Surrey's residents. • We understand our residents with a notable similarity between our current spending and residents' preferences. • A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.

EQUALITY IMPACT ASSESSMENT

- Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.

Further engagement is planned as part of the work to define an Adult Social Care Integrated workforce strategy for Surrey with a wide range of stakeholders including, district and boroughs, Surrey Care Association, Surrey & Borders Partnership, Surrey Community Health, Surrey Action for Carers, Surrey Independent Living Council, Surrey Coalition of Disabled People, Surrey residents and their carers etc.

Data used

- Laing & Buisson report (2012)
- Whole Systems Partnership Funding: Monitoring Report (Nov 2012)
- Mini Employee Survey September 2012; Employee Survey 2011
- Recruitment monitoring data for Personal Care & Support and Service Delivery
- Equality Profile of the Adult Social Care Workforce
- OM and budget management with FTE summary

EQUALITY IMPACT ASSESSMENT

7a. Impact of the proposals on residents, service users and carers with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No positive impacts have been identified as arising from the proposal	<p>Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. However, it is important to understand that there is a balance between normal churn and effective recruitment, which means this efficiency saving should not have an adverse impact.</p> <p>Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support.</p>	<p>Research by Laing & Buisson and feedback from partners on the ASC Implementation Programme Board has identified that recruiting to vacancies across health and social care system is a national and a Surrey-wide issue. Strategies to address these challenges and mitigate their impact will be addressed as part of the Surrey Integrated Workforce Strategy.</p> <p>There is evidence in the Whole Systems Partnership Programme that the health and social care system in Surrey is working in an integrated way to support people in their local community. For example, there has been a significant increase in the number of telecare referrals to over 500 per month, a steady increase in admissions to community reablement beds supported by therapy interventions with 122 in September 2012 and increased mental health provision, including dementia navigators and wellbeing centres etc.</p>
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>Vacancies may have a potential positive impact for bank and agency staff with this protected characteristic as they have more opportunity to secure paid employment and work experience.</p> <p>Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture.</p>	<p>Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.</p>	<p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues. <p>Organisational Management (OM) monitoring data for vacancies indicate a vacancy level of 15% in the Personal Care and Support division, although a number of these vacancies will have been filled temporarily through bank staff and locums.</p> <p>Recruitment monitoring demonstrates how targeted recruitment for Personal Care & Support and Service Delivery is ensuring we recruit staff in critical areas. For example:</p> <ul style="list-style-type: none"> • 193.31 of the 253.64 reablement assistant fte were staffed in November 2012 and as part of this the number of vacancies in south-west area fell by almost 40%

EQUALITY IMPACT ASSESSMENT

			<ul style="list-style-type: none"> 60.68 of the 89.02 Practitioner Level 2 fte posts, which are particularly challenging to fill, were staffed in November 2012 <p>The equality profile of the Adult Social Care workforce illustrates how the Directorate has more female employees 81.93% when compared to the Council with 72.82%. Adult Social Care also has a higher proportion of Black and Minority Ethnic (BME) employees with 11.68% of the workforce compared with 7.85% in the Council.</p>
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>- Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become</p> <p>- Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support.</p> <p>+ Vacancies may have a positive impact for bank and agency staff as they have more opportunity to secure paid employment and work experience.</p> <p>+ Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture.</p>	<p>It is recognised there will be on-going vacancies to deliver this efficiency saving. However, the potential negative impacts will be mitigated by targeted recruitment in Personal Care & Support and Service Delivery, including:</p> <ul style="list-style-type: none"> Defining an Adult Social Care attraction strategy with the Directorate, Recruitment and Manpower, for launch in 2013. The strategy will identify and address the unique recruiting requirements of Personal Care & Support and Service Delivery Piloting in Personal Care & Support hospital teams a central pool of bank staff, who can work flexibly to cover vacancies in teams for a short period of time. Explore opportunities to extend this approach across Personal Care & Support and Service Delivery Reviewing the roles and responsibilities in the Personal Care & Support recruitment process, to maximise the pace and flexibility of recruitment Adopt a range of options in partnership with HR, Recruitment and Manpower to identify and fill vacancies in Service Delivery to make staffing more stable in teams, to improve the quality of service and reduce agency costs Explore ways to attract back 	2013/14	Dave Sargeant Debbie Medlock

EQUALITY IMPACT ASSESSMENT

	those experienced staff who have left the authority – perhaps offering a 1-term refresher course at a local college or university		
	Define an integrated Workforce Development Strategy for Surrey, setting out a whole systems approach to recruitment	2013/14	Ken Akers
Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.	Undertake a Health Check with all Adult Social Care staff	2013/14	Sarah Mitchell
	Continue to support and promote the following amongst Adult Social Care staff: <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions 	2013/14	Sarah Mitchell
	Explore ways of monitoring the impact of changes on people with protected characteristics.	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There may be a slight delay in the assessment of some people and their carers and thus a delay in the provision of services.	Age and disability.

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The Adult Social Care Implementation Programme Board has focussed upon recruitment, examining the challenges across the health and social care system in Surrey and ideas for moving forward. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
Key impacts (positive and/or negative) on	For people who uses services and their carers:

EQUALITY IMPACT ASSESSMENT

<p>people with protected characteristics</p>	<ul style="list-style-type: none"> - Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become - Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support. <p>For staff:</p> <ul style="list-style-type: none"> + Vacancies may have a positive impact for bank and agency staff as they have more opportunity to secure paid employment and work experience. + Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will means a change in culture. - Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Targeted recruitment in Personal Care & Support and Service Delivery • Continue to support and promote the following amongst Adult Social Care staff: <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions • Define an integrated Workforce Development Strategy for Surrey, setting out a whole systems approach to recruitment
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving – <ul style="list-style-type: none"> action to offset increased demand
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MTFP efficiency saving (£000s)	13/14	14/15	15/16	16/17	17/18
• action to offset increased demand	15,483	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	7	EIA completed	
Date saved	7 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Andrew Hewitt		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Action to offset increased demand - As the demand for social care increases, so it becomes more important to allocate resources according to priority needs and we have to give priority to people who are at the greatest risk. We do this by using 'eligibility criteria' to decide who has the greatest immediate or longer-term needs. All local authorities use the same eligibility framework issued by the Department of Health. Our policy in Surrey is to provide support for people who are assessed as having needs within the 'critical' and 'substantial' risk bands. Adult Social Care funds care packages to meet assessed eligible needs (residential care placements, nursing care placements, home care, supported living) either on a 'spot' basis to meet assessed eligible needs as they are identified, or on a 'block' basis where a fixed volume of service is purchased in advance. The packages are provided for older people, people with learning difficulties, people with physical and sensory needs and people with mental health needs.</p>
<p>What proposals are you assessing?</p>	<p>Actions to address this efficiency saving are subject to further discussion and development.</p> <p>The demand for spot care , without offsetting action, is estimated to exceed the available budget provision and the withdrawal of joint funding arrangements by the Health Service will also result in a cost pressure to the Council. In order to offset these potential pressures on the budget, Adult Social Care will ensure that:</p> <ul style="list-style-type: none"> • Eligibility criteria and the resource allocation system are applied correctly and consistently. • We continue to review and recalibrate the resource allocation system on a regular basis. • We encourage people to address their care and support needs by first looking towards the social capital available to them within their community and to paid services where there are gaps. • We maximise preventative community based services including telecare, reablement and signposting to enable increasing numbers of people to remain at home. <p>These actions will reduce the cost of care packages whilst meeting the assessed needs of individuals. This will enable Adult Social Care to achieve the efficiency savings, whilst delivering better outcomes for individuals and improved value for money.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff • External organisations we commission to deliver services on behalf of the Council or in partnership

EQUALITY IMPACT ASSESSMENT

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none">• Our current spending closely reflects the spending priorities of Surrey’s residents.• We understand our residents with a notable similarity between our current spending and residents’ preferences.• A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.• Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.
Data used
<ul style="list-style-type: none">• Resource Allocation System analysis and quarterly calibration• Personal outcomes recorded on Adults Integrated System (Jan 2013)• Whole Systems Partnership Funding: Monitoring Report (Nov 2012)• Personal Budgets Outcome Evaluation Tool (POET) survey (March 2012)• Personal Budgets AIS report (January 2013)• Potential Effects of Funding Care Only When Clients Reach ‘Critical’ Status• Adult Social Care Outcomes Framework 2011/12• Profile of people who uses services – AIS (1 Feb 2013)

EQUALITY IMPACT ASSESSMENT

7a. Impact of the proposals on residents, service users and carers with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>The shift to a personalised, more preventative, community-based care and support system will empower people to shape their own lives and the services they receive. This commitment will enable people who wish to do so, to use their personal budget to access services in their local community, which reflect protected characteristics, to support the outcomes agreed in their support plan.</p> <p>People will be encouraged to address their care and support needs by first looking towards the social capital available to them within their community – eg activities organised with volunteers, local faith groups - and only to paid services where there are gaps. It is thus about a rebalancing of paid and unpaid care whilst continuing to meet need. This approach will enable creativity, develop more informal support options, grow community capacity and enable people to continue to play an active part in their communities and to sustain their social networks. This increasing reliance upon social capital will</p>	<p>The efficiency saving of £15.5m means there is a potential for a lower level of funding to be available to meet people's assessed needs however we will continue to meet these needs through innovative and creative solutions at optimal cost. Where innovative and creative solutions to these needs do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so. This would mitigate potential negative impacts.</p> <p>The shift to a personalised and more creative care package will mean a move away from traditional services. This may generate some initial anxiety for people who use services and their carers.</p> <p>There is a potential risk that it is sometimes the more creative solutions that are restricted in times of financial pressure.</p> <p>The cumulative impact of changes may have a negative impact upon people who use services and their carer, with changes in social care impacting</p>	<p>Personal Budgets Outcome Evaluation Tool (POET) survey demonstrated how:</p> <ul style="list-style-type: none"> • People who use services told us that their personal budget had made a positive difference in their lives, for example, being supported with dignity (71%), mental well-being (71%), staying independent (70%), being in control of their support (62%) • Carers were highly positive about the impact of personal budgets but more negative about all aspects of the process and the stress and worry for them <p>There is evidence in the Whole Systems Partnership Programme that the health and social care system in Surrey is working in an integrated way to support people in their local community. For example, there has been a significant increase in the number of telecare referrals per month, a steady increase in admissions to community reablement beds supported by therapy interventions with 122 in September 2012 and increased mental health provision, including dementia navigators and wellbeing centres etc.</p> <p>Monitoring of the outcomes of the support plans tells us where progress is recorded at review, 81% of people who use services and 75% of carers consider their outcomes are being achieved. The top three outcomes recorded for people who use services are staying independent and maximising potential; maintaining personal dignity; staying safe.</p> <p>Analysis of the Resource Allocation System (RAS) demonstrates a positive relationship between individuals' assessed level of need and the weekly cost of support being provided to them. This provides a robust evidence base for on-going recalibration of assessed needs and</p>

EQUALITY IMPACT ASSESSMENT

	<p>also enable the Council to support more people whilst delivering efficiency savings. Adult Social Care recognises that securing these positive impacts for people is dependent upon the whole health and social care system working seamlessly and the growing availability and effective use of social capital within communities.</p> <p>There are positive impacts associated with the correct and consistent use of the Resource Allocation System. It will:</p> <ul style="list-style-type: none"> • Make funding decisions fairer and more transparent • Ensure the correct balance between adults and older people • Provide an up-front 'indicative' allocation of funding, so support planning can begin with a value • Allow support planning to be outcomes focused rather than services focused 	<p>people's lives at the same time as welfare benefit reform and pressure upon public services. This may have a more significant impact upon people with particular protected characteristics such as gender reassignment, sexual orientation, disability etc</p>	<p>associated indicative weekly budget allocations calculated via the RAS.</p> <p>National evidence demonstrates that where local authorities have moved to critical-only support they achieve relatively modest initial savings, which are best regarded as a one-off benefit. This supports Surrey's continued investment upon preventative approaches and a commitment to support more people but with a greater emphasis upon the use of social capital, whilst delivering efficiency savings.</p> <p>Personal budgets are a central part of the personalisation agenda giving people who use services choice and control over their lives. In the period since 2008 when Surrey County Council started to roll-out self directed support, 14,873 adults have had a personal budget across all client groups</p> <p>The Adult Social Care Outcomes Framework 2011/12 evidences the progress being made in embedding personalised, more preventative, community-based care and support system in Surrey. For example:</p> <ul style="list-style-type: none"> • 77.4% of people who use services feel they have control over their daily life • 11.1% of people (aged 18 -64) with a learning disabled who are known to the Council, have been assessed or reviewed, and are in paid employment • 61.8% of adults with learning disabilities who are known to the council, live in their own home or with their family • 74% older people (65 and over) were still at home 91 days after leaving hospital into either rehabilitation or reablement services. <p>Adult Social Care has a good understanding of the profile of the people who use services. Analysis of data from the</p>
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EQUALITY IMPACT ASSESSMENT

			<p>Adults Integrated Systems (AIS), demonstrates that:</p> <ul style="list-style-type: none"> • 52.8% of people are aged 75 years + • The largest client groups are people with frailty 25% and people with a physical disability 23.4% • 89.6% of people are White British, with White Irish the next largest ethnic group representing 1.1% of people who use services • 60.8% of people who use services are female, and • 49.8% of people are Church of England
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>The shift to a personalised, more preventative, community-based care and support system will continue to drive significant change in operational processes, systems and the organisation structure. Staff will have the opportunity to support people in being more creative in planning their care package and to develop and utilise social capital within local communities which will be more rewarding.</p> <p>It is recognised that staff will need appropriate tools and training to enable them to support this strategic shift.</p> <p>As part of this staff will continue to make increasing use of mobile technology, which will facilitate an improved work-life balance.</p>	<p>Some staff may struggle to adapt to the pace and scale of change, including for example, the increased use of mobile technology and learning new skills.</p> <p>Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive. It will mean for example, making referrals to and trusting independent brokerage, standing back and empowering people to lead their own supported self assessment and care planning etc.</p>	<p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues. <p>Adult Social Care is committed to providing staff with appropriate training. For example:</p> <ul style="list-style-type: none"> • All Personal Care & Support practitioner staff have undertaken their self directed support training • A further 340 managers and practitioners in the Community Mental Health Teams have completed their personalisation and self directed support training • As part of the Performance and Practice Development Strategy, Personal Care & Support has rolled out a Senior Practice Lead Development Programme; Area Practice Pools; and a Performance, Practice and Personal Development programme

EQUALITY IMPACT ASSESSMENT

Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>+ The shift to a personalised, more preventative, community-based care and support system will empower people to use their personal budget to shape their own lives and the services they receive.</p> <p>+ Addressing care and support needs by first looking towards the social capital available to people within their community will enable creativity and for people to continue to play an active part in their communities and to sustain their social networks</p>	<p>On-going rollout of the Performance and Practice Development Strategy in Personal Care & Support to ensure staff are appropriately equipped and trained to support people as part of a personalised, more preventative, community-based care and support system</p>	2013/14	<p>Dave Sargeant</p> <p>John Woods</p>
<p>+ Correct and consistent use of the Resource Allocation System will make funding decisions fairer and more transparent, will ensure the correct balance between adults and older</p>	<p>Work with the market to stimulate a more diverse range of community-based services, including more specialists and micro-providers, with whom people can use their personal budgets to purchase care and support services reflecting their age, disability, gender assignment, race, religion and belief etc</p>	2013/14	<p>Anne Butler</p> <p>Dave Sargeant</p>

EQUALITY IMPACT ASSESSMENT

<p>people and provide an up-front 'indicative' allocation of funding, so support planning can begin with a value</p> <ul style="list-style-type: none"> - Where innovative and creative solutions do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so, thus mitigating potential negative impact. - The shift to a personalised and more creative care package may generate some initial anxiety for people who use services and their carers. - There is a potential risk that more creative solutions may be restricted in times of financial pressure. - The cumulative impact of changes may have a negative impact upon people who use services and their carer + There will be the opportunity to support people in being more creative in planning their care package. + The increasing use of mobile technology will facilitate an improved work-life balance. - Some staff may struggle to adapt to the pace and scale of change - Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive 	<p>Continue to use an evidence based analysis, including the impact of efficiencies, to inform investment and commissioning decisions and help steer providers towards emerging demand for new services and to working with individuals with personal budgets</p>	2013/14	Anne Butler
	<p>Continue to embed a prevention through partnership approach, including for example telecare, citizen hubs, wellbeing centres, virtual wards, provision of information and advice, a universal welfare advice service etc</p>	2013/14	Adults Leadership Team
	<p>On-going monitoring of the outputs from the Resource Allocation System to highlight the need for recalibration and practice improvement.</p>	2013/14	Dave Sargeant John Woods
	<p>Explore ways of monitoring the impact of changes on people with protected characteristics.</p>	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

EQUALITY IMPACT ASSESSMENT

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential negative impacts that cannot be mitigated	-

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The shift to a personalised, more preventative, community-based care and support system will empower people to use their personal budget to shape their own lives and the services they receive. + Addressing care and support needs by first looking towards the social capital available to people within their community will enable creativity and for people to continue to play an active part in their communities and to sustain their social networks + Correct and consistent use of the Resource Allocation System will make funding decisions fairer and more transparent, will ensure the correct balance between adults and older people and provide an up-front 'indicative' allocation of funding, so support planning can begin with a value - Where innovative and creative solutions do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so, thus mitigating potential negative impact. - The shift to a personalised and more creative care package may generate some initial anxiety for people who use services and their carers. - There is a potential risk that more creative solutions may be restricted in times of financial pressure. - The cumulative impact of changes may have a negative impact upon people who use services and their carer <p>For staff:</p> <ul style="list-style-type: none"> + There will be the opportunity to support people in being more creative in planning their care package. + The increasing use of mobile technology will facilitate an

EQUALITY IMPACT ASSESSMENT

	<p>improved work-life balance.</p> <ul style="list-style-type: none"> – Some staff may struggle to adapt to the pace and scale of change – Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Practice improvement to ensure staff are appropriately equipped and trained • Work with the market to stimulate a more diverse range of community-based services • Continue to use an evidence based analysis to inform investment and commissioning decisions • Continue to embed a prevention through partnership approach • On-going monitoring of the outputs from the Resource Allocation System • The authority has a statutory duty to meet assessed needs and is not changing its eligibility criteria for assessment of these needs.
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - further in-house savings
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	400	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	4	EIA completed	
Date saved	8 February 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Adult Social Care operates a range of in-house services that complement similar services purchased from external providers.</p> <p>The authority offers accommodation based support options for older people within Surrey, especially those with dementia and related conditions. We have six residential care homes that provide a range of services including short term breaks, day care, reablement and long term residential care.</p> <p>The authority's accommodation and supported living services promote independence for adults with learning disabilities. Service options include short breaks, a shared lives service (which offers people the opportunity to live with an individual or family in a home environment and we can also provide short breaks for carers. We promote a good quality of life, independence, involvement, and empower people to live a meaningful and satisfied life. We are registered with the Care Quality Commission (CQC) and we continually work to measure and improve our service standards.</p> <p>The authority's Community Opportunities services offer disabled people a range of opportunities for leisure, training, volunteering and work. Our first priority is to give everyone the opportunity to get a paid job. Beyond that, we work with individuals in different ways to help them live independent, fulfilling lives as part of their local community. We support adults with physical disabilities, sensory impairments and people with learning disabilities, dementia and autism.</p>
<p>What proposals are you assessing?</p>	<p>There will be a further review of the efficiency of in-house services undertaken on an on-going basis throughout the year, through scrutiny of the cost base, including staffing costs, transport arrangements, premises costs, supplies and the maximisation of income within existing policy frameworks. Efficiencies will be driven out through process review and procurement efficiencies whilst maintaining or improving outcomes for people who use services.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff • External organisations we commission to deliver services on behalf of the Council or in partnership

6. Sources of information

<p>Engagement carried out</p>
<p>Adult Social Care Directorate Strategy makes a commitment to "...work with partners to co-design and deliver services which are local, universal and preventative ...". Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake</p>

EQUALITY IMPACT ASSESSMENT

an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.

The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:

- Our current spending closely reflects the spending priorities of Surrey's residents.
- We understand our residents with a notable similarity between our current spending and residents' preferences.
- A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.
- Residents attach value to our services and reductions will cause dissatisfaction – 'residential care for dementia sufferers' and 'independent living for older people' were two of the four areas that should be protected even if savings have to be made.

Data used

- Equality profile of the ASC workforce (2012)
- Mini Employee Survey September 2012; Employee Survey 2011
- Numbers of people utilising block, spot and in-house residential provision (Dec 2012)
- Adult Social Care Outcomes Framework 2011/12 - Surrey, South East and Shire Counties

EQUALITY IMPACT ASSESSMENT

7a. Impact of the proposals on residents, people who use service and carers with protected characteristics

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence																					
Age	<p>The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people who use in-house services.</p> <p>Scrutiny of the cost base will mean that processes and the use of resources are more efficient and increasingly reflect local need.</p>	<p>Scrutiny of the cost base may mean some changes to existing staffing and transport arrangements in Service Delivery. These changes may generate some initial anxiety for people who use services and their carers.</p>	<p>The following data illustrates that just over 10% of older people and people with a learning disability needing residential accommodation are placed in the Council's in-house residential provision:</p> <p><u>OP Residential - block, spot and in - house - December 2012</u></p> <table border="1" data-bbox="574 168 933 896"> <thead> <tr> <th>Services</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>In - House: Older People Residential</td> <td>186</td> </tr> <tr> <td>Spot and Block:Older People Residential</td> <td>10.5%</td> </tr> <tr> <td>Total Residential</td> <td>89.5%</td> </tr> <tr> <td>Total Residential</td> <td>1,768</td> </tr> <tr> <td>Total Residential</td> <td>100.0%</td> </tr> </tbody> </table> <p><u>LD Residential December 2012 - block,spot and in - house, December 2012</u></p> <table border="1" data-bbox="1037 168 1356 896"> <thead> <tr> <th>In House: Learning Disability Residential</th> <th>Spot: Learning Disability Residential</th> <th>Total Residential</th> </tr> </thead> <tbody> <tr> <td>110</td> <td>10.2%</td> <td>966</td> </tr> <tr> <td>Total Residential</td> <td>1,076</td> <td>100.0%</td> </tr> </tbody> </table> <p>66.3% of people who use services, who participated in the</p>	Services	%	In - House: Older People Residential	186	Spot and Block:Older People Residential	10.5%	Total Residential	89.5%	Total Residential	1,768	Total Residential	100.0%	In House: Learning Disability Residential	Spot: Learning Disability Residential	Total Residential	110	10.2%	966	Total Residential	1,076	100.0%
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110	10.2%	966																						
Total Residential	1,076	100.0%																						

¹ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT

			annual UXP survey, told us they were "extremely" or "very" satisfied with the care and support services they receive. Surrey is above the average of comparator authorities in the shire counties 63.3% and in south east England 61.6%.
Disability	As above	As above The fees for a small number of learning disability services will increase. This will impact upon other commissioners and full cost payers.	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>The drive towards more cost effective and sustainable in-house services will be underpinned by an on-going drive towards best practice with the targeted development of teams to help build a positive working culture. This should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills.</p> <p>There will also be opportunities for flexible work patterns which will enable staff to accommodate their other caring commitments.</p>	<p>Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive.</p> <p>These changes may have a disproportionate impact upon women who make up the majority of the workforce and upon Black and Minority Ethnic (BME) employees who represent a relatively large proportion of the Service Delivery workforce</p>	<p>The equality profile of the Adult Social Care workforce, demonstrates that females comprise 76.3% of the Service Delivery workforce, that 38.5% of the Service Delivery workforce are 50-years and older, and 15.74% of the workforce are Black and Minority Ethnic (BME).</p> <p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues.
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above

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Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<ul style="list-style-type: none"> + The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people. + Scrutiny of the cost base will mean that processes and the use of resources are more efficient and increasingly reflect local need. - The shift to a personalised and more creative care package may generate some initial anxiety. 	<p>Ensure a robust engagement and communication strategy is in place for all stakeholders. This will promote awareness and understanding of all changes and enable people who use services, carers and staff to have the opportunity to shape the plans at a formative stage</p>	2013/14	Debbie Medlock
<ul style="list-style-type: none"> + The drive towards more cost effective and sustainable in-house services should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills. + There will also be opportunities for flexible 	<p>Needs assessment of any individual is completed before any services change takes place</p>	2013/14	Debbie Medlock

EQUALITY IMPACT ASSESSMENT

<p>work patterns which will enable staff to accommodate their other caring commitments.</p> <p>– Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive</p>	<p>Work to achieve a better understanding of the communication needs of members of the staff from Black and Minority Ethnic (BME) backgrounds</p>	2013/14	Debbie Medlock
	<p>Explore ways of monitoring the impact of changes on people with protected characteristics.</p>	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential negative impacts that cannot be mitigated	-

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people. + Scrutiny of the cost base will means that processes and the use of resources are more efficient and increasingly reflect local need. – The shift to a personalised and more creative care package may generate some initial anxiety. <p>For staff:</p>

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	<ul style="list-style-type: none"> + The drive towards more cost effective and sustainable in-house services should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills. + There will also be opportunities for flexible work patterns which will enable staff to accommodate their other caring commitments. - Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive - These changes may have a disproportionate impact upon women and upon Black Minority Ethnic (BME) employees who represent a relatively large proportion of the Service Delivery workforce
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Ensure a robust engagement and communication strategy is in place for all stakeholders. This will promote awareness and understanding of all changes and enable people to have the opportunity to shape the plans at a formative stage • Needs assessment of any individual is completed before any change takes place
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Services for Young People Budget 2013-14
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EIA author:	Nikki Parkhill: Equalities Development Officer
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2. Approval

	Name	Date approved
Approved by¹	Garath Symonds, Assistant Director, Services for Young People	06/02/13

3. Quality control

Version number	2.0	EIA completed	
Date saved	28.1.13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Jenny Smith	Development Manager	Services for Young People- SCC	Editor

¹ Refer to earlier guidance for details on getting approval for your EIA.

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This EIA considers the impact of the proposed budget, including efficiency savings, for Services for Young People in 2013-2014. The proposed budget seeks to ensure that young people are not directly impacted by the reductions in funding within the Service. In addition it aims to eliminate the need for redundancies within the workforce. This proposal has been taken forward in preference to alternatives as it will have the least impact on service delivery.</p> <p>In order to achieve its overarching aims (full participation for all young people and to prevent offending and anti-social behaviour), Services for Young People offers a range of intervention including the Youth Support Service, the Pathways Team (provision for young people who have learning disabilities and/ or learning difficulties), alternative education programmes, centre based youth work, Skills Centres, the Year 11-12 Transition contract, the Local Prevention Framework, a web-based universal offer, Youth Small Grants funding, drug and alcohol and sexual health services. A large proportion of the functions of SYP are delivered by the Voluntary, Community and Faith and private sectors through outcomes based commissions and contracts. The Youth Support Service houses the youth justice function which is a statutory requirement. SYP works with young people aged 10-25, focussing mainly on those who are aged 13-19. The document 'One in Ten' suggests that 10% of the youth population of Surrey are in need of additional support to make a successful transition to adulthood (Surrey County Council, 2010).</p> <p>Young people access Services for Young People via referrals from parents/ carers, courts, the police, health and social care professionals and schools. Young people can refer themselves to many of the strands of the organisation. Many of the young people supported by the Youth Support Service are identified through partnership with other organisations and are targeted for intervention. Currently, approximately 10,000 vulnerable and at risk young people are supported by SYP per year in addition to those who access the universal, web based offer.</p>
<p>What proposals are you assessing?</p>	<p>The proposed budget incorporates an efficiency saving of £500,000 for 2013-14. This sum will be achieved through additional income secured from the Education Funding Agency for Skills Centres (£138,000) and planned savings within the Working Links contract (£40,000) and a reduced staffing cost by not filling some vacancies (£322,000) within Commissioning and Development (6% vacancy saving), Centre Based Youth Work (7.5% vacancy saving) and the Youth Support Service (6% vacancy saving).</p>
<p>Who is affected by the proposals outlined above?</p>	<p>There is a risk that proposals could affect staff, current and potential service users and their families and external organisations who deliver services on the behalf of SYP and in partnership with the Service if vacancy rates resulting from normal turnover fall below the planned level in the budget. In the last financial year SYP was</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

carrying a range of vacancy rates across the delivery strands, as the result of staff turnover. For example 17.5 % in Centre Based Youth Work, and approximately 6% in the Youth Support Service. A Centre Based Youth Work recruitment plan is currently being developed to reduce these rates to the levels proposed in the budget. If vacancy rates from normal turnover fall below the levels planned in the budget, there may need to be alternative approaches to achieve the planned levels. This risk carries potential negative impacts on groups or individuals who possess protected characteristics.

There is a risk that proposals could affect staff, current and potential service users and their families and external organisations who deliver services on behalf of SYP and in partnership with the Service if demand for services increases as forecast whilst resources are constrained. Current service structure provides a broad offer for young people including specialist services which aim to support those who have learning disabilities/ difficulties, who are not in education, employment or training and those who are at risk of, or have current involvement with, the criminal justice system. The static budget allocated to SYP will potentially prevent growth of the provision available to the increasing number of young people in Surrey who fit the targeted age range, including those who are most vulnerable.

Over the past three years the UK has experienced a triple dip recession and some of the toughest economic conditions since the 1930's. Young people between the ages of 16-24 have been amongst the hardest hit and are 1.5 times more likely to be claiming JSA (2.4%) compared to the population overall (1.6%). At the same time SYP's budget was reduced by 25% as part of the Youth Transformation Project. Against this tough economic backdrop and one year on, 150 (15%) fewer young people are without education, employment or training and 30 (50%) fewer young people have entered the youth justice system. Services for Young People have proved it can deliver more for less.

Looking forward, the impact of Welfare Reform is likely to increase the demand for SYP Services. The Service is currently working with the cross Council Working Group to assess the impact of the Welfare Reforms on SYP demand. There is a limit to how lean SYP can become before the impact of efficiency savings, rising demand and economic stagnation start to bite at the front line.

Furthermore, the efficiency savings required to offset the growth in pay and general inflation costs amount to a funding reduction in real terms. This reduction in resources may increase the work load of current employees across SYP, and/ or limit the amount of support and activities available for young people. This approach may impact on partner organisations and those who have been commissioned to deliver services on our behalf. For example, the contracts which specify OVIs for centre based youth work are based on fully staffed teams and therefore a reduction in staff hours may jeopardise their ability to meet their targets.

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If normal turnover is not enough to achieve the 6% saving in the Commissioning and Development Team and Youth Support Service, alternative methods may impact on the back office. Experience has shown that the reduction of 'back office' support has a direct impact on front line delivery with those staff having to compensate for this reduction by taking on work which is additional to their core role. It has been identified nationally that it is common for youth workers to work an average of 5 unpaid hours per week over their contracted amount (TUC, 2005). This is a major concern as stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007: 1). This concern may be addressed by reducing the expectations of the workforce.

In summary, the static budget and efficiency savings may have a negative impact on the physical and emotional wellbeing of the workforce and the ability to achieve the overarching aims of SYP and improve outcomes for young people. However, a planned approach to the identification of roles that will not be filled based on the needs of the cohort who are offered protection by the Equality Act will ensure that they are not disproportionately affected.

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6. Sources of information

Engagement carried out
<p>In the event that normal turnover is not enough to achieve the planned vacancy rates, a number of organisations and representatives from SYP will be engaged, to ensure that any potential negative impacts on young people and staff are minimised. This will include service managers, team leaders, youth & community workers, union groups and organisations from the Voluntary, Community and Faith and private sectors who are commissioned and/ or contracted to deliver work on the behalf of SYP. This will be done through team meetings, focus groups, meetings with union groups and via email. If it is identified that specific groups/ individuals who possess protected characteristics will be affected, advice and guidance will also be sought from members of the External Equalities Advisory Group or other organisations who have particular areas of expertise.</p>
Data used
<p>CIPD (2007) <i>What's happening with well-being at work?</i> http://www.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf</p> <p>Hastings, A., Bramley, G., Bailey, N., Watkins, D. (2012) <i>Serving Deprived Communities in a Recession</i>. Joseph Rowntree Foundation</p> <p>Surrey County Council, (2010) <i>One in Ten: A needs assessment of young people aged thirteen to nineteen in Surrey</i>.</p>

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	None	A constraint on staffing levels may result in the age range of young people supported and offered opportunities for personal development may be reduced.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Disability	None	A constraint on staffing levels within the Pathways Team may result in a reduction in the quantity and quality of the service available for young people who have learning disabilities/ difficulties and their families.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Gender reassignment	None	There will be a negative impact on young people who are trans or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Pregnancy and maternity	None	There will be a negative impact on young parents if staffing is constrained within projects which are accessed particularly by this group.	Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.

² More information on the definitions of these groups can be found [here](#).

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<p>Race</p>	<p>Increased DSG funding has meant that Gypsy Skills (an education programme for young people from the Gypsy, Roma and Traveller Community) is sustainable for this year.</p>	<p>A constraint on staffing levels within teams who provide services accessed particularly by young people who are from the BAME community will have a negative impact on them.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Religion and belief</p>	<p>Unknown</p>	<p>Unknown at this stage.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Sex</p>	<p>Unknown</p>	<p>Unknown at this stage</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Sexual orientation</p>	<p>None</p>	<p>There will be a negative impact on young people who are lesbian, gay, bisexual or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	

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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	
Disability		<p>There may be a negative impact on the emotional wellbeing of staff if staffing constraints results in an increased workload</p> <p>There is the potential that it will be more difficult to offer flexible working opportunities in line with SCC policy if staffing is constrained. This may have a negative impact on disabled staff or those who have caring responsibilities.</p>	<p>Stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007).</p>
Gender reassignment	None	None	
Pregnancy and maternity	None	Unknown	
Race	None	None	
Religion and belief	None		
Sex	None	In the event that vacancy rates are projected to fall below the planned vacancy factor of 68	In January 2012, women made up 83.71% of the workforce the Children, Schools and Families Directorate, 66.7% of whom are part-time. This

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		7.5% for Centre Based Youth Work and there is a need to adopt alternative approaches to constrain staffing, this may affect women disproportionately who would like to enter the work place in an unqualified p/t youth work role or who are only unable to work part-time due to other commitments.	pattern is reflected in SYP. (Workforce Information: Equality and Diversity Edition, SCC, 2012).
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	

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8. Amendments to the proposals

Change	Reason for change
None as yet.	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential negative impact on services being affected for specific groups should there be an unplanned approach to making efficiency savings.	Vacancy rates across the Service areas need to be monitored monthly. If normal turnover is not enough to achieve planned vacancy rates, alternative methods to constrain staffing may need to be considered. In the event that this is required, this EIA should be updated to assess and mitigate the impact on individuals or groups with protected characteristics.	Monthly monitoring triggering an update to the EIA if normal turnover is insufficient to achieve planned vacancy rates	Frank Offer and Ben Byrne
That staff and/ or young people will experience negative impact through a reduction in staffing.	Vacancy rates across the Service areas need to be monitored monthly. If normal turnover is not enough to achieve planned vacancy rates, alternative methods to constrain staffing may need to be considered. In the event that this is required, this EIA should be updated to assess and mitigate the impact on individuals or groups with protected characteristics. To engage with staff and other agencies to understand and mitigate potential negative impacts.	Monthly monitoring triggering an update to the EIA if normal turnover is insufficient to achieve planned vacancy rates	Frank Offer and Ben Byrne

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10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected

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11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Staff, managers and partner organisations will be engaged to ensure that equalities issues are raised and addressed in relation to the budget proposal. A monitoring process will be developed to ensure that any issues are picked up quickly.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>There is a positive impact on young people from the Gypsy Roma and Traveller community who attend Gypsy Skills as funding has been obtained for 2013-14 resulting in the service being sustainable for that period.</p> <p>There are potential negative impacts on female staff, on disabled staff and those who have caring responsibilities. If normal turnover is insufficient to constrain staffing and alternative methods are not implemented in a planned and measured way there could be an impact on service delivery, especially for young people who have learning disabilities/ difficulties, are LGBT or are from the GRT community. If alternative methods are required, this EIA should be updated to ensure that individuals or groups with protected characteristics are not disproportionately affected.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No changes have been made to date, however the EIA has identified the need for a planned and measured approach to the implementation of the proposed efficiency savings.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To ensure that the impacts of the efficiency savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families. Any feedback which shows that individuals and groups who possess protected characteristics are experiencing negative impacts will be used to inform potential changes to the plan.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>None identified as yet.</p>

1. Topic of assessment

EIA title:	Arts Council Grant funding reduction - First Access Programme
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EIA author:	Ian Dewar, Policy Manager, Customers & Communities
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2. Approval

	Name	Date approved
Approved by¹	Philip Trumble, Surrey Arts Manager	11 March 2013

3. Quality control

Version number	1.1	EIA completed	
Date saved	07.03.2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Philip Trumble	Surrey Arts Manager	SCC	Head of Surrey Arts – service expertise

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5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	The function affected is the First Access music tuition in Surrey schools. This learning provides a class-based introduction to instrumental music skills and understanding at an early age, providing a firm foundation for subsequent progression.
What proposals are you assessing?	The assessment is prompted by a reduction of £166,000 during 2013/14 in Arts Council grant funding received by SCC Surrey Arts. The service has been aware of this reduction and there is a planned extension of the service as part of the Music Education Hub delivery.
Who is affected by the proposals outlined above?	School children at key Stage 1 in the state-funded sector in Surrey.

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6. Sources of information

Engagement carried out
<p>The proposals for the Music Education Hub funding application and the subsequent work in establishing the working arrangements were extensively consulted upon across stakeholders. The proposals to extend the First Access delivery were a clear element of the Hub's commitments and have been discussed with schools advisory groups and approved by the Music Education Hub Steering Board including representatives of Primary, Secondary and Special School Phase Councils.</p>
Data used
<p>In 2011/12 86 Primary Schools were engaged with the Wider Opportunities programme, which provided pupils with a firm foundation of musical skills and understanding at an early stage. As part of the Music Education Hub's work programme this is being supplemented with a new First Access programme, being rolled out to the remaining 184 KS1 schools over a three year period. The targets for the three years, which are on track are:</p> <p>75 schools start September 2012 with school year 2 children 55 schools start January 2013 with school year 2 children 54 schools start April 2013 with school year 1 pupils, rolling across to September when they go into school year 2 86 primaries currently receiving KS2 Wider Opportunities will introduce one of the First Access instruments in school year 3 in September 2013. Of those primaries, 52 currently receive Wider Opportunities in school year 4, which will have to be retained for one more academic year, and 26 currently in school year 5 which will be retained for two more years.</p> <p>Since the launch in September 2012 130 schools have joined the programme. This has already increased the coverage beyond that of the original 'Tuning Up' scheme.</p> <p>The grant reduction of £166,000 effectively reverses the impacts of a change in the national funding formula made in 2011. The reduction was expected and planned for, and is mitigated by the design of the First Access programme. This has been achieved through agreement with schools that school-based staff will deliver the programme with the grant funding supporting the training, support and materials costs.</p> <p>The planned extension of the programme to all KS1 schools will bring a positive benefit to all children, and will have particular benefits for more disadvantaged groups since this is a universal and uncharged offer, that will ensure that SEN pupils in mainstream schools receive relevant support as their individual needs will be known and accommodated by their class teachers as part of delivery.</p> <p>The First Access programme is an integral part of a wider programme of music delivery both within and outside of the school environment. As such it benefits from the consistent commitment to equality of opportunity that underpins the Hub's activity.</p> <p>In order to ensure that disadvantaged young people have access to music education, a fee remission scheme has been introduced for those on free school meals, looked after children, young carers, asylum seekers and those with disabilities. A free musical</p>

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instrument will be provided (subject to availability) and free access given to ensembles. Tailored SEN programmes for First Access and Progression are being developed in partnership with special schools and mainstream SEN coordinators.

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7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence																																																																						
<p>Age</p>	<p>All children in the target age-group within Surrey's state school system will benefit from the First Access programme. The wider delivery of the programme, to include all 270 schools delivering primary education, will extend the opportunities for all children, including those with protected characteristics. Additionally there are benefits available to encourage further progression and participation outside the school environment, particularly among disadvantaged children.</p>	<p>The school system will ensure that individual needs are recognised and responded to as happens across other curriculum areas. The delivery of the programme by school-based staff enhances this response and adaptation to need or circumstance.</p>	<p>Data about the school roll at January 2012 is available and the key aspects is summarised below:</p> <table border="1" data-bbox="399 145 865 1153"> <thead> <tr> <th></th> <th>Infant</th> <th>Junior</th> <th>Primary</th> <th>Total KS 1 & 2</th> </tr> </thead> <tbody> <tr> <td>Total on Roll @ January 2012</td> <td>15835</td> <td>14496</td> <td>49496</td> <td>79827</td> </tr> <tr> <td>Ethnicity: White (All categories)</td> <td>13497</td> <td>12806</td> <td>40661</td> <td>66964</td> </tr> <tr> <td>Other ethnicity</td> <td>2081</td> <td>1604</td> <td>8154</td> <td>11839</td> </tr> <tr> <td>Unknown</td> <td>257</td> <td>86</td> <td>681</td> <td>1024</td> </tr> <tr> <td>1.3%</td> <td></td> <td></td> <td></td> <td>1.3%</td> </tr> <tr> <td>First Language: English</td> <td>14115</td> <td>13434</td> <td>42574</td> <td>70123</td> </tr> <tr> <td>Other</td> <td>1370</td> <td>1057</td> <td>6083</td> <td>8510</td> </tr> <tr> <td>Unknown</td> <td>350</td> <td>5</td> <td>839</td> <td>1194</td> </tr> <tr> <td>1.5%</td> <td></td> <td></td> <td></td> <td>1.5%</td> </tr> <tr> <td>Eligible for Free School Meal</td> <td>1128</td> <td>1041</td> <td>5063</td> <td>7232</td> </tr> <tr> <td>9.1%</td> <td></td> <td></td> <td></td> <td>9.1%</td> </tr> <tr> <td>Special Educational Needs</td> <td>1924</td> <td>2675</td> <td>8503</td> <td>13102</td> </tr> <tr> <td>16.4%</td> <td></td> <td></td> <td></td> <td>16.4%</td> </tr> </tbody> </table> <p>ACTION: Evidence to be sought about the relative uptake of progression and extra-curricular opportunities among children with protected characteristics, compared to the overall levels. This may inform further targeted promotion and service design</p>		Infant	Junior	Primary	Total KS 1 & 2	Total on Roll @ January 2012	15835	14496	49496	79827	Ethnicity: White (All categories)	13497	12806	40661	66964	Other ethnicity	2081	1604	8154	11839	Unknown	257	86	681	1024	1.3%				1.3%	First Language: English	14115	13434	42574	70123	Other	1370	1057	6083	8510	Unknown	350	5	839	1194	1.5%				1.5%	Eligible for Free School Meal	1128	1041	5063	7232	9.1%				9.1%	Special Educational Needs	1924	2675	8503	13102	16.4%				16.4%
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Other ethnicity	2081	1604	8154	11839																																																																					
Unknown	257	86	681	1024																																																																					
1.3%				1.3%																																																																					
First Language: English	14115	13434	42574	70123																																																																					
Other	1370	1057	6083	8510																																																																					
Unknown	350	5	839	1194																																																																					
1.5%				1.5%																																																																					
Eligible for Free School Meal	1128	1041	5063	7232																																																																					
9.1%				9.1%																																																																					
Special Educational Needs	1924	2675	8503	13102																																																																					
16.4%				16.4%																																																																					
<p>Disability</p>	<p>As for Age, benefits should be positive since there will greater access to opportunity and an improved potential for individually tailored</p>																																																																								

EQUALITY IMPACT ASSESSMENT TEMPLATE

	delivery within the school environment	
Gender reassignment	Not applicable	
Pregnancy and maternity	There are no discernible impacts on this characteristic. Delivery will not conflict with other issues around school attendance. There may be a risk of impacts on family commitments arising from greater encouragement to children to progress with music or take a more active part in out-of-school activities, but it is not possible to quantify this.	
Race	As for Age, benefits should be positive since there will be greater access to opportunity and an improved potential for individually tailored delivery within the school environment	
Religion and belief	No identified impacts relating to religion and belief that are not already known within school curriculum delivery	
Sex	No identified impacts relating to religion and belief that are not already known within school curriculum delivery	
Sexual orientation	Not applicable	
Marriage and civil partnerships	Not applicable	

EQUALITY IMPACT ASSESSMENT TEMPLATE

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence	
Age				
Disability		<p>No specific impacts identified for staff with protected characteristics. The school-based teaching staff will be delivering the First Access programme as part of their normal curriculum commitments.</p> <p>Teaching staff employed by Surrey Arts will continue to deliver the Tuning Up programme to those schools that opt to buy the service on a non-subsidised basis. This could lead to a reduction in time for staff if schools decide not to continue with this particular programme. However any released time resulting from any withdrawals from that scheme will be re-allocated to supporting the First Access programme with demonstration lessons and continuation activities to improve pupil progress.</p>		
Gender reassignment			Pregnancy and maternity	
Race			Religion and belief	
Sex			Sexual orientation	
Marriage and civil partnerships				

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
	No specific changes are proposed

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
POSITIVE: Wider access to music learning and experience at primary school age	Review take-up of the First Access offer, and particularly further progression and extra-curricular activity amongst children with protected characteristics. This may inform further targeted promotion and service design	Ongoing	
POSITIVE: Enhanced capacity to respond to individual needs as a result of delivery by school based staff who know their pupils	Review and refresh personalised delivery arrangements with school-based staff through CPD etc. with a view to identifying and extending best practice.	Ongoing	

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None identified	

EQUALITY IMPACT ASSESSMENT TEMPLATE

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>The First Access programme has been developed through consultation with key partners, including schools who are the primary deliverers of the learning. Design and delivery, on a partnership basis, has mitigated the impacts of the grant funding reduction within a real extension of delivery.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The widening of the First Access offer to all state schools ensures that opportunities for all children, including those with protected characteristics, will be increased and delivery through school-based staff will ensure that necessary tailoring to individual needs will be more effective.</p> <p>In 6 months of the new programme, 130 schools have signed up with more coming on line. Including schools that are continuing with the existing Tuning Up programme there are now 180 schools already engaged, compared to a maximum of 120 at any stage during the previous programme.</p> <p>The new first access programme is much more cost effective to Surrey Arts as Schools are covering the costs of staffing whilst we provide training and materials. The fact that this new programme is a partnership and effectively sharing resources makes it inherently more sustainable. The improvement is in the cost effectiveness</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>There are no proposed changes arising from the PVR</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>No negative impacts have been identified</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>N/A</p>

Part One

REACTIVE MAINTENANCE REVIEW

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Reactive Maintenance Review
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EIA author:	Nick Radford
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2. Approval

	Name	Date approved
Approved by¹	Jason Russell	

3. Quality control

Version number	Draft v0.2	EIA completed	01/02/13
Date saved	01/02/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Nick Radford	Contract Manager	May Gurney	Author
Lucy Monie	Maintenance Plan Team Leader	SCC	Review Team
Jan Haunton	Strategy Group Manager	SCC	Review Team
Sam Cunningham	Major Change Programme Manager	SCC	Review Team

¹ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The purpose of this review is to highlight the possible affects for all users of the highways network, following the implementation of a revised defect rectification period for class Priority 2 (P2) defects in carriageways and footways. P2 defects are those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.</p> <p>This review will outline potential impacts which a change from the current 24 hour period to a 5 day period may have on all users that depend on the network, and propose ways of mitigating them, whether they are positive or otherwise. This review is important in ensuring all stakeholders have had their needs considered and goes towards informing the decision making process.</p>																					
<p>What proposals are you assessing?</p>	<p>The current level of class P2 safety defects coupled with Policy timeframes for repair does not allow for sufficient planning to take place, and has made the service particularly reactive and inefficient to operate. This reactive environment has led to inefficiencies in delivery and, in terms of cost and quality, doesn't always allow SCC to deliver the most appropriate repair.</p> <p>Under the existing Safety Matrix all safety defects categorised as 'P2' (not immediate danger to public) identified by an SCC Highways Inspector must be "made safe" within 24 hours. However, there is no specific safety reason for defects to be repaired in this short period of time, indeed the majority of identified defects may have already been on the network for weeks or months without incident prior to being reported, it is therefore considered that such an urgent repair response is not warranted and an efficient planned method of fixing defects would be more beneficial.</p> <p>The Safety Matrix is currently structured as follows:</p> <table border="1" data-bbox="459 1384 1461 1715"> <thead> <tr> <th>Defect Category</th> <th>Description</th> <th>Repair Timeframe</th> </tr> </thead> <tbody> <tr> <td>P1</td> <td>Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.</td> <td>2 Hours</td> </tr> <tr> <td>P2</td> <td>Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.</td> <td>24 Hours</td> </tr> <tr> <td>P3</td> <td>Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.</td> <td>28 Days</td> </tr> <tr> <td>P4</td> <td>Monitor for possible inclusion in future works programme.</td> <td>N/A</td> </tr> </tbody> </table> <p>It is proposed that the current repair period for P2 defects be extended from 24 hours to 5 days and segmented into three separate categories, P2 and P2+, and Clustered Defects as illustrated in the table below (changes are identified in red font):</p> <table border="1" data-bbox="459 1928 1461 2072"> <thead> <tr> <th>Defect Category</th> <th>Description</th> <th>Repair Timeframe</th> </tr> </thead> <tbody> <tr> <td>P1</td> <td>Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.</td> <td>2 Hours</td> </tr> </tbody> </table>	Defect Category	Description	Repair Timeframe	P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours	P2	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.	24 Hours	P3	Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.	28 Days	P4	Monitor for possible inclusion in future works programme.	N/A	Defect Category	Description	Repair Timeframe	P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours
Defect Category	Description	Repair Timeframe																				
P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours																				
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P4	Monitor for possible inclusion in future works programme.	N/A																				
Defect Category	Description	Repair Timeframe																				
P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours																				

EQUALITY IMPACT ASSESSMENT TEMPLATE

	P2	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.	5 Days
	P2+	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration, but should be closely monitored treated with greater priority than standard P2.	5 Days
	Clustered	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration and which are in the immediate vicinity of other P1/P2/P3 defect and can therefore be clustered together.	5 Days
	P3	Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.	28 Days
	P4	Monitor for possible inclusion in future works programme.	N/A
	<p>A number of county councils including East Sussex CC and Northamptonshire CC have already extended their repair time to 5 days to aid better planning and enable increased quantities of permanent repairs to be delivered on the first visit to site, thus increasing public satisfaction by reducing temporary repairs and revisits to the same site.</p> <p>By and large, the current approach to pothole repairs in Surrey is to individually treat each defect using “reactive hand patching” teams. These teams spend a large proportion of their working day travelling in zigzag fashion between a series of 24 hour defect repair sites, reducing time spent actually repairing roads and footways.</p> <p>The increase in response time to 5 days will enable safety defect repairs to be completed with a coordinated right first time approach using a new permanent machine surfacing team and permanent planned works patching teams. The current 24 hour period does not provide sufficient time to plan, cluster and mobilise teams in this manner.</p>		
Who is affected by the proposals outlined above?	<p>The highways service maintains some 5000km of roads, almost 3500km of footpaths, bridleways, and byways including nearly 1900 structures that cross the highways network. The new 5 day repair period will impact all 1.1m Surrey residents, and all those that travel in Surrey.</p> <p>Project Reactive maintenance review will also impact on SCCs staff and their contractors.</p>		

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Surrey Highways have conducted two Transport Select Committee briefings, held a briefing with the political parties, residents and independents, and held regular one to one briefings and meetings with the portfolio holder for Highways and Transportation. Regular updates have also been given at the Environment and Infrastructure Directorate Management Team meetings.</p> <p>Meetings have also been held with various members of the Litigation and Insurance Group to establish the legalities and liability associated with such changes.</p>
Data used
<ul style="list-style-type: none">• National Code of Practice for “Well Maintained Highways• Benchmarking with 2 Highway Authorities – Northamptonshire and East Sussex

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>
<p>Disability</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence</p>

² More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey</p>	<p>disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>
<p>Gender reassignment</p>	<p>none</p>	<p>none</p>	<p>The project covers a material asset which would not have an impact on gender reassignment</p>
<p>Pregnancy and maternity</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	everyone in Surrey		
Race	none	none	The project covers a material asset which would not have an impact on race
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief
Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	A greater number of defects will be repaired using specialist plant and equipment. This will reduce the use of hand tools and manual handling	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be unsettling for staff.
Disability	A greater number of defects will be repaired using specialist plant and equipment. This will reduce	The introduction of a change process may affect staff in a number of ways including potential for amended working	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be

EQUALITY IMPACT ASSESSMENT TEMPLATE

	the use of hand tools and manual handling	practices and retraining.	unsettling for staff.
Gender reassignment	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Pregnancy and maternity	A greater number of defects will be repaired using specialist plant and equipment. This will reduce the use of hand tools and manual handling	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be unsettling for staff.
Race	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Religion and belief	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Sex	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Sexual orientation	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.

EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>Marriage and civil partnerships</p>	<p>none</p>	<p>The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.</p>	<p>The introduction of change processes can be unsettling for staff.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
No formal change has been recommended as result of Impact Assessment, however, an Action Plan has been agreed to mitigate potential delivery risk	To ensure all potential impact on stakeholders are fully mitigated

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Highway maintenance works disrupt traffic and services.	<p>Delivery team will do the following:</p> <ol style="list-style-type: none"> 1) Work with Streetworks Coordination Teams to understand potential issues prior to scheduling works. 2) Plan works outside peak hours where required. 3) Carefully plan, coordinate and manage works to minimise risk of schemes overrunning. 4) Review performance and swiftly action areas for improvement. 	Daily during operational periods	Project Manager
Carbon emissions and operative exposure to risk in live traffic will be reduced owing to right first time repairs and reduction in revisits to site.	Careful planning and coordination of works to ensure correct repair method and clustering of works are delivered.	Daily during operational periods	Project Manager
Increased liability through extension in defect rectification period	On a daily basis project team will review defects and utilising a risk assessment process will identify those which are of a greater risk to the public due to their location or nature and affect those repairs as a priority.	Daily	Project Manager

EQUALITY IMPACT ASSESSMENT TEMPLATE

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Non Identified	

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	We are changing the method by which we will deliver highways reactive maintenance. This will lead to a more coordinated approach to delivery of defect repairs. The anticipated benefits are; improved risk management; improved safety; reduced insurance claims.
Key impacts (positive and/or negative) on people with protected characteristics	Defects will remain on the network for longer periods of time. Road works can cause temporary disruption to pedestrians and road users.
Changes you have made to the proposal as a result of the EIA	No changes are proposed.
Key mitigating actions planned to address any outstanding negative impacts	Careful planning and monitoring, implementing corrective and preventative action swiftly where required.
Potential negative impacts that cannot be mitigated	Defects will remain on the network for longer periods of time. None.

Part Two
Planned Maintenance Review

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Planned Maintenance Review
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EIA author:	Nick Radford
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2. Approval

	Name	Date approved
Approved by³	Jason Russell	

3. Quality control

Version number	Draft v0.2	EIA completed	01/02/13
Date saved	01/02/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Nick Radford	Contract Manager	May Gurney	Author
Mark Borland	Group Manager – Projects and Contracts	SCC	Review Team
Jan Haunton	Strategy Group Manager	SCC	Review Team
Sam Cunningham	Major Change Programme Manager	SCC	Review Team

³ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The review will outline the potential impacts of Planned Maintenance Review - the new 5 year major highway maintenance programme and explore the affects it may have on all users that depend on the network, and propose ways of mitigating them, whether they are positive or otherwise.</p> <p>SCC currently delivers an annual £10m Major Maintenance programme, with 6 months to design and 6 months to construct. The limited time to deliver the programme has following negative impacts:</p> <ul style="list-style-type: none"> • No opportunities to exploit bulk buying. • No opportunity for suppliers to add value through their experience of delivery. • Limited opportunities for value engineering. • Negative satisfaction due to inability to guarantee programme beyond 12 months. • Increased network disruption as limited time prevents council from effectively co-ordinating with utilities and districts. • Budget management, as schemes have to be cancelled midyear. • No direct relationship between programme & asset outcomes. • Localism – Members feel they have no influence over scheme delivery. • Supply chain has no continuity of work leading to significant non-productive time and increased cost. <p>Planned Maintenance Review will provide continuity of work and reduce non-productive time; this will lead to significant cost savings which will be reinvested into highway maintenance allowing a greater quantity of schemes to be completed.</p>
<p>What proposals are you assessing?</p>	<p>The purpose of this project is to reduce costs of this activity by upto 15% and allow for increased investment and schemes in planned maintenance to Surrey's worst roads. Planned Maintenance Review will enable;</p> <ol style="list-style-type: none"> 1. Implementation of a fixed 5 year Maintenance Programme to repair the worst 10% roads in Surrey and ensure minimum warranty of 10 year road life. 2. Reduction of Planned Maintenance Review schemes costs by upto 15% through improved optimisation and prioritisation methodologies. 3. Implementation of new processes for delivering annual Surface Treatment programme & Local Maintenance Programmes. 4. Identification of Strategic Supply Chain Partners to deliver surfacing programme via May Gurney supply chain. 5. Identification of material and process innovations with Supply Chain. 6. Improved programme communications plan.

EQUALITY IMPACT ASSESSMENT TEMPLATE

Who is affected by the proposals outlined above?	<p>The highways service maintains some 5000km of roads, almost 3500km of footpaths, bridleways, and byways including nearly 1900 structures that cross the highways network. The new 5 year programme will impact all 1.1m Surrey residents, and all those that travel in Surrey.</p> <p>Planned Maintenance Review will also impact on SCCs staff and their contractors.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Initially the asset team prepared a list of 1000 roads across the county which are most in need of major maintenance. Through the project planning process the public were involved in prioritising our list of roads as well as adding roads to the list. Mail shots and Road Shows were held in each District or Borough right across Surrey. The Road Shows were set-up in shopping centres and other areas of high pedestrian traffic and enabled SCC project teams to engage with the public and determine their views on proposals and establish their opinions of the worst roads in Surrey, i.e. those most in need of treatment. The Horizon team carried out a visual assessment of all roads reported and determined the 10% in greatest need of repair. The public then received feedback on their suggested roads.</p> <p>Surrey Highways have also conducted two Transport Select Committee briefings, held a briefing with the political parties, residents and independents, and held regular one to one briefings and meetings with the portfolio holder for Highways and Transportation. Regular updates have also been given at the Environment and Infrastructure Directorate Management Team Meetings.</p>
Data used
<ul style="list-style-type: none">• National Code of Practice for “Well Maintained Highways.• Benchmarking with 19 Highway Authorities.• Modelling data – traffic, population and property information plus bus and transport links.• Asset condition data collected by inspectors and logged onto SCC asset management system was interrogated to determine most in need of repair.• XX Roadshows completed across the county.

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ⁴	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>Increased investment will lead to a greater number of highways schemes in turn leading to an improved condition reducing risk of slips, trips and falls.</p> <p>The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may also be temporarily affected.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>
Disability	<p>Highways and footways will be maintained to an improved standard reducing risk of slips, trips and falls.</p> <p>The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may also be temporarily affected.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>
Gender reassignment	<p>none</p>	<p>none</p>	<p>The project covers a material asset which would not have an impact on gender reassignment</p>
Pregnancy and maternity	<p>Highways and footways will be maintained to an improved standard reducing risk of slips, trips and falls.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>

⁴ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

	The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.	Some bus routes and other forms of public transport may also be temporarily affected.	insurance claims.
Race	none	none	The project covers a material asset which would not have an impact on race
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief
Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.

EQUALITY IMPACT ASSESSMENT TEMPLATE

	exposure to hand tools and small plant.			
Disability	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and exposure to hand tools and small plant.	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.	
Gender reassignment	none	none	The project covers a material asset which would not have an impact on gender reassignment	
Pregnancy and maternity	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and exposure to hand tools and small plant.	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.	
Race	none	none	The project covers a material asset which would not have an impact on race	
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief	

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
In this column you should explain how the new/amended policy, service or function has changed from the original idea to the final proposal being considered.	In this column you should explain how your EIA led to this change. Identify the issue that you identified that meant the proposal needed to be amended.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Highway maintenance works disrupt traffic and services.	<p>Delivery team will do the following:</p> <p>5) Work with local communities to understand potential issues prior to scheduling works.</p> <p>6) Plan works outside peak hours where required.</p> <p>7) Letter drop residents and businesses to ensure public are fully aware of the works and their implications.</p> <p>8) Carefully plan, coordinate and manage works to minimise risk of schemes overrunning.</p> <p>9) Review performance and swiftly action areas for improvement.</p>	Daily during operational periods	Project Manager
Planned Maintenance Review will lead to increased coordination with other works teams – streetworks etc	Regular meetings and daily interaction between individual works teams to eliminate silo type working	Daily /Weekly / Monthly	Work Stream Managers
Reduction in carbon footprint generated by efficiencies in working practices including reduced mileage and more environmentally friendly materials / techniques.	Evaluate sites to ensure the best solution is selected for each site	Daily /Weekly / Monthly	Designers / Suppliers / Delivery Managers
Greater visibility of forward works programme	5 year plan sets out long term priorities.	Daily /Weekly / Monthly	Delivery team
Works completed under this project will be guaranteed for 10 years	Commercial guarantees in place	Apr 2013	Commercial Teams

EQUALITY IMPACT ASSESSMENT TEMPLATE

Because works will be programmed in a manner to complete works area by area some works may slip down the priority list.	Careful programming. Effective communication with public to ensure they are aware of priorities and basis changes.		
An increase in the volume of works will lead to an increase in manual preparation works on sites.	The delivery team will ensure risk assessments are completed for all activities and capability and periods of exposure and use of small tools and plant are monitored.	Daily during operational periods	Project Manager
Potential impact on Blue Badge holders whose vehicles may need to be moved during works.	We are still developing detailed proposals for the relocation of vehicles; however we will ensure we comply with good practice guidance with regards to the relocation of vehicles displaying a Blue Badge. Detailed proposals will be presented to the Cabinet Member when approval for the new policy is sought.	When approval for the new policy is sought	Project Manager

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None Identified	

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	We are changing the method by which we will deliver highways structural maintenance. This will lead to changes in the volume of maintenance activities on the highway network. The public and members will have a say in which roads are selected for maintenance. Other anticipated benefits are; improved risk management; improved safety; reduced insurance claims.
Key impacts (positive and/or negative) on people with protected characteristics	Road works are likely to cause temporary disruption to pedestrians and road users.
Changes you have made to the proposal as a result of the EIA	No changes are proposed.

EQUALITY IMPACT ASSESSMENT TEMPLATE

Key mitigating actions planned to address any outstanding negative impacts	Constant consultation with the public providing relevant information throughout the programme. Careful planning and monitoring, where required implementing corrective and preventative action swiftly.
Potential negative impacts that cannot be mitigated	None.

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Community Transport Funding
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EIA author:	Cassandra Brewer
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2. Approval

	Name	Date approved
Approved by	Paul Millin	8 February 2013

3. Quality control

Version number	1.0	EIA completed	8 February 2013
Date saved	8 February 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Louise Ivison	Senior Projects Coordinator	Surrey County Council	Member of the Directorate Equalities Group

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>This Council has received £380,464 in funding for community transport initiatives from central government. The bulk of this funding will be invested in new initiatives to improve and enhance community transport in Surrey. However, it is proposed that £100,000 of this funding be used to contribute to the Environment & Infrastructure savings as required in the 2013/14 Medium Term Financial Plan. In proposing this, no existing community transport service will be reduced and no existing service users will be adversely affected as this is new and unallocated funding for new initiatives / improvements. The only potential detriment to Surrey residents is the loss of potential new investment, notwithstanding that any likely new schemes had yet to be defined. More detail is given below.</p> <p>Community Transport (CT) is for people who cannot use conventional public transport services. This could be because they do not have access to these services or because they are unable to use it because of sensory and/or mobility problems.</p> <p>There are a variety of community transport schemes in Surrey. None of these are statutory services. Local transport solutions are designed around users' needs resulting in innovative and flexible schemes. These schemes include Community Buses, Dial-a-Ride, Voluntary Car Schemes and Demand Responsive Transport (DRT). Taxis and Private Hire Vehicles are another method of transport and taxis can provide wheelchair user accessible vehicles.</p> <p>During March 2011 the Government announced an additional £10m of transitional support available to local authorities to encourage the development of Community Transport. The extra funding is complementary to the Local Sustainable Transport Fund (LSTF), aimed at encouraging sustainable transport solutions that will create economic growth and cut carbon.</p> <p>In order to assist local authorities in making the best use of this funding, the government has also formed a partnership with the Community Transport Association's consultancy group to provide every rural local authority with £2,600 worth of consultancy time.</p> <p>Surrey County Council was initially allocated £190,232 of funding in 2011/12 and subsequently issued with another £190,232 in 2012/13, giving a total of £380,464 to spend on Community Transport initiatives. This funding is not time-limited and can be used for capital or revenue projects. Every local authority in the country has been allocated funding – the formula used to calculate what proportion each authority is eligible for is the same as that used for the Rural Bus Subsidy Grant.</p> <p>Environment & Infrastructure already supports the Community Transport/Third Sector with revenue funding of some £600,000 per annum. There are currently no plans to reduce this budget and an</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>expectation that services should remain at current levels. The boroughs and districts are the main funders of Community Transport services across Surrey, providing approximately 90% of the subsidy needed to operate the services. The boroughs and districts also remain committed to continuing these services although the precise level of support is subject to future decisions.</p>
<p>What proposals are you assessing?</p>	<p>It is proposed in the 2013/14 Medium Term Financial Plan (MTFP) that £100,000 of the total grant of £380,464 should be used to contribute to the Environment & Infrastructure savings. This will not affect the areas where decisions have already been made to provide additional funding, as set out below.</p> <p>The Community Transport Business Development project has helped shape how the majority of funding has been allocated. It aims to strengthen and expand transport provided by local authorities and voluntary groups to the communities and individuals they serve in Surrey. Grants have been awarded to the community transport sector for a range of different initiatives including collaborative working, vehicle tracking systems, web site development and additional evening/weekend services. The initiatives will enhance existing services across the county and enable more efficient and effective services. Total spend to date is £61,788 (£21,005 for consultancy fees and £40,783 on grants), leaving a balance of £318,676.</p> <p>Considerable work has been undertaken liaising closely with the community transport operators and the voluntary sector in Surrey on how the remaining funding should be spent, to enable the broad objectives to be met. A Community Transport Workshop which focused on how to improve efficiency and encourage enterprise highlighted several avenues to progress. This work and the business development project have helped formulate the following areas of work for which funding has been agreed.</p> <ol style="list-style-type: none"> 1. Setting up a Surrey Community Transport Organisation Funding: Start up costs, administration of the company, branding / marketing and contingency cash cover: £50,000 2. Business Development post to develop services and sources of income other than grant funding Funding: £85,000 3. Supporting the set up of a maintenance facility for CT sector Funding: £5,000 4. Supporting the Voluntary Car Scheme Sector Funding: £45,000 for three year top up funding for the voluntary car scheme advisor. £8,000 for countywide marketing drive.

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>5. Partnership Development Officer post to connect a network of borough wide Care Coordinators providing a signposting information facility. Funding: £28,000 for two year contribution towards funding of Partnership Development Officer position.</p> <p>More details on each of these options can be found in Appendix 1.</p> <p>This spend totals £221,000. The funding will aim to strengthen the existing Community Transport sector to enable it to be more resilient in future years. Ultimately the funding should help protect the delivery of essential transport services to vulnerable members of the community enabling greater access to key services.</p> <p>In total, this amounts to a funding requirement of £382,788, £2,324 in excess of the available budget. This excess will be met from the existing Community Transport Environment & Infrastructure revenue budget.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Community Transport is for people who cannot use conventional public transport services. This could be because they do not have access to these services or because they are unable to use it because of sensory and/or mobility problems. Accordingly, in terms of groups with protected characteristics, there could be impacts for older residents and people with disabilities.</p> <p>With past and further “bus reviews” the community transport sector has never been more important in ensuring access to key services for those vulnerable and rurally isolated residents of Surrey.</p> <p>As an overall impact, further growth of the Community Transport Sector could be prevented, and its sustainability and resilience could be threatened. There may be implications for future funding from Department for Transport if the full amount is not spent on Community Transport.</p>

6. Sources of information

<p>Engagement carried out</p>
<p>Surrey’s Community Transport Officer has been working closely with the community transport sector across Surrey for many years. The bulk of the funding that has already been allocated to projects has been done so in a collaborative way with the boroughs and districts and the third sector.</p> <p>No formal consultation has been carried out on this proposal as yet. The Travel and Transport group has been engaging with organisations such as Surrey Community Action and the Surrey Coalition of Disabled People via LINK meetings (and other regular informal meetings) and appraising the organisations of the current situation.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

Data used

Monitoring reports from the service providers indicate that:

- Average of 90% of service users are aged 60 or over.
- Average of 10% of journeys involve a wheelchair user.

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	Lower investment in community transport services could have a disproportionately negative impact on older residents, as key users of the services. However the impact should be limited as this is additional funding and existing service levels will be maintained	User data indicates that an average of 90% of users are aged over 60.
Disability	None	Lower investment in community transport services could have a disproportionately negative impact on disabled residents, as key users of the services. However the impact should be limited as this is additional funding and existing service levels will be maintained	User data indicates that an average of 10% of journeys involve a wheelchair user.
Gender reassignment	None	None	n/a
Pregnancy and maternity	None	None	n/a
Race	None	None	n/a
Religion and belief	None	None	n/a

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sex	None	None	n/a
Sexual orientation	None	None	n/a
Marriage and civil partnerships	None	None	n/a

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	n/a
Disability	None	None	n/a
Gender reassignment	None	None	n/a
Pregnancy and maternity	None	None	n/a
Race	None	None	n/a
Religion and belief	None	None	n/a
Sex	None	None	n/a

EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>Sexual orientation</p>	<p>None</p>	<p>None</p>	<p>n/a</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	<p>n/a</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
No changes carried out as yet.	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative impact on older or disabled residents as a result of foregone investment in Community Transport.	Continue to liaise closely with community groups, including the Dial-a-Ride Forum, Surrey Community Action and Surrey Coalition of Disabled People, to investigate how best to mitigate the impact on these particular groups.	Ongoing	Paul Millin

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None	None

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Information from service user monitoring forms. Ongoing dialogue with community groups.
Key impacts (positive and/or negative) on people with protected characteristics	Potential negative impact on older or disabled residents as a result of lower investment in Community Transport.
Changes you have made to the proposal as a result of the EIA	None.

EQUALITY IMPACT ASSESSMENT TEMPLATE

Key mitigating actions planned to address any outstanding negative impacts	Continue to liaise closely with community groups, including the Dial-a-Ride Forum, Surrey Community Action and Surrey Coalition of Disabled People, to investigate how best to mitigate the impact on older or disabled residents.
Potential negative impacts that cannot be mitigated	None

EQUALITY IMPACT ASSESSMENT TEMPLATE

Appendix 1

Considerable work has been undertaken liaising closely with the community transport operators and the voluntary sector in Surrey on how the funding should be spent, to enable the broad objectives to be met. A Community Transport Workshop which focused on how to improve efficiency and encourage enterprise highlighted several avenues to progress. This work and the business development project has helped formulate the following areas of work for funding.

1. Setting up a Surrey Community Transport Organisation

Several local authorities have already taken the decision to set up stand alone community transport organisations.

Norfolk County Council has set up Norfolk Community Transport Association (NCTA) www.ncta.org.uk, a charity and company limited by guarantee. NCTA is an “umbrella organisation for voluntary and community transport groups in Norfolk. It aims to be a collective voice for providers and champion the vital work of the sector across Norfolk”.

Setting up a similar organisation in Surrey would capture the added value from community transport organisations across Surrey and facilitate joint working across the sector. Currently there are financial pressures on transport budgets across the county (local bus, adults transport, school transport) and it is essential to build supply and demand for the community transport sector to enable them to be resilient in these fragile times. Joint working will enable more effective and efficient working. Cost savings would also be made for Surrey community transport organisations and those organisations utilising the sector.

A stand alone organisation could foster joint working and procurement of initiatives such as:

- Insurance
- Website
- Marketing
- Training

SCC is currently working with four of Surrey’s community transport operators on the concept of joint insurance procurement, an initiative the NCTA has already embarked on.

Funding to include: Start up costs, administration of the company, branding / marketing and contingency cash cover: **£50,000**

2. Business Development post

To enable the community transport sector to be resilient and foster growth, a business development officer would focus on raising the profile of the Surrey Community Transport sector and identify markets, both emerging and existing. There would be an influencing role to play in the commissioning environment to enable the development of community transport organisations to become less

EQUALITY IMPACT ASSESSMENT TEMPLATE

grant reliant and more income reliant. It is essential to improve the robustness of the sector as it is an emerging part of the intricate transport system of Surrey.

The business development post, which would be a fixed two year contract, would take forward the work identified in appendix A and also develop a robust three year business plan for community transport across Surrey.

Funding: **£85,000**

3. Supporting the set up of a maintenance facility for CT sector

From the initial development work undertaken by the community transport business development project, collaborative working has emerged with the sector in areas such as insurance procurement.

One community transport operator, the East Surrey Rural Transport Partnership (ESRTP) has recently taken the decision to establish its own maintenance facility just south of Dorking. The enterprising organisation recognises the need to stabilise some of their vehicle maintenance expenditure. With a location central in Surrey it is envisaged that ESRTP will be able to offer maintenance facilities to other not for profits bodies including schools, smaller community transport groups and disability groups in the immediate area and also may be of interest to the other main community transport operators whose vehicles operate in the vicinity.

ESRTP is now looking at procuring the necessary equipment to help start up the maintenance facility. They are requesting a grant of £5,000 as one off pump priming to assist with estimated capital costs of £10,000. The grant would enable capacity building within the community transport sector.

Funding: **£5,000**

4. Supporting the Voluntary Car Scheme Sector

The County Council currently supports the staff costs of the voluntary car scheme advisor at Surrey Community Action. Voluntary car schemes are an excellent model that builds on local delivery for local people utilising the skills and commitment of volunteers. The car scheme advisor has a wealth of experience in offering support and guidance to new and existing schemes.

Surrey Community Action have been analysing the costs of all their services and have been aspiring to a position of full cost recovery across their services. Cuts have been made to services with external funding being withdrawn. In previous years the NHS has committed funding to the car scheme advisor position, however, this funding has not being granted for several years now.

The voluntary car schemes in Surrey are an integral part of the community transport sector and it is necessary to support these schemes to enable vulnerable Surrey residents to access key services.

It is now essential that the county commits further funding to the sector to ensure that coverage across Surrey is maintained and also developed. An agreed three year funding programme would strengthen the resilience of the car schemes and

EQUALITY IMPACT ASSESSMENT TEMPLATE

also enable Surrey Community Action to raise funds from other sources as it would show local authority commitment to their work within communities.

To assist the sector in building its capacity there is a need to raise the profile of the voluntary car schemes. A countywide publicity drive would enable the sector to recruit volunteers that are vital to their operations and gain them the recognition that they deserve.

Funding: **£45,000** for three year top up funding for the voluntary car scheme advisor. **£8,000** for countywide marketing drive.

5. Partnership Development Officer post

Canon Chris Rich of the Guildford Diocese has produced a Care Connections Research document that was a result of a research project involving Public Health, Adult Social Care, Adult Mental Health, Borough and District Council Officers, Voluntary and Faith Groups delivering local projects. The research document has produced specific directories of resources.

Chris Rich has now put a proposal forward to fund, alongside the boroughs and districts a Partnership Development Officer. The Officer would provide central support for eleven borough wide Care Connections Coordinators. At present seven of the eleven boroughs/districts have indicated an interest to support this proposal. All of the aforementioned posts would report jointly to the Diocese and the other funding authorities.

Funding: **£28,000** for two year contribution towards funding of Partnership Development Officer position.

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ANNEX 3: EQUALITY IMPACT ASSESSMENT SUMMARY (ADDENDUM)

The papers attached are provided to complete the information set out in Annex 3: Equality Impact Assessment Summary and relate to the Public Health budget proposals.

There are no reductions being made to the Public Health budget in 2013/14, however as a new function transferring to Surrey County Council, Equality Impact Assessments have been undertaken of these services. In most cases, programmes will continue unchanged from previous years meaning the impact of the transfer of responsibilities on groups with protected characteristics will be minimal. Should Cabinet be required to take decisions about proposals for changes to services in the future, further Equality Impact Assessments will be undertaken.

Approved by: Dr Akeem Ali
Date: 25 March 2013

PUBLIC HEALTH EQUALITY ANALYSIS SUMMARY

The Public Health budget for 2013/14 and will fund the Council's new public health responsibilities including:

- The transfer of specialist public health staff from the NHS to local authorities
- The six mandatory service areas as outlined in Healthy Lives Healthy People¹:

1. Commissioning appropriate access to sexual health services
2. Commissioning the NHS Health Check programme
3. Commissioning the healthy child programme 5-19 years
4. Commissioning the national child measurement programme
5. Ensuring that plans are in place to protect the population's health
6. Ensuring NHS commissioners receive the public health advice they need

Equality analysis has been undertaken of public health programmes which will be transferred to the County Council in April 2013. In most cases, programmes will continue unchanged from previous years, meaning that the impact of the transfer on groups with protected characteristics will be minimal. The grant for Public Health has been announced for 2013/14 and 2014/15 and it is assumed that following current government policy the funding will increase by 10% each year after this. This should enable the Council to deal with volume and price issues, whilst recognising that there is a growing demand for Public health services and that there has been historic underfunding of Public health services in Surrey which needs to be rectified.

Budget proposals for Public Health in 2013/14

Budget line	Amount 2013/14	EIA page no.
Public Health Commissioning		
<ul style="list-style-type: none"> • Sexual health services 	£8.9m	3
<ul style="list-style-type: none"> • National Child Measurement and 5-19 programme 	£2.1m	12
<ul style="list-style-type: none"> • Substance misuse 	£8.7m	21
Health Protection	£0.4m	32
Health Improvement	£4.1m	40

¹ Department of Health, 2011

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Sexual and Reproductive Health Commissioning – integration of Sexual and reproductive health services
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EIA author:	Kelly Morris, Public Health Principal
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2. Approval

	Name	Date approved
Approved by¹	Dr Akeem Ali	25 March 2013

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

¹ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>What does the policy, function or service aim to achieve?</p> <p>This is a statutory commissioning function which aims to;</p> <ul style="list-style-type: none">• ensure that Sexual and Reproductive Health commissioned services are based on need, evidence based practice and outcomes.• that ongoing service delivery is monitored and performance managed in line with the service specification and that services are targeted to those who are most at risk of poor sexual health i.e. young people or men who have sex with men (MSM).• evaluate the effectiveness of the service and make recommendations to recommission or decommission• ensure robust data collection processes are in place including equality data• ensure services develop in line with best practice and continue to meet the need of the Surrey population• ensure robust care pathways exist between commissioned services i.e. HIV testing and treatment services• ensure the service user voice is included within and influences commissioning decisions including those most at risk of poor sexual health. <p>Who does the policy, function or service affect?</p> <p>Internally – SCC directorates – Adult Social Care, Children Schools and Families and Business Services.</p> <p>Externally – Partners such as Health (commissioners - Area Teams, CCGs and providers – acute and community), local borough and districts, the voluntary and community sector and Surrey residents</p> <p>All services are commissioned to work towards ‘You’re Welcome quality criteria’ accreditation.</p> <p>How do people access the policy, function or service?</p> <p>The commissioning function is not a public facing service, however service user and non-user consultation is recommended as best practice. Partners can access the function via their public health representative. i.e. CCGs via the Public Health Consultant that sits on their Board.</p> <p>Further information about how service users access services is provided below.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>What proposals are you assessing?</p>	<p>As of 1st April 2013 Surrey County Council will be responsible for Contraception and Sexual Health Services (CASH) and Genito-Urinary Medicine (GUM). At this point services will continue as commissioned previously, however work is underway to develop an integrated service and this will be considered by Cabinet at a future date.</p> <p>Services available from individual GP practices will not change. The CASH service provides contraception and family planning interventions and advice and is a referral centre for primary and secondary care providers. The service includes ensuring that:</p> <ul style="list-style-type: none"> • All methods of contraception choices are available, including Long Acting Reversible Contraception (LARC) • All clients have timely access and are supported to make an informed choice about their use of contraception • All men have access to and guidance on the use of contraception • All young people (aged 15-24 years old) accessing the service are offered a Chlamydia screen • Enable women without delay to find out if they are pregnant and act upon informed choices in relation to pregnancy • Services are young people friendly • Confidentiality is assured as appropriate <p>The GUM Service provides consultation, screening, diagnosis and treatment of STIs and related conditions on an open access basis to all individuals who require or request specialist advice. The service is consultant led and operates both walk in and booked appointments for anyone requiring these services.</p> <p>The commissioning service ensures that the services we commission are cost-effective, offering our residents best value.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Groups affected by the proposals include:</p> <ul style="list-style-type: none"> • Service users and potential service users • Provider staff • External organisations commissioned to deliver services on behalf of the Council or in partnership

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>In accordance with the NHS and Social Care Act 2001, there is a statutory duty to consult and involve patients and the public in decisions about local service changes and developments:</p> <ul style="list-style-type: none">• Service users are regularly consulted on their satisfaction with the service provided and are actively involved in their own care• Service Users are made aware of complaints' procedures and local advocacy and support services• The Contractor shall ensure that the standards and responsibilities of the Surrey Service User strategy are met. <p>All services that are 'You're Welcome quality criteria' accredited have to involve young people in the evaluation of their service.</p> <p>Sexual Health clinicians were involved in the development of the service specification via a series of clinical reference groups. Their role was to ensure the service specification was clinically sound and in line with clinical standards</p> <p>Service users were surveyed as part of the sexual health needs assessment in 2009 – this will be refreshed.</p> <p>A Sexual Health Commissioning/Strategy Group and expert reference group will be set up in 2013 to input into the Sexual Health agenda.</p>
Data used
<p>This includes:</p> <ul style="list-style-type: none">• National research – sigma conduct an annual MSM survey• <u>Surrey-i</u>, our local data and information portal, which can be searched by protected characteristic.• Service monitoring reports.• User feedback and/or complaints data.

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	Most people that use sexual and reproductive health service are under 25. As services are commissioned they will be based in appropriate locations and open at suitable times for people under 25 to improve access.	The focus on providing services for under 25s means that the service provided for older groups could be limited. However there is evidence that older groups tend to use GP services for their sexual health needs, as opposed to those commissioned as part of this service.	National and local data shows greatest service use in under 25s. It also shows that young people living in more deprived areas often have more risky behaviour.
Disability	No impact	No impact	Services have disabled access. There is currently no evidence that uptake of services by disabled people is proportionately low however data will be collected and shared with commissioners as part of the move to an integrated commissioning service.
Gender reassignment	No impact	No impact	
Pregnancy and maternity	No impact	No impact	All pregnant women are tested for HIV in the antenatal period
Race	No impact	No impact	Nationally, Black Africans have greater prevalence of HIV. However, the size of the population in Surrey is relatively small.
Religion and belief	No impact	No impact	

² More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sex	Men only clinics are available – this is because there are higher levels of sexual ill health and risky behaviour among men.	No impact	
Sexual orientation	As there is evidence that men who have sex with men (MSM) have greater risky sexual health behaviour, services are commissioned to ensure they are fit for purpose for MSM.	No impact	National data including annual MSM survey. However, HIV prevalence is also increasing in heterosexual men.
Marriage and civil partnerships	No impact	No impact	

7b. Impact of the proposals on staff with protected characteristics

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Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No impact	No impact	
Disability	No impact	No impact	
Gender reassignment	No impact	No impact	
Pregnancy and maternity	No impact	No impact	
Race	No Impact	No impact	
Religion and belief	No impact	No impact	

EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>Sex</p>	<p>No Impact</p>	<p>No impact</p>	<p>Service users can request the gender of the member of staff that they see.</p>
<p>Sexual orientation</p>	<p>No impact</p>	<p>No impact</p>	
<p>Marriage and civil partnerships</p>	<p>No impact</p>	<p>No impact</p>	

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Data to be collected on service use by disabled people	Ensure data is collected on disability and it is shared with commissioner	1/7/13	KM
Proposals to develop an integrated commissioning service are likely to lead to changes to how services are delivered which could impact on groups with protected characteristics.	<p>Take proposal to integrate the Sexual and Reproductive Health Services to Cabinet. A further Equality Impact Assessment will be completed as part of this process.</p> <p>An expert reference group and contract monitoring meetings will be set up – to ensure key stakeholders attend and the terms of reference are clear.</p>	<p>30/6/13</p> <p>1/6/13</p>	AA (KM)

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
N/A	

EQUALITY IMPACT ASSESSMENT TEMPLATE

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>There is a statutory duty to consult and involve patients and the public in decisions about local service changes and developments and contractors will ensure that the standards and responsibilities of the Surrey User Strategy are met. In addition Sexual Health clinicians have been involved in the development of service specification via a series of clinical reference groups.</p> <p>National data including sigma conduct and an annual MSM survey plus local data from Surrey inform the commissioning of services.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The commissioning of services is targeted at under-25s as the most significant group of service users which will have a positive impact on outcomes for this group. For older age groups, there is some risk that the services may be more limited but national evidence shows that those over 25 are already more likely to use GP services which should reduce any negative impact.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>N/A</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Proposals to develop an integrated commissioning service are likely to lead to changes to how services are delivered which could impact on groups with protected characteristics in the future. As proposals are developed the impact on groups with protected characteristics will be taken into consideration.</p> <p>Data on service used by disabled people will need to be collected as part of changes to services and shared with commissioners.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>N/A</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Surrey Drug and Alcohol Action Team – Substance Misuse
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EIA author:	Martyn Munro Programme Manager
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2. Approval

	Name	Date approved
Approved by		

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Martyn Munro	Programme Manager	Surrey Substance Misuse Commissioning	
Avril Gilliam-Hill	Programme Manager	Surrey Substance Misuse Commissioning	
Karl Smith	Substance Misuse Commissioning Service User and Carer Development Officer	Surrey Substance Misuse Commissioning	

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Surrey Substance Misuse Harm Reduction. Treatment and Recovery system which targets populations who are resident in Surrey:</p> <ul style="list-style-type: none">• Young People• Opiate Drug users• Other Drug users• Dependant Alcohol users• Higher Risk Alcohol users <p>This system is currently commissioned through a number of contracts against a 4 tier treatment system:</p> <ul style="list-style-type: none">• Tier 1 – Universal provision ie Police, Housing, Primary care and Education• Tier 2 – Low threshold substance misuse specialist interventions ie drop in centres, harm reduction and injecting equipment exchange.• Tier 3 – Care planned interventions including substitute prescribing, psychodynamic interventions and recovery support.• Tier 4 – Inpatient treatment including detoxification, recovery programmes and rehabilitation
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EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>What proposals are you assessing?</p>	<p>Substance Misuse Commissioning as a part of the Surrey Public Health Executive is from the 01/04/2013 transferring to Surrey County Council.</p> <p>There are no immediate changes in the services being provided arising from the transfer of responsibilities to the council but procurement will continue on a number of projects which forms part of the existing Drug and Alcohol Action Team and Public Health Substance Misuse commissioning cycle;</p> <ul style="list-style-type: none"> • Tier 3 Young Peoples Drug and Alcohol treatment. • Tier 3 Treatment, both clinical and non clinical within the 5 Surrey Prisons. • The Drug Intervention Programme (DIP); a Criminal Justice Treatment Programme. • Drug Rehabilitation Requirement; Community Treatment order available to courts for adult offenders • Tier 3 Community drug and alcohol treatment for adults • Tier 4 inpatient detoxification and recovery unit <p>Surrey’s treatment system seeks to maximise the number of people who overcome addictions and sustain long-term recovery. Drug misusers have access to employment, education and housing, and that they become contributing members of society.</p> <p>Families and communities also receive tangible benefits while drug misusers are in treatment, and that these benefits are sustained following successful treatment.</p> <p>Separate EIAs will be undertaken to inform decisions on each of these services and future provision of other services as they are commissioned or recommissioned.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The extent to which individuals are affected by these changes will vary depending on an individual’s need, the intervention sought and or the complexity in relation to the wider needs of the individual and or family across tier 1 partner agencies i.e. Safe Guarding, criminal justice, co-morbidity and social functioning :</p> <ul style="list-style-type: none"> • Service users and their carers or families as appropriate. • External organisations we commission to deliver services on behalf of the Council or in partnership with it.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out

Service users are actively involved in the design and delivery of their own care packages. The care planning process is an active agreement between the service provider and directs the interventions and treatment delivered with the service user; this process must include acknowledgement of the risk to the service users and others i.e. family and the community, and will impact upon the interventions that can be provided safely, however obstacles and solutions are additionally included in all care planning.

Service providers and service user involvement regularly consult service users on their satisfaction with services and report quarterly to contract review meetings issues and solutions developed in partnership to resolve and improve provision.

Service users acting in a representative capacity assist providers in the design and development of services.

Service user involvement representatives provide advice to commissioners and contract managers throughout the commissioning cycle to develop effective evidence based substance misuse treatment service in Surrey.

Surrey Substance Misuse Commissioning is undertaken in line with both National and Local drivers and service user need. Quality commissioning is based upon effective needs-assessment processes and is followed up by performance-assurance arrangements which monitor and evaluate the developments planned and commissioned in line with evidenced need.

Data used

- National Drug Treatment Monitoring Service (NDTMS) Adult Provider (by Residence) Quarterly Performance Report (Green report) client management for PDU and All drug service users
- NDTMS Purple performance and client management for Alcohol services users
- NDTMS DOMES report
- DIRWEB DIP performance and client management reports
- Drug Treatment Monitoring Unit (DTMU) Young people and Adult
- Surrey-i, our local data and information portal, which can be searched by protected characteristic.
- Service monitoring reports.
- Service User Involvement Team (SUIT) engagement, development and feedback
- User feedback and/or complaints data.

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence																																							
<p>Interventions; within best practice evidence based guidance as defined by the National Treatment Agency and National Institute for Health and Clinical Excellence and local needs, for young people and adults are provided by distinct substance misuse specialist providers at appropriate settings in a variety of locations across county.</p> <p>The increased risk of significant harm and neglect among children of drug misusing parents receives heightened awareness and appropriate action from all those working with drug misusers.</p> <p>The system ensures that safeguarding children becomes a central feature of practice.</p>	<p>Access to interventions may be limited in locations where a provider is not currently located or with poor access to transport networks; in such cases providers deliver interventions on an outreach basis.</p>	<table border="1" data-bbox="512 98 1098 869"> <thead> <tr> <th data-bbox="512 98 555 869">Age group at mid point of the year (30/09/2010)¹</th> <th data-bbox="555 98 598 869"></th> <th data-bbox="598 98 641 869"></th> </tr> </thead> <tbody> <tr> <td data-bbox="555 98 598 353">18</td> <td data-bbox="555 353 598 609">62</td> <td data-bbox="555 609 598 869">3%</td> </tr> <tr> <td data-bbox="598 98 641 353">19</td> <td data-bbox="598 353 641 609">39</td> <td data-bbox="598 609 641 869">2%</td> </tr> <tr> <td data-bbox="641 98 684 353">20 – 24</td> <td data-bbox="641 353 684 609">205</td> <td data-bbox="641 609 684 869">11%</td> </tr> <tr> <td data-bbox="684 98 727 353">25 – 29</td> <td data-bbox="684 353 727 609">277</td> <td data-bbox="684 609 727 869">15%</td> </tr> <tr> <td data-bbox="727 98 770 353">30 – 34</td> <td data-bbox="727 353 770 609">306</td> <td data-bbox="727 609 770 869">17%</td> </tr> <tr> <td data-bbox="770 98 813 353">35 – 39</td> <td data-bbox="770 353 813 609">314</td> <td data-bbox="770 609 813 869">17%</td> </tr> <tr> <td data-bbox="813 98 857 353">40 – 44</td> <td data-bbox="813 353 857 609">278</td> <td data-bbox="813 609 857 869">15%</td> </tr> <tr> <td data-bbox="857 98 900 353">45 – 49</td> <td data-bbox="857 353 900 609">187</td> <td data-bbox="857 609 900 869">10%</td> </tr> <tr> <td data-bbox="900 98 943 353">50 – 54</td> <td data-bbox="900 353 943 609">98</td> <td data-bbox="900 609 943 869">5%</td> </tr> <tr> <td data-bbox="943 98 986 353">55 – 59</td> <td data-bbox="943 353 986 609">51</td> <td data-bbox="943 609 986 869">3%</td> </tr> <tr> <td data-bbox="986 98 1029 353">60 – 64</td> <td data-bbox="986 353 1029 609">25</td> <td data-bbox="986 609 1029 869">1%</td> </tr> <tr> <td data-bbox="1029 98 1072 353">65</td> <td data-bbox="1029 353 1072 609">7</td> <td data-bbox="1029 609 1072 869">0%</td> </tr> </tbody> </table>	Age group at mid point of the year (30/09/2010) ¹			18	62	3%	19	39	2%	20 – 24	205	11%	25 – 29	277	15%	30 – 34	306	17%	35 – 39	314	17%	40 – 44	278	15%	45 – 49	187	10%	50 – 54	98	5%	55 – 59	51	3%	60 – 64	25	1%	65	7	0%	
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¹ Adult Partnership Quarterly Performance Report 2012/2013 Quarter 3 – Drug User Profile (all in treatment YTD)

EQUALITY IMPACT ASSESSMENT TEMPLATE

Disability	As part of a comprehensive assessment for a service users planned treatment. All sites used should be accessible to disabled people.		Not recorded
Gender reassignment	As part of a comprehensive assessment for a service users planned treatment.		Not recorded
Pregnancy and maternity	Prioritised programme response to pregnant services users, including liaison with maternity services and children and family teams as appropriate.		The number of pregnant females entering services in 2012/13 was low at 0.9% compared to a national average of 4.8% ²

EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>Race</p>	<p>Committed to reducing inequalities in access and health outcomes</p>	<p>The majority of service users are White British (90%). This is followed by White Irish (3%). This is proportionately higher than the Surrey population as a whole which in 2011 stood at White British (84%) and White Irish (1%)³.</p> <table border="1"> <thead> <tr> <th colspan="3">Ethnicity⁴</th> </tr> </thead> <tbody> <tr> <td>White British</td> <td>1656</td> <td>90%</td> </tr> <tr> <td>White Irish</td> <td>12</td> <td>1%</td> </tr> <tr> <td>Other White</td> <td>48</td> <td>3%</td> </tr> <tr> <td>White & Black Caribbean</td> <td>11</td> <td>1%</td> </tr> <tr> <td>White & Black African</td> <td>5</td> <td>0%</td> </tr> <tr> <td>White & Asian</td> <td>12</td> <td>1%</td> </tr> <tr> <td>Other Mixed</td> <td>12</td> <td>1%</td> </tr> <tr> <td>Indian</td> <td>4</td> <td>0%</td> </tr> <tr> <td>Pakistani</td> <td>13</td> <td>1%</td> </tr> <tr> <td>Bangladeshi</td> <td>2</td> <td>0%</td> </tr> <tr> <td>Other Asian</td> <td>22</td> <td>1%</td> </tr> <tr> <td>Caribbean</td> <td>5</td> <td>0%</td> </tr> <tr> <td>African</td> <td>5</td> <td>0%</td> </tr> <tr> <td>Other Black</td> <td>5</td> <td>0%</td> </tr> <tr> <td>Chinese</td> <td>2</td> <td>0%</td> </tr> <tr> <td>Other</td> <td>15</td> <td>1%</td> </tr> <tr> <td>Not Stated</td> <td>6</td> <td>0%</td> </tr> <tr> <td>Missing ethnicity code</td> <td>14</td> <td>1%</td> </tr> </tbody> </table>	Ethnicity ⁴			White British	1656	90%	White Irish	12	1%	Other White	48	3%	White & Black Caribbean	11	1%	White & Black African	5	0%	White & Asian	12	1%	Other Mixed	12	1%	Indian	4	0%	Pakistani	13	1%	Bangladeshi	2	0%	Other Asian	22	1%	Caribbean	5	0%	African	5	0%	Other Black	5	0%	Chinese	2	0%	Other	15	1%	Not Stated	6	0%	Missing ethnicity code	14	1%
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³ 2011 Census ONS <http://www.surreyi.gov.uk/Viewdata.aspx?P=Data&referer=%2FViewpage.aspx%3F%3Dbasket%26BasketID%3d224>

⁴ Adult Partnership Quarterly Performance Report op cit

EQUALITY IMPACT ASSESSMENT TEMPLATE

Religion and belief	As part of a comprehensive assessment for a service users planned treatment.		Not record										
Sex		Requires further engagement with women not presenting for substance misuse interventions	<table border="1"> <tr> <td colspan="2">Gender⁵</td> </tr> <tr> <td>Male</td> <td>1343</td> </tr> <tr> <td>Female</td> <td>506</td> </tr> <tr> <td></td> <td>73%</td> </tr> <tr> <td></td> <td>27%</td> </tr> </table> <p>Women are significantly under-represented in treatment (this is the experience nationally – the ratio in Surrey is similar to that across the country).</p>	Gender⁵		Male	1343	Female	506		73%		27%
Gender⁵													
Male	1343												
Female	506												
	73%												
	27%												
Sexual orientation	As part of a comprehensive assessment for care planning		Optional recording.										
Marriage and civil partnerships	As part of a comprehensive assessment for care planning		Not recorded										

7b. Impact of the proposals on staff with protected characteristics

⁵ Adult Partnership Quarterly Performance Report op cit

EQUALITY IMPACT ASSESSMENT TEMPLATE

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	N/A see section 6		
Disability	N/A see section 6		
Gender reassignment	N/A see section 6		
Pregnancy and maternity	N/A see section 6		
Race	N/A see section 6		
Religion and belief	N/A see section 6		
Sex	N/A see section 6		
Sexual orientation	N/A see section 6		
Marriage and civil partnerships	N/A see section 6		

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
positive	<p>Improving procurement practice so that each decision is fully informed by Equality Impact Assessments</p> <p>Substance misuse commissioning workforce within PHE PDP further develop EIA skill base</p>	<p>2013-14 for scheduled procurement</p> <p>2014-15 Q1-2 for scheduled procurement</p> <p>Q1-4 2013-14</p>	MM/AGH
positive	<p>Improving data collection on the prevalence and nature of problems across groups with protected characteristics to inform contract management and assessment of the effectiveness of services</p>	<p>Establish and conduct on existing contracts Q1-Q3 2013-14. Identify ongoing assessment and review Q4 2013-14</p> <p>Further develop utilisation EIA data streams present in existing NDTMS reports and Halo client management system Q1 2013-14</p>	MM/AGH

EQUALITY IMPACT ASSESSMENT TEMPLATE

positive	Enhancing service user involvement in the design and delivery of service	Q1 2013-14	MM/AGH
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10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Data available on uptake of services by people in most of the protected characteristic groups and significant engagement with individuals about the design and delivery of their care and treatment which informs the effectiveness of interventions for all groups.
Key impacts (positive and/or negative) on people with protected characteristics	Positive for all groups but there is a marked under representation of women receiving care and treatment.
Changes you have made to the proposal as a result of the EIA	This set of services is transferring to the council. It is not at this stage being reconfigured or re-commissioned. Separate EIAs will be carried out as services go through procurement.
Key mitigating actions planned to address any outstanding negative impacts	Collecting more information on prevalence across the protected characteristics groups to further improve contract management and the evaluation of the effectiveness of services. Additional engagement with women to improve the rate of take up of services.
Potential negative impacts that cannot be mitigated	None.

1. Topic of assessment

EIA title:	5-19 years commissioning
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EIA author:	Kelly Morris, Public Health Principal
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2. Approval

	Name	Date approved
Approved by¹	Dr Akeem Ali	25 March 2013

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Maggie Simkins	Senior Public Health Lead	NHS Surrey/CC	NCMP

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>From 1 April 2013 Surrey County Council will become responsible for the 5-19 programme which aims to commission universal and progressive services for children and young people to promote optimal health and wellbeing. This is a statutory commissioning function which aims to ensure that children's 5-19 services are commissioned, decommissioned and recommissioned based on need, evidence based practice and achievement of improved outcomes for children.</p> <p>The commissioning service:</p> <ul style="list-style-type: none"> ensures that ongoing service delivery is monitored and performance managed in line with the service specification; evaluates the effectiveness of the service and makes
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¹ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>recommendations to recommission or decommission;</p> <ul style="list-style-type: none"> • focuses on improving children’s health and social wellbeing to ensure universal and progressive services for children and young people promote optimal health and wellbeing; • ensures robust data collection processes are in place; • ensures services develop in line with best practice and continue to meet the need of the Surrey population; • ensures robust care pathways exist between commissioned services i.e. from children’s 0-5 services and to adult social care; and • ensures the service user voice is included within and influences commissioning decisions including the most vulnerable young people such as those in care. <p>All services are commissioned to work towards ‘You’re Welcome quality criteria’ accreditation. You’re Welcome sets out principles to support health service providers to improve their service and be more accessible for young people.</p> <p>As part of a broader responsibility to provide obesity and community nutrition initiatives, Surrey County Council will also become responsible for local commissioning of the mandatory National Child Measurement Programme. This is a universal programme which measures all children in schools.</p>
<p>What proposals are you assessing?</p>	<p>This service is not changing as part of the transfer of the Public Health function to Surrey County Council. Therefore this Equality Impact Assessment is re-assessing the existing service.</p> <p>The aim of the services is to commission outcomes and evidence based practice, which focuses on improving children’s health and social wellbeing, to ensure universal and progressive services for children and young people promote optimal health and wellbeing.</p> <p>The service delivery model to achieve this will be based upon a holistic full service offer of care. This offer is aligned to local need and will include a core universal 5-19 years offer which is supplemented for individual children from wider public health and other services as required to meet identified needs in line with ‘Getting it right for young people – call to action’.</p> <p>The service model sets out the good practice framework for prevention and early intervention services for children and young people aged 5–19 and acknowledges that health, education and other partners working together across a range of settings can significantly enhance a child’s or young person’s life by identifying and then addressing their health needs through a range of interventions.</p> <p>The core ambition is that this model results in healthier, happier children and young people who are ready to take advantage of positive opportunities and able to reach their full potential. This should</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>be made possible for <i>all</i> children and young people, regardless of health status or home background.</p> <p>Effective delivery of this good practice programme, over time, may contribute to improvements in:</p> <ul style="list-style-type: none"> • the quality and experience of health services; • health and wellbeing outcomes (such as reduction in the number of children obese or overweight, improved management of chronic conditions and reduced bullying); • broader health and wellbeing outcomes (such as higher life satisfaction, participation in positive activities); • educational outcomes; • support for particularly at-risk children and young people as identified by the school. • and data capture and analysis.
<p>Who is affected by the proposals outlined above?</p>	<p>Groups affected by the proposals include:</p> <ul style="list-style-type: none"> • Children aged 5-19 and their families . • Provider staff. Current staff were involved in the development of the service specification. • External organisations we commission to deliver services on behalf of the Council or in partnership with it.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Consultation and involvement of patients and the public in decisions about local service changes and developments is a requirement for all services. In addition, service providers are expected to have regular consultation with service users to assess satisfaction.</p> <p>All services that are 'You're Welcome quality criteria' accredited have involved young people in the evaluation of their service.</p> <p>Clinicians were involved in the development of the service specification via a series of workshops. Their role was to ensure the service specification was clinically sound and in line with clinical standards.</p> <p>The Children's joint Commissioning Steering Group involves key partners such as CCGs and other SCC directorates such as social care.</p>
Data used
<p>This includes:</p> <ul style="list-style-type: none">• National research• <u>Surrey-i</u>, our local data and information portal, which can be searched by protected characteristic.• Service monitoring reports.• User feedback and/or complaints data.

7. Impact of the new/amended policy, service or function

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	Positive impacts for the age 5-19 group tailored to the needs of individual children. Services are targeted to respond to higher need in deprived areas through additional capacity provided through the school nurse service.	As services end at age 19, if care (communication) pathways are not in place at transition points some service users may be negatively impacted.	This is a national issue as care pathway split between commissioners. i.e. Maternity by CCGs, Children 0-5 year olds services by area teams and Children 5-19 years old services by Local Authorities. Resources are focused on more deprived areas
Disability	Better alignment with SCC children services is expected as part of the transfer of function. This could lead to improvements in the commissioning of services for disabled young people. All services have disabled access.		
Gender reassignment	No impact	No impact	
Pregnancy and maternity	No impact	No impact	
Race	No impact	No impact	
Religion and belief	No impact	No impact	

² More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sex	No impact	No impact
Sexual orientation	No impact	No impact
Marriage and civil partnerships	No impact	No impact

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No impact	No impact	
Disability	No impact	No impact	
Gender reassignment	No impact	No impact	
Pregnancy and maternity	No impact	No impact	
Race	No Impact	No impact	
Religion and belief	No impact	No impact	
Sex	No Impact	No impact	

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sexual orientation	No impact	No impact	
Marriage and civil partnerships	No impact	No impact	

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Disruption to support for children at key transition points	Good communication with other commissioners in the pathway	1/6/13	KM
Ensure the ongoing monitoring of groups with protected characteristics	Ensure key stakeholders attend contract monitoring meetings and terms of reference are clear. Enhance the capture and use of data in the child health information system.	30/6/13	KM
Ensure ongoing consultation with key stakeholders	Ensure reference group is established and is attended by key stakeholders with a clear terms of reference	1/5/13	KM
Enhance the involvement of young people in the commissioning cycle	Develop a more structured process for involvement in the design and evaluation phases drawing on practice developed as part of work on the 'Call to Action: Getting Services Right for Young People'	30/6/13	KM

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
N/A	

EQUALITY IMPACT ASSESSMENT TEMPLATE

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Best practice guidance from the Department of Health, national data and service user data is used to inform the commissioning of services. Consultation with service users is ongoing, and all services that are 'You're Welcome' accredited have involved young people in the evaluation of their services. The Children's Joint Commissioning Steering group provides a forum for partners such as CCGs to provide input into the commissioning of services. In addition an expert reference group will be established in 2013 to input into the 5-19 agenda.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Positive impacts have been identified for the 5-19 age group who will receive targeted services. Where services are universal this will benefit all groups with protected characteristics within this age group. Where services are focused these will benefit those aged 5-19 from more deprived areas.</p> <p>Potential negative impacts are identified as arising from the targeting of services on the 5-19 group if care (communication) pathways aren't in place at transition points.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>N/A</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To mitigate the potential negative impact lost or delayed support for children at key transition points, good communication with other commissioners in the pathway will be ensured.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>N/A</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Public Health - Health Protection
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EIA author:	Tricia Spedding - Public Health Lead
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2. Approval

	Name	Date approved
Approved by	Dr Akeem Ali	25 March 2013

3. Quality control

Version number	1	EIA completed	
Date saved	06/03/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>The Public Health - Health Protection and Emergency Planning Unit has the responsibility for the following work streams:</p> <ul style="list-style-type: none"> • Health protection • Accidental injuries • Immunisations and screening • Seasonal mortality • Violence and safety • Environmental risks • Emergency planning • Emergency handling • Outbreak • Infection prevention and control <p>Detailed project plans are in place, which include SMART objectives and realistic milestones. These are monitored on a monthly basis by the unit team and can be accessed via the Public Health Business Unit.</p>
What proposals are you assessing?	<p>The above work streams have been developed and implemented by NHS Surrey, however with the implementation of the NHS reforms and the move of public health to local authorities these now become the responsibility of Surrey County Council</p> <p>Work continues on each work stream to ensure they meet the need of the statutory functions of the council and the needs of Surrey residents:</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<ul style="list-style-type: none"> • Health protection - to provide assurance for the Director of Public Health that the health protection arrangements in place post April 2013 will protect the population's health and wellbeing. Including detailed accountability and governance arrangements for communicable disease control, chemicals, radiation and environmental hazards and how these will be maintained during 2013/14. • Accidental injuries - accidental Injury prevention, including SUIs, adult and child safeguarding and maternal and child death panel. • Immunisations and screening (cancer and non cancer) - supporting, reviewing and challenging delivery of services to ensure targets are met. Work with NHS National Commissioning Board Local Area Team (LAT) to ensure services meet the needs of Surrey residents. • Seasonal mortality - local initiatives to reduce excess deaths. Effective partnerships with Boroughs and Districts leading to home improvements and fewer excess winter deaths • Violence and safety - public health aspects of promotion of community safety, violence prevention and response. • Environmental risks - local initiatives that reduce public health impacts of environmental risks. • Emergency planning - emergency planning, resilience and response, maintenance of current systems and governance. • Emergency handling - the local authority role in dealing with health protection incidents, outbreaks and emergencies. • Outbreak - Leading the scaling up of NHS services in an outbreak situation (population immunisation, prophylaxis etc). Ensuring NHS response to incidents and outbreaks. • Infection prevention and control
Who is affected by the proposals outlined above?	<p>Each work stream may have a specific target group depending on the particular project and the evidence base around good practice and effective intervention. In some cases all Surrey residents may be affected.</p> <p>The project plans within the work streams may also affect working practices within the council where staff work together to plan and deliver services.</p>

6. Sources of information

Engagement carried out
<p>As these work streams were previously mandatory functions of NHS Surrey engagement was undertaken at a national level. However in the future if changes are made to projects within the Health Protection and Emergency Planning Unit, the unit lead will consult the communication department and use the Council's consultation and engagement toolkit to help with appropriate engagement.</p>
Data used

EQUALITY IMPACT ASSESSMENT TEMPLATE

As the majority of the projects are developed and delivered on national directive data is used from the following:

- NICE (National Institute of Clinical Excellence)
- Dept of Health
- NHS Information Service
- Health Protection Agency
- National Screening Programme
- Joint Committee for Vaccination and Immunisation

EQUALITY IMPACT ASSESSMENT TEMPLATE

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Screening and immunisation programmes are targeted appropriately to those age groups most at risk</p> <ul style="list-style-type: none"> • HPV - 12 - 13 year old girls - catch up for 14 - 17 year old girls • Seasonal flu - over 65's, , under 65's with other health conditions, • Tuberculosis - birth to 16 years old at high risk • Chickenpox - siblings of children who have suppressed immune system, Pneumococcal - Babies, over-65s and at-risk people <p>Effective action on health aspects child safeguarding will benefit young people at risk.</p>		<p>National guidance from NICE and Dept of Health</p>
<p>Disability</p>	<p>Focus on those at risk will work towards achieving national targets.</p>	<p>N/A</p>	<p>National guidance from NICE and Dept of Health</p>
<p>Gender reassignment</p>	<p>Focus on those at risk will work towards achieving national targets.</p>	<p>N/A</p>	<p>National guidance from NICE and Dept of Health</p>
<p>Pregnancy and maternity</p>	<p>Focus on those at risk will work towards achieving national targets. Immunisation priorities include:</p>	<p>N/A</p>	<p>National guidance from NICE and Dept of Health</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<ul style="list-style-type: none"> - seasonal flu jabs for pregnant women - Whooping cough - babies and pregnant women when they are 28-38 weeks pregnant. - Hepatitis B - children at high risk of exposure to hepatitis B, and babies born to infected mothers. 			
Race	Focus on those at risk will work towards achieving national targets	N/A	National guidance from NICE and Dept of Health	
Religion and belief		N/A	National guidance from NICE and Dept of Health	
Sex	Focus on those at risk will work towards achieving national targets <ul style="list-style-type: none"> • Breast Screening - all women aged 50 and over • Cervical screening - all women between the ages of 25 and 64 • Bowel Cancer Screening - all men and women aged 60 to 69. 	A number of screening and immunisation programmes are not available for both genders due to being targeted appropriately to those considered most at risk.	National guidance from NICE and Dept of Health	
Sexual orientation	Focus on those at risk will work towards achieving national targets.	N/A	National guidance from NICE and Dept of Health	
Marriage and civil partnerships	N/A	N/A	National guidance from NICE and Dept of Health	

EQUALITY IMPACT ASSESSMENT TEMPLATE

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age			
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Positive impact - wider focus on prevention to ensure a protected population.	Work with communications department to improve awareness across the population.	March 2014	Unit Lead
Negative impact - programmes targeted to specific ages and genders.	Continue to monitor uptake to ensure targeted groups are accessing services. Work with communications department to ensure key messages are communicated appropriately.	March 2014	Unit Lead
Need for arrangements for engaging Surrey residents in shaping the design and delivery health protection activity	Develop arrangements building on existing practice and with advice from across SCC.	March 2014	Unit Lead

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
N/A	N/A

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Engagement undertaken at a national level previously. However in the future if changes are made to projects within the Health Protection and Emergency Planning Unit, the unit lead will consult the communication department and use the Council's consultation and engagement toolkit to help with appropriate engagement.
Key impacts (positive and/or negative) on people with protected characteristics	<p>Positive impact:</p> <ul style="list-style-type: none"> Wider focus on prevention to ensure a protected population. Screening and immunisation programmes are targeted appropriately to those considered most at risk. <p>Negative impact:</p> <ul style="list-style-type: none"> A number of screening and immunisation programmes are not available for all due to being targeted appropriately to those

EQUALITY IMPACT ASSESSMENT TEMPLATE

	considered most at risk.
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	Work with communications department to ensure key messages are communicated appropriately. Ensure that where groups are targeted for certain services that this continues to be based on appropriate evidence and national guidance.
Potential negative impacts that cannot be mitigated	None

1. Topic of assessment

EIA title:	Health Improvement Programme - Behaviour Change Unit
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EIA author:	Helen Atkinson
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2. Approval

	Name	Date approved
Approved by	Dr Akeem Ali	25 March 2013

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Health Improvement is a key domain of Public Health work. In Surrey, the Behaviour Change Unit within the Public Health Directorate will take a lead role in delivering Health Improvement work. Existing services are being continued in 2013/14, there will not be any changes in this period.</p> <p>The Behaviour Change Unit will lead on a wide range of initiatives and programmes aimed at helping people to take control and improve their own health and well-being. These initiatives seek to not just to prevent ill health, but go beyond that and positively improve both physical and psychological well-being.</p> <p>Programmes range from those aimed at helping people to stop smoking, reduce alcohol intake or improve their diet, through to initiatives focused more on improving psychological well-being and reducing social isolation. In that sense, Health Improvement work focuses not just on health related behaviours, but on the wider psychosocial factors that may influence those behaviours.</p> <p>Specific outcomes against which progress within this work programme can be gauged are set out in the Public Health Outcomes Framework. Within this Framework, the work of the Behaviour Change unit can be seen as most closely related to Domain One (“Improving the Wider Determinants of Health” and Domain Two (“Health Improvement”).</p>
<p>What proposals are you assessing?</p>	<p>Set out below are the key elements of the Health Improvement programme that will be delivered in 2013/14 with the Behaviour Change Unit. In many cases, this work builds on previously established programmes and successes. However, there is a clear focus on new and evolved initiatives that are up to date and responsive to the recent changes in the health and social care system.</p> <p>NHS Health Check Programme</p> <p>Cardiovascular Disease (CVD) is a major cause of mortality and long-term morbidity. Early detection can not only reduce the impact on individuals but also healthcare costs. NHS (vascular) Health Checks are an evidence based vehicle for increasing early detection. NHS Health Checks are for all people aged between 40-74 years that do not already have a diagnosed condition. The Health Checks programme is mandatory and is a deliverable within the Public Health Outcomes Framework.</p> <p>68348 Health Checks need to be offered across primary care, commissioned outreach and community groups and 34172 Health Checks need to be delivered across primary care, commissioned outreach and community groups, also in key settings including prisons, acute hospitals, mental healthcare settings, community</p>

outreach and primary care. The programme does have a focus on tackling health inequalities and as such providers of the service will be encouraged to target those most at risk of developing CVD. This will include South Asian communities who are more predisposed to developing diabetes.

Physical activity for adults

In Surrey 88% of adults don't participate in enough physical activity to benefit their health (5 x 30 minutes) and 42.5% of people in Surrey don't do any physical activity at all (0 x 30 minutes). This data is broken down by age, disability, ethnicity, gender and socio-economic class:

Age

Aged 55+ are least active with 59.7% participating in no activity at all (0 x 30 minutes) and 92% do not participate in the recommended levels of physical activity to benefit their health (5 x 30 minutes).

Disability

People who have a limiting disability are less active with 66.4% participating in no activity at all (0 x 30 minutes), however, 87% do not participate in the recommended levels of physical activity to benefit their health which is similar to all adults (5 x 30 minutes).

Ethnicity

There are no differences in ethnicity

Gender

Women are less active with 49.7% participating in no activity at all (0 x 30 minutes) and 89% do not participate in the recommended levels of physical activity to benefit their health (5 x 30 minutes) which is similar to all adults.

Socio-economic class

NS SEC 3 and NS SEC 5-8 are the two least active groups based on socio-economic class.

Surrey Exercise Referral and Weight Management Scheme is a project that aims to improve the health and well-being of inactive patients by encouraging a programme of prevention, improvement and / or medical management of individual health conditions.

Let's Get Moving is a behaviour change brief intervention for physical activity within Primary Care. It is an evidence-based physical activity care pathway that provides additional support to inactive patients.

Public Health input is provided to Surrey County Council's Olympic

Legacy Plans in particular with a focus on increasing participation in cycling through the expansion of existing exercise referral schemes to include indoor and outdoor cycling.

Stop smoking services and interventions

Smoking is a major contributor to premature death and chronic illness. It kills 1400 Surrey residents each year and it is one of the most significant causes of inequalities. Aside from the human impact, the costs of smoking extend to healthcare and societal resources. Efforts in Surrey to tackle the impact of smoking include extensive provision of Stop Smoking Support, interventions aimed at preventing smoking uptake and work focused on reducing the exposure to second-hand smoke.

Effective promotion is key to all aspects of the Tobacco programme, both in relation to the dangers of smoking and of the availability of stop smoking support. This will take place across a range of settings and contexts, including the NHS Health Checks programme, and in a range of workplaces, healthcare settings and schools & youth services. Specific work will target priority groups such as pregnant women and young people

Wider tobacco control

The tobacco control programme is coordinated by the Smokefree Surrey Alliance. The Surrey Tobacco Control Strategy has four strategic priorities, specific projects are aligned to each priority (an EIA of the strategy was undertaken at the time it was drafted):

a) Strategic Priority 1 - Reducing uptake of smoking in children and young people

- Ongoing project with Babcock 4S to continue to promote Surrey tobacco control education toolkit.
- Alliance funded underage sales project with Surrey Trading Standards. Working with a pilot school in north Leatherhead looking at a community approach to tackle underage smoking with a multi agency/local community partnership.
- Development of advocacy section on Alliance website hosted by local borough council.

b) Strategic Priority 2 - Tackling health inequalities and helping smokers to stop

- Including hard to reach groups eg; routine and manual workers; pregnant smokers; young people; Gypsies, Romas and Travellers
- Working with health champions in Runnymede and other D&Bs, Surrey Community Action (GRT) to promote stop smoking

c) Strategic Priority 3 -- Reducing exposure to secondhand smoke

- A funded project with four borough councils across the county looking at smokefree compliance in work vehicles.
- A project with Surrey Fire and Rescue Service, reviewing the Home Fire Safety Check and Visit and incorporating some smokefree messages around smokefree homes, with the aim of reducing the incidence of fatal fires in Surrey (the majority of which are caused through smokers' materials).

d) Strategic Priority 4 - Combating illicit tobacco

A group of Alliance partners - trading standards, D&B's environmental health, police, HMRC - are working on developing an action plan to tackle illegal; tobacco in the county.

Dental Public Health

This service aims to ensure that the local population has reasonable access to NHS dentistry. It aims to provide a strategic co-ordinated framework for a range of oral health promotion activities and supports resources across a wide range of individuals and organisations.

Additional funding has been received from DH to help improve access to NHS dentistry. The overall aim of this project is to work with existing NHS practices to encourage them to accept more new patients and provide care at a time when capacity within the system is stretched as practices run out of contract activity to see patients. There will be a national campaign but the service is also considering if there should be some local communications work done to promote access to NHS dentistry as there is a strong public perception that there are not NHS dentists available in Surrey.

The Local Authority has a statutory responsibility to provide a range of activities within Dental Public Health that support the population to improve their oral health. Dental decay is an entirely preventable disease.

“Oral health promotion programme” means a health promotion and disease prevention programme the underlying purpose of which is to educate and support members of the public about ways in which they may improve their oral health.

Oral health promotion programmes can be more effective in terms of cost and their effects on the population if targeted. This means targeting oral health promotion to certain identified population subgroups. In relation to dental health a certain subgroup could be children.

Reviews into the effectiveness of oral health promotion have concluded that strategies should involve the local community, agencies and health workers therefore oral health promotion can be integrated into general health promotion encouraging inter departmental working within local authorities.

Public mental health

This is a multi-agency and multi-faceted pilot project to raise awareness about mental health problems and reduce the associated stigma and discrimination in Redhill and Merstham. These are areas of high mental health need and socio-economic deprivation compared to most other Surrey Districts and Boroughs and the Merstham estate has the highest level of Common Mental Health Disorders of any super output area in Surrey. This work aligns with the Surrey CC Mental Health PVR which included the recommendation “to improve

	<p>knowledge and awareness of mental health and address stigma and discrimination.”</p> <p>Aims of the Pilot:</p> <ul style="list-style-type: none"> • improve public understanding of and positive attitudes towards mental • reduce the stigma and discrimination experienced by people with a mental health problem • increase the confidence and ability of people with mental health problems to address discrimination <p>The aims will be achieved through: a comprehensive programme of mental health awareness training with local employers and providers of services; mental health ambassadors sharing their experiences through the training, “Human Library” events; a project identified by the local community; creative/arts based approaches using cast and contributions from people with experience of mental health problems; media communication and local monitoring of stigmatising reporting.</p> <p>Birth defect reduction initiatives Foetal alcohol spectrum disorder (FASD) can be caused if a woman drinks alcohol during pregnancy. FASD is an umbrella term that covers foetal alcohol syndrome (FAS), alcohol-related neurodevelopmental disorders (ARND), alcohol-related birth defects (ARBD), foetal alcohol effects (FAE) and partial foetal alcohol syndrome (pFAS).</p> <p>PH will work to develop a programme to raise awareness of the issues of consuming alcohol when pregnant.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Health Improvement work aims to reach a wide range of people. There is a specific focus on those groups who may be vulnerable to poor health and well-being, either because of an increased susceptibility to ill health or because of poor access to health services. In this sense, Health Improvement work seeks to reduce inequalities and increase the cost-effectiveness of initiatives through effective targeting towards those most in need.</p> <p>The groups targeted or most likely to be affected by each of the Health Improvement work streams are set out below.</p> <p>NHS Health Check Programme NHS Health Checks are for all people aged between 40-74 years that do not already have a diagnosed condition. The programme does have a focus on tackling health inequalities and as such providers of the service will be encouraged to target those most at risk of developing CVD. This will include South Asian communities who are more predisposed to developing diabetes.</p> <p>Physical activity for adults Surrey Exercise Referral and Weight Management Scheme targets</p>

inactive adult patients within Primary and Secondary care who have at least one medical condition that can be managed with physical activity.

Let's Get Moving targets inactive adults living in Stanwell, Spelthorne, a Priority Place identified by Surrey County Council. This is to target areas of higher levels of inactivity and where greatest health improvement benefits will be seen.

Stop smoking services and interventions

Adults over the age of 16 and young people resident in Surrey.

Wider tobacco control

Some projects are targeted at children and young people and families; others disadvantaged groups and some at the wider population. Some projects are specifically targeted at children and young people, others are for the wider public, and some are targeted at specific groups eg; fatal fires project, looking at smokers who have been shown by evidence to be more exposed to fatal fires.

Dental Public Health

The end result of the project will be up to 6,000 new patients will be seen in the NHS in the next three months.

Activity will be targeted at particular groups, notably young children.

Public mental health

The target group is people living and working in Redhill and Merstham – because these are areas of high mental health need compared to most other Surrey Districts and Boroughs. No group is being excluded from the project and we are linking with staff working with groups that are at higher risks of mental health problems and hard to reach, so that they can promote the project to them and encourage them to participate:

- Black and Minority Ethnic Groups – information about the project is being sent to the Forum;
- have met with the lead for Travellers and , Lesbian, Gay, Bisexual and Transgender groups);
- presentation on the project to the Gypsy, Roma, Traveller Forum

Birth defect reduction initiatives

Pregnant women, no exclusions.

6. Sources of information

Engagement carried out
<p>Public Health staff will deliver Health Improvement initiatives in partnership with a variety of statutory bodies, service providers, community organisations, commercial businesses and public / patient representatives. Each work stream has been developed in conjunction with these partners and engagement will continue as work streams develop and are re-commissioned. Engagement has been carried out to help design the programme and its delivery. Brief details are set out below.</p> <p>NHS Health Check Programme The Surrey Health Checks steering group has representatives from Public Health, CCG's, GPs and Pharmacists and has oversight of service delivery.</p> <p>Physical activity for adults Most leisure providers in Surrey are contracted to provide exercise referral and weight management by the borough or district council. There are regular meetings of all partners including the boroughs and districts, the main providers and healthcare professionals.</p> <p>Stop smoking services and interventions The terms and implementation of the contract for provision of stop-smoking support has been developed with General Practitioners, CCGs, Pharmacists, Acute Trusts, Children's Centres and Leisure Centres. Employers have influenced the frequency and location of work-based stop smoking support and healthy workplace events themed on stop smoking.</p> <p>Wider tobacco control Consultation takes place at stakeholder meetings with key organisations: Trading Standards, Surrey Fire and Rescue Service, Borough and District authorities, Surrey Police, Crimestoppers, and Surrey Community Action.</p> <p>Dental Public Health The development of the oral health strategy will involve the local community, agencies and health workers. Stakeholders are currently being identified.</p> <p>Public mental health A wide range of organisations including mental health charities as well as users of mental health services</p> <p>Birth defect reduction initiatives A population of babies at risk is currently being identified. Their families will be invited to participate in the programme.</p>
Data used
<p>In designing Health Improvement work streams a wide range of data and information sources have been considered. These have ranged from local quantitative data resources such as Surrey i and Health Needs Assessments through to nationally</p>

published evidence reviews of need and effectiveness (eg – Stop Smoking related NICE Guidance and Cochrane Collaboration reviews)

7. Impact of the new/amended policy, service or function

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Tobacco Control projects have a specific emphasis on the protection of young persons.</p> <p>Smoking among 15 year olds is a specific priority due to the inclusion of this indicator in the Public Health Outcomes Framework. Department of Health (DoH) monitoring data records uptake of service by age group.</p> <p>Health improvement at any age.</p>	<p>Those outside of the age criteria (40-74) are not offered an NHS Health Check. This exclusion criterion is set nationally by the Department of Health.</p>	<p>All age groups supported. Data on age range groups are included on number of each age group treated is recorded and reported to DoH every quarter.</p>
<p>Disability</p>	<p>Potential positive impacts for all protected characteristics:</p> <ul style="list-style-type: none"> -Improved understanding of mental health -More positive attitudes towards people with mental health problems -Less stigma & discrimination experienced by people with mental health problems. <p>Specific emphasis on the protection of vulnerable adults within Tobacco Control work with Surrey Fire & Rescue Service.</p>	<p>None</p>	<p>Face to Face support can be provided by each contracted provider.</p> <p>Or telephone support for smokers with mobility problems can be arranged for all who wish to quit.</p> <p>Telephone support can be arranged via a contracted provider or directly by Surrey Stop Smoking Service.</p> <p>Specialist service provided for users with mental health issues.</p>

¹ More information on the definitions of these groups can be found [here](#).

	<p>Telephone support for smokers with mobility problems can be arranged for all who wish to quit. A specialist service is also provided for users with mental health issues.</p> <p>Support available to all. Immediate health benefits.</p>		
<p>Gender reassignment</p>	<p>Support available to all. Immediate health benefits.</p>	<p>None</p>	<p>No exclusions for this population group have been agreed. No claims of exclusion from this population group have been received or made to Surrey Stop Smoking Services</p>
<p>Pregnancy and maternity</p>	<p>Immediate health benefits to mother and baby. Smoking in pregnancy is a specific priority due to the inclusion of this indicator in the Public Health Outcomes Framework. Immediate health benefits to mother and baby.</p>		<p>Specific support is available to this patient group directly via Surrey Stop Smoking Service. Evidence of number treated is recorded and reported to DoH every quarter.</p>
<p>Race</p>	<p>Stop Smoking support delivery strategy recognises that BME groups are a priority target. Main information on stop smoking support available is other languages. Department of Health (DoH) monitoring data records uptake of service by ethnic group.</p>		<p>Department of Health (DoH) monitoring data records uptake of service from ethnic groups</p>

	<p>The Health Checks programme does have a focus on tackling health inequalities and as such providers of the service will be encouraged to target those most at risk of developing CVD. This will include South Asian communities who are more predisposed to developing diabetes.</p> <p>Stop Smoking support delivery strategy recognises that BME groups are a priority target.</p>		
<p>Religion and belief</p>	<p>Support available to all. Immediate health benefits</p>	<p>None</p>	<p>Work with all partners are in accordance with local and national policies on inclusion for all religious groups and beliefs</p>
<p>Sex</p>	<p>Support available to all. Immediate health benefits</p>	<p>Some differences in smoking rates between male and female</p>	<p>Action included in general targets and performance required by each contracted provider.</p>
<p>Sexual orientation</p>	<p>Support available to all. Immediate health benefits</p>	<p>None</p>	<p>No exclusions for this population group have been agreed. No claims of exclusion from this population group have been received or made to Surrey Stop Smoking Services</p>
<p>Marriage and civil partnerships</p>	<p>Support available to all. Immediate health benefits</p>	<p>None</p>	<p>No exclusions for this population group have been agreed. No claims of exclusion from this population group have been received or made to Surrey Stop Smoking Services</p>

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Disability	Job satisfaction of improving others health	Limitations in mobility or communication	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Gender reassignment	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Pregnancy and maternity	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Race	Job satisfaction of improving others health	Language barriers if English not first language	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Religion and belief	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Sex	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Sexual orientation	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.
Marriage and civil partnerships	Job satisfaction of improving others health	None	No adverse reports or complaints received at provider performance management meetings or skills update and supervision sessions.

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Involvement of service users in development and commissioning of services.	As services are commissioned or recommissioned to ensure service users with protected characteristics are consulted and involved.	Ongoing	
Monitoring and collection of data on groups with protected characteristics to inform future provision.	To continue to collect data and monitor the impact of commissioned services on certain groups.	Ongoing	

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Those outside of the NHS Health Check age criteria are not screened	Age

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Public Health staff will deliver Health Improvement initiatives in partnership with a variety of statutory bodies, service providers, community organisations, commercial businesses and public / patient representatives. Each work stream has been developed in conjunction with these partners and engagement will continue as work streams. Engagement has been carried out to help design the programme and its
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	<p>delivery.</p> <p>In designing Health Improvement work streams a wide range of data and information sources have been considered. These have ranged from local quantitative data resources such as Surrey i and Health Needs Assessments through to nationally published evidence reviews of need and effectiveness (eg – Stop Smoking related NICE Guidance and Cochrane Collaboration reviews</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>Positive impacts for young people are expected from Tobacco Control projects which will target young people, specifically those at age 15. Health benefits are also expected for pregnant women and BME groups who will be provided with additional support to stop smoking.</p> <p>Positive impacts are expected for people with mental health issues as a result of the programmes.</p> <p>Potential negative impacts are identified for those who are outside the age criteria for an NHS Health Check (age 40-74).</p>
Changes you have made to the proposal as a result of the EIA	N/A
Key mitigating actions planned to address any outstanding negative impacts	To ensure ongoing monitoring and evaluation of services in regards to groups with protected characteristics. To continue to consult and involve service users as part of the commissioning process.
Potential negative impacts that cannot be mitigated	Those outside of the NHS Health Check age criteria are not screened