

# Public Document Pack

## Cabinet



**SURREY**  
COUNTY COUNCIL

**Date & time**

Tuesday, 23  
October 2012 at  
2.00 pm

**Place**

Ashcombe Suite,  
County Hall, Kingston  
upon Thames, Surrey  
KT1 2DN

**Contact**

James Stanton  
Room 122, County Hall  
Tel 020 8541 9068

**Chief Executive**

David McNulty

[james.stanton@surreycc.gov.uk](mailto:james.stanton@surreycc.gov.uk)

**Membership:** Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mrs Mary Angell, Mrs Helyn Clack, John Furey, Mr Michael Gosling, Mrs Kay Hammond, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Tony Samuels

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact James Stanton on 020 8541 9068.**

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## **1 APOLOGIES FOR ABSENCE**

## **2 MINUTES OF PREVIOUS MEETING: 25 SEPTEMBER 2012**

The minutes will be available in the meeting room half an hour before the start of the meeting.

## **3 DECLARATIONS OF INTEREST**

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

## **4 PROCEDURAL MATTERS**

### **4a Members' Questions**

The deadline for Member's questions is 12pm four working days before the meeting (17 October 2012).

### **4b Public Questions**

The deadline for public questions is seven days before the meeting (16 October 2012).

### **4c Petitions**

The deadline for petitions was 14 days before the meeting. No petitions have been received.

### **4d Part 2 Representations**

No representations have been received requesting that items which had been identified as likely to be held in the private part of the meeting (Part 2) should be held in public.

## **5 REPORTS FROM SELECT COMMITTEES, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL**

### **5a Operation of Civil Parking Enforcement in Surrey**

The report and recommendations from the Environment and Transport Select Committee will be considered as part of agenda item 9.

(Pages  
1 - 2)

- 6 2012/13 QUARTER TWO BUSINESS REPORT** (Pages 3 - 76)
- To acknowledge and discuss the success that Surrey County Council has achieved during the second quarter of 2012/13 (demonstrated by the latest available Council-wide results on customer feedback, finance, workforce and performance, the progress reports of the One County One Team People Strategy 2012/17 and the One County One Team Fairness and Respect Strategy 2012/17 and the September 2012 Leadership Risk Register).
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 7 SCHOOLS FUNDING REFORM: IMPLEMENTATION OF NEW FUNDING FORMULA FOR SURREY SCHOOLS** (Pages 77 - 102)
- New regulations require local authorities to re-design their schools' funding formula on a more simplistic basis, the aim being greater national consistency. Surrey is a relatively low funded authority and in order to target funds effectively, has a relatively complex funding formula. This report recommends amendments to the council's schools funding formula necessary to comply with the regulations and also to mitigate unavoidable turbulence at individual school level. The council is required to submit its proposed schools' funding formula to the Education Funding Agency by 31 October 2012.
- [The decisions on this item can be called in by the Education Select Committee]*
- 8 BUDGET MONITORING FORECAST 2012/13 (PERIOD ENDING SEPTEMBER 2012)** (Pages 103 - 106)
- To note the year-end revenue and capital budget monitoring projections as at the end of September 2012.
- Please note that the Annex 1 to this report will be circulated separately prior to the Cabinet meeting.
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 9 OPERATION OF CIVIL PARKING ENFORCEMENT** (Pages 107 - 116)
- To consider how the County Council will manage the future enforcement and administration of civil parking enforcement within Surrey. The report recommends entering into long term on-street parking agency agreements with those Districts willing to undertake the function and to formalise an oversight and monitoring role for the Local Committees.
- [The decisions on this item can be called in by the Environment and Transport Select Committee]*
- 10 SUPPORT FOR NATIONAL MAGNA CARTA 800TH ANNIVERSARY CELEBRATIONS** (Pages 117 - 122)
- To adopt the resolution(s) being proposed by the national Magna Carta 800<sup>th</sup> Anniversary Organising Committee to all local authorities with a

direct involvement/connection with the Magna Carta 800<sup>th</sup> anniversary in 2015, to support a range of national celebratory activities and to approve in principal a £5m contribution to the funding for a new visitor centre, with £3m of additional match funding being raised externally.

*[The decisions on this item can be called in by the Communities Select Committee]*

- 11 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 123 - 128)

To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.

- 12 SURREY FIRE AND RESCUE SERVICE SPECIALIST RESCUE AND CONTINGENCY CAPABILITY** (Pages 129 - 138)

To consider entering into an innovative contract for the provision of specialist emergency response capability and associated emergency response contingency crews. This will be funded as a one year pilot through internal reserves.

*[The decisions on this item can be called in by the Communities Select Committee]*

- 13 EXCLUSION OF THE PUBLIC**

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

## **P A R T T W O - I N P R I V A T E**

- 14 SURREY FIRE AND RESCUE SERVICE SPECIALIST RESCUE AND CONTINGENCY CAPABILITY** (Pages 139 - 140)

This is an Annex to agenda item 12. It has been circulated with Part 2 of this agenda as it sets out proposed contract details.

**Exempt: Not for publication under paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

*[The decisions on this item can be called in by the Communities Select Committee]*

- 15 PROPERTY TRANSACTIONS**

- 15a Woking Priority Homes** (Pages 141 - 150)  
The County Council owns land south of Woking known as the Westfield Smallholding Estate. The County Council has received a request from Woking Borough Council to enter into discussions to make available part

of the Estate in order to implement a PFI Project, known as Woking Priority Homes, which will create a significant number of affordable homes. The Cabinet is asked to confirm its support for the Woking Priority Homes project and the process for the disposal of the land.

## **16 PUBLICITY FOR PART 2 ITEMS**

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

**David McNulty**  
**Chief Executive**

Monday, 15 October 2012

### **QUESTIONS, PETITIONS AND PROCEDURAL MATTERS**

The Cabinet will consider questions submitted by Members of the Council, members of the public who are electors of the Surrey County Council area and petitions containing 100 or more signatures relating to a matter within the Cabinet's terms of reference, in line with the procedures set out in the Council's Constitution.

**Please note:**

1. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
2. Questions will be taken in the order in which they are received.
3. Questions will be asked and answered without discussion. The Leader, Deputy Leader or Cabinet Member may decline to answer a question, provide a written reply or nominate another Member to answer the question.
4. Following the initial reply, one supplementary question may be asked by the questioner. The Leader, Deputy Leader or Cabinet Member may decline to answer a supplementary question.

### **MOBILE TECHNOLOGY – ACCEPTABLE USE**

All mobile devices (mobile phones, BlackBerries, etc) should be switched off or placed in silent mode during the meeting to prevent interruptions and interference with the PA and Induction Loop systems.

Those attending for the purpose of reporting on the meeting may use mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. This is subject to no interruptions, distractions or interference with the PA and Induction Loop systems being caused. The Chairman may ask for mobile devices to be switched off in these circumstances.

*Thank you for your co-operation*

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## ENVIRONMENT AND TRANSPORT SELECT COMMITTEE

### Item under consideration:

#### Operation of Civil Parking Enforcement in Surrey

**Date considered: 19 September 2012**

1. The Select Committee considered a report on the operation of civil parking enforcement in Surrey. The report provided an update to the Committee on proposed enforcement arrangements to ensure that the Committee's views would be reflected in a report to Cabinet in October 2012.

#### **Key issues:**

2. The Committee strongly expressed the view that surpluses received from on-street parking charges should be re-invested in the towns and wards in which they were raised, and not be used to subsidise other areas. Concern was also expressed that in cases where a local authority was enforcing in another area it could be seen to export its share of the surplus to its own area. It was confirmed that it would be the decision of the relevant Local Committee as to where any surplus was allocated and that it would not be used to subsidise the deficits incurred by enforcement authorities.
3. The Committee expressed the view that each Local Committee should have a local scrutiny role for on-street parking enforcement within its area.
4. The main concern expressed by the Committee regarded the proposed 60/20/20 split of surpluses between the Local Committee, enforcement agent and County Council respectively. Particular concern was raised as to how the 20% figure for the County Council had been decided and the Committee requested that a detailed explanation be provided.
5. It was confirmed that there may be local variation in the percentage split of surpluses and that the 60/20/20 proposal was notional. The Committee asked that the specific circumstances under which this split could vary be clarified. Members were informed that the final figure would be determined by the Cabinet Member for Environment & Transport and Assistant Director for Highways in consultation with the relevant Local Committee Chairman.
6. The Committee was informed that the County's 20% would be used to fund the Parking Team and general Highways services, though this would not be ringfenced for any particular Borough. Concern at this fact was expressed by the Committee as it had suggested that there should be no use of surpluses as a cross-subsidy. Justification for this spending was given on the grounds that parking enforcement was a County Council function, and that although Districts and Boroughs paid the cost of such measures as road markings, their contribution did not cover the full costs of enforcement.

7. The Committee expressed concern at proposals that in situations whereby Districts and Boroughs were the enforcing authority, they would be able to keep their share of the 20% surplus and decide how it should be spent independently of the Local Committee. The Select Committee felt that it was not equitable for County Members to have no influence over the use of the 20% share, while Borough Members would have influence over their 60% share through their Membership of the Local Committee.
8. Further concern was expressed at two specific cases, whereby the enforcing agency was a neighbouring District or Borough and it was not felt equitable that 20% of any surplus should be 'exported' from the area in which this surplus was raised. In these cases, the Select Committee felt that consideration should be given to the 20% also coming back to the Local Committee from where the surplus was raised (as per recommendation b), so that disbursement would be decided by the relevant Local Committee, or an alternative split be proposed.
9. The recommendations agreed by the Select Committee are set out below. Following a vote these were supported unanimously by Members.

**The Select Committee recommends to Cabinet:**

- a) That the introduction of new agency agreements be supported in line with the terms specified within the report. However, the Committee expresses concern at the 60/20/20 split of surplus and asks for clarification of its justification and purpose.
- b) That the Assistant Director, in consultation with the Cabinet Member, be authorised to enter into suitable alternative short-term arrangements to ensure continuation of on-street parking enforcement.
- c) That the ability for Local Committees to have a formal scrutiny role for on-street parking enforcement within their area be supported.

**Steve Renshaw**  
**Chairman of Environment & Transport Select Committee**



**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 OCTOBER 2012**

**REPORT OF: MR PETER MARTIN, DEPUTY LEADER**

**MS DENISE LE GAL, CABINET MEMBER FOR CHANGE AND EFFICIENCY**

**LEAD SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE**

**OFFICERS: JULIE FISHER, STRATEGIC DIRECTOR FOR CHANGE AND EFFICIENCY**

**SUBJECT: 2012/13 QUARTER TWO BUSINESS REPORT**



#### **SUMMARY OF ISSUE:**

For the Cabinet to acknowledge and discuss the success that Surrey County Council has achieved during the second quarter of 2012/13 (demonstrated by the latest available Council-wide results on customer feedback, finance, workforce and performance, the progress reports of the One County One Team People Strategy 2012/17 and the One County One Team Fairness and Respect Strategy 2012/17 and the September 2012 Leadership Risk Register)<sup>1</sup>.

#### **RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. Notes the Quarter Two Business Report covering Residents Survey feedback, people performance, financial stewardship and individual Directorate performance.
2. Notes the progress made in implementing the One County One Team People Strategy 2012/17.
3. Notes the progress made in implementing the One County One Team Fairness and Respect Strategy 2012/17.
4. Agrees the Leadership Risk Register as of 25 September 2012.

#### **REASON FOR RECOMMENDATIONS:**

To ensure effective business management of the County Council to deliver improved outcomes and value for money for Surrey residents, as measured by the Quarter Two Business Report.

To ensure proper implementation of the Council's One County One Team People Strategy 2012/17 and the One County One Team Fairness and Respect Strategy

<sup>1</sup> Due to the timing and deadlines for Cabinet reporting, all information in this report is based on the latest available data.

2012/17.

To ensure proper consideration of Leadership Risk.

## **DETAILS:**

### **Report structure**

The report should be read with reference to the following annexes:

#### **Annex 1**

One County One Team Quarter Two Business Report 2012/13. This has four sections:

- Residents / Value graphical performance as at August 2012
- People performance as at August 2012
- Financial stewardship as at August 2012
- Quality / Partnerships performance as at August 2012

#### **Annex 2**

Quarter Two Business Report – Progress towards Directorate priorities which detail measurement against priorities by individual Directorate.

#### **Annex 3**

Detailed report showing progress of the implementation of the One County One Team People Strategy 2012/17.

#### **Annex 4**

Detailed report showing progress of the implementation of the One County One Team Fairness and Respect Strategy 2012/17.

#### **Annex 5**

Leadership Risk Register as at 25 September 2012.

### **Highlights**

1. Surrey County Council is a Council performing well with **96% of residents satisfied with their neighbourhood as a place to live**, the highest result ever achieved since the Surrey Residents Survey began in 2008.
2. This report is the second 2012/13 Business Report to measure progress against the priorities set out in the **One County, One Team Corporate Strategy 2012/17**. The report includes an enhanced scorecard (Annex 1), supported by detailed commentary (Annex 2).

3. The report celebrates examples of key achievements during the quarter, including the signing of a contract with BT to make Surrey the best connected County in the UK and financial support for creating 200 apprenticeships within the County.
4. During this period, **Surrey successfully hosted the Olympic Games Road Cycling events**, requiring an Olympic venue to be created each day involving nearly 600 road closures and 42 miles of roadside barriers – enough to lap the running track of the Olympic stadium 170 times.
5. **One million spectators lined the roads to watch the three Road Cycling events in Surrey.** The Council ensured that safety was paramount throughout the events, residents and businesses were kept informed and the potential disruption was minimised, with all roads reopened within three hours on all three days of Road Cycling events.
6. Following this success, the Council Leader David Hodge joined Mayor of London, Boris Johnson to reveal **plans for a new annual cycling event.** On Sunday 4 August 2013, the event will see 20,000 elite, club and amateur cyclists tackle a route based on the one used for the Olympic cycle races.
7. On 16 September 2012, Surrey also hosted the final section of the **Tour of Britain**, with crowds of 225,000 people lining the roadside of the Surrey stage to witness Mark Cavendish's stage victory.

#### **Residents / Value (Annex 1)**

8. The latest Surrey Residents Survey results (for July and August 2012) are positive, showing that **68% of residents are satisfied with the way the Council runs things** (two percent higher than at the same time in 2011/12) and 56% of residents feel that the Council keeps people well informed (four percent higher than during quarter one 2012/13).
9. At the end of August, 93% of customers were satisfied with the **Council's Contact Centre**, significantly exceeding the target of 85%. In addition 92% of all stage one **complaints** were dealt with within timescale and 92% of **Freedom of Information Act requests** were responded to within the 20 working days target.
10. The Leader of the Council's **Community Improvement Fund** has already allocated over £450,000 to support projects that will make a difference in local areas. Around 100 groups have expressed an interest, 42 bids have been received and 17 projects have been successful in securing funding. One of the successful bids was led by Glenys Sahay from the Friends of St Andrews in Boxhill, who helped secure £12,675 to install a new kitchen at St Andrews Church. The high quality of the bids received to date means it is very likely that all of the funding will be allocated to local projects.
11. Following the Judicial Review into **Community Partnered Libraries**, the Cabinet approved the decision to establish ten Community Partnered Libraries on 24 July 2012 and volunteers have taken control of Byfleet library (22 September 2012) and New Haw library (1 October 2012). Under the partnership, Surrey County Council will continue to provide the building, books, computers and free wi-fi.

## Quality/Partnerships (Annex 1 and Annex 2)

12. The Cabinet approved the **Directorate Strategies 2012/17** on 27 March 2012. A summary of progress towards achieving the priorities contained in them is included in the Quality/Partnerships quadrant of the Scorecard (Annex 1) with a full commentary in Annex 2.
13. Overall, there has been **strong progress during the second quarter**. The following examples demonstrate some of the achievements during the period:
  - In July, the Cabinet approved a contract for BT to be the preferred supplier for **Superfast Broadband in Surrey**. Peter Martin, the Deputy Leader of the Council, signed the contract with BT on 12 September, with £20m coming from Surrey County Council, £11.8m from BT and £1.3m from the Government's Broadband Delivery UK Fund. The deal will mean that nearly 100% of Surrey businesses and homes will have access to superfast broadband by the end of 2014 and it has been estimated that the service will boost Surrey's economy by around £28m annually. EU State Aid Approval is required before implementation can start. This approval is expected within a few weeks.
  - The Cabinet approved the Winter Service Development Plan for 2012/13 on 25 September 2012, ensuring that robust plans are in place to **minimise any disruption from potentially adverse winter conditions**. The plans include equipping gritters with satellite navigation GPS and using thermal imaging of salting routes to show which roads are most at risk of icing up. Surrey County Council's fleet of gritters will be ready to take action 24 hours a day, seven days a week and will be supported by a quad bike, an all terrain vehicle and support from 51 farmers equipped with spreaders and ploughs. The Council is stocking 16,000 tonnes of salt which will be stored at depots across the County and will be replenished regularly throughout the winter through a deal with the Salt Union.
14. On 17 July, David Hodge, the Leader of the Council pledged £300,000 to support **apprenticeships** across the County. He announced the support for the creation of 200 apprenticeships for young people, with Surrey businesses. The Council will match the Government's Apprenticeship Grant for Business with a Surrey grant of £1,500, bringing the total available to £3,000, to enable businesses to take on apprentices, as well as making sure that they can get the right skills for the job. The announcement followed a pledge from the Council to take on 100 apprenticeships in a year, 50 of which have already been successfully placed.
15. One of the key challenges for the Council has been to invest in school buildings to meet the demands of an increasing pupil population. The total number of additional **school places** required and delivered for September 2012 was 1,437. This represents an increase of 150% from the 575 additional school places required in September 2009. This equates to an increase from providing just over 19 additional classes in 2009 to just short of 48 classes of children in 2012. The school places required for September 2012 have all been delivered and work has already begun on additional schemes which have been brought forward to achieve the growing demand for school places over the next two to three years.

- In 2011, Surrey GCSE results were five percentage points above the national average for students gaining five good GCSEs including English and Maths. Early indications suggest that **GCSE results** achieved within Surrey have slightly improved in 2012, despite the much publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012 (impacting on at least one third of Surrey's secondary schools). The provisional results and national and regional statistics will be made available later in the year.
  - From April 2012 to the end of August 2012, a total of 1,282 **Home Fire Safety Visits** have been conducted, of which 68% were to households at risk, a significant improvement from 57% in 2011/12 and exceeding the 2012/13 target of 60%.
  - Improvements are being made to the **Surrey Information Point** website and a targeted **Live Life Your Way** awareness campaign to provide all Surrey residents with easy access to trustworthy information and advice to enable people to make informed choices about care and support to help them live more independently.
16. The Council recognises that there is **no room for complacency** in ensuring the delivery of high quality services to Surrey residents. Difficult issues are being tackled and concerted action is being taken in a number of priority areas, including:
- The Council has **recycled** a total of 126,345 tonnes (55%) of waste collected in 2012/13, but falling demand for rigid plastic from China and India presents a challenge to achieving the 70% recycling target in 2013/14. The Council is continuing to make further improvements such as the introduction of new food waste collection schemes. Surrey County Council is ranked 9th out of 32 Waste Disposal Authorities in England for waste recycled in 2011/12.
  - The average **cost per contact** (the total money spent on customer contact divided by the total number of contacts) of 46 pence is slightly above the year-to-date target of 45 pence. The Council is continuing to encourage residents to use cheaper methods of contacting the Council, such as the internet, where it is appropriate to do so, and whilst maintaining high levels of customer satisfaction.

### People (Annex 1 and Annex 3)

17. The **One County One Team People Strategy 2012/17** was approved by the Cabinet on 29 May 2012 setting out 12 County Council promises to its staff. Overall progress towards four of the 12 promises is reported in the People quadrant of Annex 1 with a more detailed progress report in Annex 3. The measurement of progress towards the remaining eight promises awaits the results of the Staff Survey Temperature Check and will be reported to the Cabinet as part of the Quarter Three 2012/13 Business Report on 5 February 2013.
18. Surrey continues to perform well for **sickness absence** (reported in the People quadrant of Annex 1) compared to local government peers. When staff working with vulnerable adults are excluded (they are not allowed to work with vulnerable adults when ill), the sickness absence rate was 6.93 days per FTE during August 2012, achieving the Council target of 7.2 days

per FTE. The latest Chartered Institute of Personnel and Development (CIPD) absence survey (2011) shows that the local government average was 10.9 days sickness absence per FTE.

19. The September **workforce costs** are reported alongside this report as part of the Month End Budget Report as at the end of September 2012 (agenda item eight).

#### **Financial stewardship (Annex 1 and Annex 2)**

20. The Council has set a **Revenue Efficiencies and Savings** target of £71.1m in 2012/13, set out in the Medium Term Financial Plan. At the end of August 2012, £16.8m of the savings have been achieved and 'banked', however, there remains a shortfall of £3m in the current year-end forecast of savings expected to be delivered against the target.
21. Efficiencies and savings have been achieved through a **rigorous focus on ensuring value for money**. Examples include the programme of Public Value Reviews, better management of suppliers and joining up procurement spend with partners across the South-East.
22. The Council remains on track to complete the programme of **Public Value Reviews** this year. To date, 25 PVRs have been completed with reviews of Heritage, Adult Community Learning, Arts, Mental Health and Community Partnerships still in progress. At the end of 2011/12 the programme had 'banked' £37m of savings and it is forecast that the PVR programme will deliver £281m cumulative savings by 2015/16. A closing report for the PVR Programme will be presented to the Cabinet on 27 November 2012.
23. The Council has exceeded the quarter two **procurement savings target**, achieving £10.4 million savings. Surrey and East Sussex have joined forces to bolster buying power and save millions of pounds by collectively driving harder bargains with suppliers.
24. As part of the Surrey First Initiative, Surrey County Council will save more than £5m after agreeing a deal with BT to connect at least 20 public services in the South East. The public services network, **UNICORN**, which will be available to all public sector bodies in Surrey and Berkshire, will feature cloud services that link up all the organisations' computer and communications systems.
25. The September 2012 financial position is presented to the Cabinet alongside this report as the **Month End Budget Report** (agenda item eight).
26. The August 2012 financial position is reflected in the financial **Stewardship** quadrant of the Scorecard (Annex 1).

#### **One County One Team Fairness and Respect Strategy 2012/17 Progress Report (Annex 4)**

27. The One **County One Team Fairness and Respect Strategy 2012/17**, approved by the Cabinet on 27 March 2012, confirmed the fairness and respect priorities that the Council will address during 2012/17.

28. The **Fairness and Respect priorities** are embedded within the Business Report Scorecard and are marked with an asterisk on the Annex 1 Scorecard and Annex 2 commentary. The first six-monthly report of progress towards the delivery of the Fairness and Respect priorities is set out in Annex 4 (the next six-monthly update will be presented to the Cabinet in April 2013).

#### **Leadership Risk Register (Annex 5)**

29. The **Leadership Risk Register** as at 25 September 2012 is attached to this report as Annex 5.
30. The Risk and Resilience Steering Group, chaired by the Assistant Chief Executive, coordinates and reviews risk activity across the organisation. The Steering Group also reviews the Leadership Risk Register prior to review by Corporate Board as part of performance, finance and risk monitoring.
31. The Audit and Governance Committee reviews the Leadership Risk Register at each meeting and refers any issues to the appropriate Select Committee.

#### **CONSULTATION:**

The 2012/13 Quarterly Business Report has been produced in consultation with the Members and officers listed at the end of this report.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

32. Risk management implications to areas covered in this report are covered in either the Leadership Risk Register (Annex 5) or in the relevant Strategic Director and Service Risk Registers. Directorate and Service management teams review current and emerging risks and ensure that risks are escalated and reported where appropriate.

#### **Financial and Value for Money Implications**

33. The Annex 1 scorecard contains **Directorate level financial information** and details the delivery of the Council's Revenue Efficiencies and Savings Target.
34. Tracking financial information alongside other key performance indicators as part of the quarterly Business Report is an important part of the Council's approach to ensuring **value for money** for residents.

#### **Section 151 Officer Commentary**

35. There are no direct financial consequences of this report, but the Section 151 officer confirms that the financial figures used throughout this report are consistent with the Council's financial ledger and Medium Term Financial Plan.

#### **Legal Implications – Monitoring Officer**

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

## **Equalities and Diversity**

37. This report provides a summary of progress towards achieving the Council's priorities set out within Directorate Strategies so does not require a specific Equality Impact Assessment. Where appropriate, Equality Impact Assessments will be completed for individual Directorate priorities.
38. Annex 4 provides a detailed report showing progress of the implementation of the One County One Team Fairness and Respect Strategy 2012/17.

## **WHAT HAPPENS NEXT:**

- Good performance is recognised and acknowledged to motivate staff.
- Remedial action takes place.
- The Cabinet continues to receive Quarterly Business Reports (the Quarter Three 2012/13 report will be considered on 5 February 2013).
- The full results towards the One County One Team People Strategy 2012/17 County Council Promises will be reported to the Cabinet as part of the Quarter Three Business Report on 5 February 2013.
- The next six monthly update of the One County One Team Fairness and Respect Strategy 2012/17 will be considered by the Cabinet as part of the Quarter Four Business Report 2012/13 (due to be considered by the Cabinet on 23 April 2013).
- Quarterly reports of progress against key Directorate indicators and commitments are published online at [www.surreycc.gov.uk/ourperformance](http://www.surreycc.gov.uk/ourperformance)
- The Council Overview and Scrutiny Committee review Council performance at the meeting on 14 November 2012.
- Select Committees continue to scrutinise work programmes and performance.
- The Quality Board will continue to ensure effective self-regulation, oversight and assurance of quality management across the Council, via the implementation of the One County One Team Quality Management Framework.
- Risk officers continue to work with Directorate Management Teams to review current and emerging risks, and ensure that risks are escalated where appropriate.

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### **Contact Officer:**

Tim Yarnell, Performance Manager, 020-8541-7047

### **Consulted:**

David Hodge, Leader of the Council

Corporate Leadership Team (CLT)

Justin Newman, Lead Performance and Change Manager, Policy and Performance

James Brown, Performance Lead, Children, Schools and Families

Tracy Waters, Performance Lead, Customers and Communities

Colin Blunden, Waste Finance and Performance Team Manager, Environment and Infrastructure

Joelle Bevington/Charlotte Langridge, Performance Leads, Adult Social Care

Al Braithwaite, Head of Transformation, Change and Efficiency

Tim Edwards, Corporate Communications Manager, Communications

Tim Vamplew, Research Manager, Policy and Performance

Matthew Baker, Deputy Head of HR and Organisational Development

Cath Edwards, Risk and Governance Manager, Change and Efficiency

Verity Royle, Principal Accountant, Change and Efficiency



Kevin Kilburn, Financial Reporting Manager, Change and Efficiency  
Grisilda Ponniah, Corporate Information Governance Manager, Legal and Democratic Services

**Annexes:**

Annex 1 – Quarter Two Business Report Scorecard

Annex 2 – Progress Towards Directorate Priorities

Annex 3 – One County, One Team, People Strategy 2012-2017 progress report

Annex 4 – One County, One Team, Fairness and Respect Strategy 2012-2017 progress Report

Annex 5 – Leadership Risk Register

**Sources/background papers:**

- Surrey Residents Survey results
  - One County, One Team Corporate Strategy 2012/17
  - Directorate Strategies and Business Plans 2011/15
  - One County, One Team: Fairness and Respect Strategy 2012/17
  - One County, One Team: People Strategy 2012/17
-

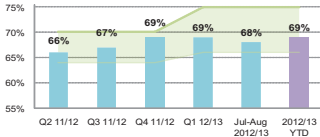
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ONE COUNTY, ONE TEAM - QUARTER TWO BUSINESS REPORT 2012/13

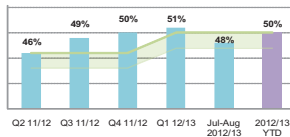
— = Target — = Standard & stretch target range

RESIDENTS / VALUE

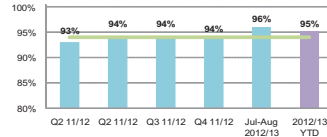
% of Residents who are satisfied with the way the Council runs things



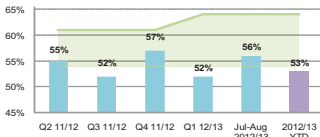
% of Residents who think the Council provides good value for money



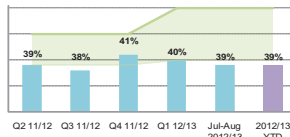
% of Residents who are satisfied with their neighbourhood as a place to live



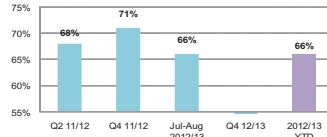
% of Residents who feel that SCC keeps people informed



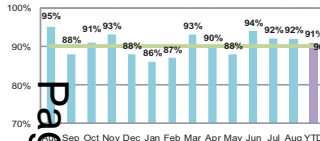
% of Residents who feel that they can influence decisions



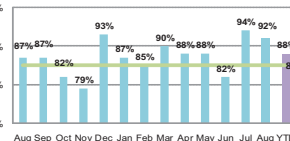
% of Residents who were satisfied with how they were served by SCC staff



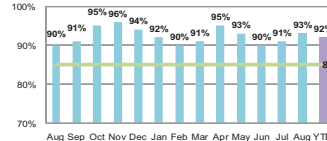
% of stage one complaints dealt with to timescale



% of FOI requests responded to within 20 working days

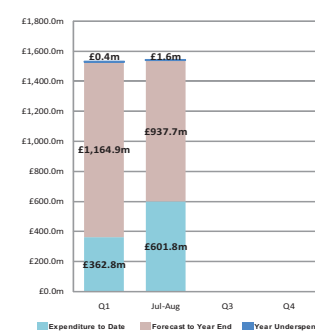


Customer satisfaction with the contact centre



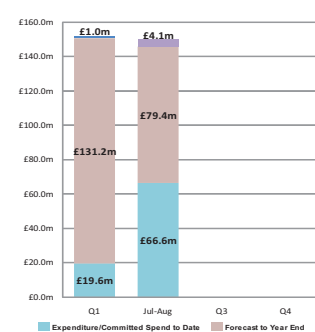
FINANCIAL STEWARDSHIP

Revenue

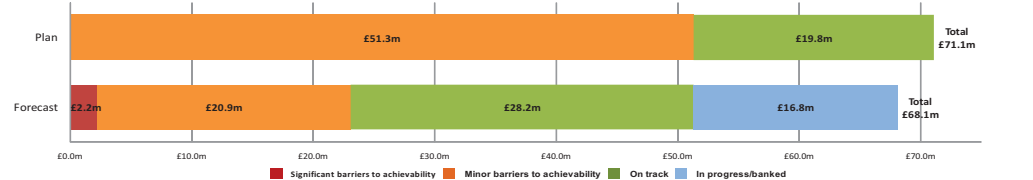


Directorate Budget Analysis as of August 2012				
Budget Analysis	Latest Budget	Year End Forecast	Variance	% Variance
Adult Social Care	£335.8m	£338.5m	£2.7m	0.8%
Children, Schools and Families	£282.5m	£293.5m	£1.0m	0.3%
Schools	£529.5m	£529.5m	£0.0m	0.0%
Customers and Communities	£73.6m	£73.2m	£0.4m	-0.5%
Environment and Infrastructure	£131.0m	£132.1m	£1.1m	0.8%
Change and Efficiency	£87.4m	£86.8m	£0.6m	-0.7%
Chief Executive's Office	£14.0m	£14.1m	£0.1m	0.7%
Central Income / Expenditure Inc. Risk Contingency budget	£77.3m	£71.8m	£5.5m	-7.1%
<b>Total</b>	<b>£1541.1m</b>	<b>£1539.5m</b>	<b>£1.6m</b>	<b>-0.1%</b>

Capital



Revenue Efficiencies and Savings Target



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PEOPLE

Staffing costs to end of August 2012

Surrey County Council August 2012	Budget	Actual	Variance
	£m	£m	£m
Contracted Staff	23.0	23.0	0.0
Agency	1.3	1.3	0.0
Bank & Casual	0.7	0.7	0.0
<b>Total Staffing Cost</b>	<b>24.7</b>	<b>25.0</b>	<b>0.3</b>

Surrey County Council YTD

	Budget	Actual	Variance
	£m	£m	£m
Contracted Staff	112.4	112.4	0.0
Agency	6.0	6.0	0.0
Bank & Casual	4.0	4.0	0.0
<b>Total Staffing Cost</b>	<b>125.1</b>	<b>122.4</b>	<b>-2.7</b>

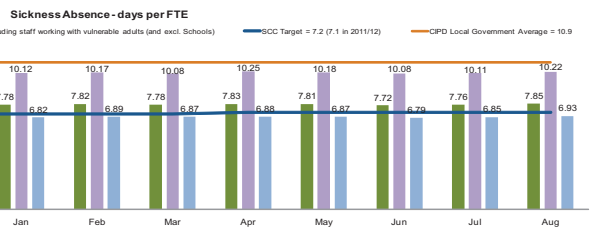
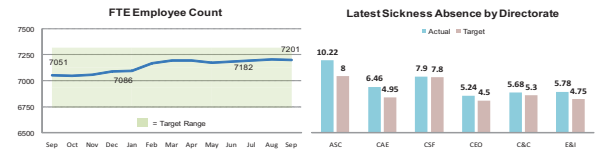
Surrey County Council Year End Forecast

	Budget	Forecast	Variance
	£m	£m	£m
<b>Total Staffing Cost</b>	<b>300.9</b>	<b>299.1</b>	<b>-1.8</b>

People Strategy Promise Delivery

Management development	✓
Coaching training	✓
Smarter working	✓
36 hours training and development	✓
Personal Development Plans	✓
Equipment	✓
IT competency	✓
Fair and manageable workload	✓
Help each other & act early	✓
Annual appraisals	✓
Regular time with managers	✓
Regular team meetings/ discussions	✓

To be reported in Quarter 3 following the staff survey temperature check



QUALITY / PARTNERSHIPS

Adult Social Care

Staff development	✓
Personalisation *	✓
Local, accessible & flexible services	✓
Carers support *	✓
Reduce hospital admissions *	✓
User voice / joined up services	✓
Health and social care pathways	✓
Transforming in-house services	✓
Service signposting	✓
Deliver MTFP efficiency savings	✓

Change and Efficiency

Support local suppliers	✓
Deliver £25m Procurement savings	✓
Reduce Council CO2 emissions	✓
Support regeneration and growth	✓
UNICORN data centre and network	✓
Future funding	✓
Deliver partnership income & efficiencies	✓
Increase internships and apprenticeships	✓

Children Schools and Families

Restorative youth justice	✓
Early support	✓
Targeted support *	✓
Safeguarding	✓
Support for children with disabilities	✓
Participation education, training or employment	✓
Invest in support to schools *	✓
Invest in school buildings	✓
Realise children's potential	✓

Chief Executive's

Understand Surrey residents*	✓
Prepare for post election Council	✓
Complete the PVR programme	✓
Deliver Superfast Broadband *	✓
Working with the VCFS *	✓
Develop Social media	✓

Customers and Communities

Safe & successful 2012 Olympics	✓
Resident / local engagement	✓
Reduce domestic abuse *	✓
Improve fire prevention	✓
Community partnered libraries	✓
Contacts through digital channels	✓
Cost per contact	✓
Deliver the C&C PVR programme	✓
Excellent customer experience	✓

Environment and Infrastructure

Encourage economic growth	✓
Develop infrastructure funding bids	✓
Basingstoke Canal funding	✓
Invest in carbon reduction schemes	✓
Repair road defects	✓
Road schemes and repairs	✓
Develop road investment programme	✓
Walton Bridge construction	✓
Reduce cyclists killed/seriously injured	✓
Improve recycling rates	✓
Eco-Park construction	✓

Detailed results and commentary for all Directorate priorities are reported in Annex 2  
\* Denotes a Fairness and Respect priority from the One County One Team Fairness and Respect Strategy 2012-17

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# Quarter Two 2012/13 Business Report

## Annex 2

### Progress Towards Directorate Priorities



= Target has been met




= Target has been missed, but performance is within acceptable tolerances




= Target has not been met and performance is outside of acceptable tolerances

\* Denotes a Fairness and Respect priority from the *One County One Team* Fairness and Respect Strategy 2012/17

## Adult Social Care

Priority	YTD Result	YTD Target	YTD RAG
Develop staff with the values, attitude, motivation, confidence, training, supervision and tools to facilitate the outcomes of people who use services and cares want.	Amber	Green	


Over a sustained period Adult Social Care continues to reduce and sustain reductions in short and long term absence. The Directorate is still working through significant levels of operational change and this is reflected in stress being the main reported reason for absence.

Priority	YTD Result	YTD Target	YTD RAG
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*	Green	Green	

The tender for direct payment support is being developed with the aim of having a new service in place from March 2013. This will provide an external brokerage and support/advice service for service users and their carers. Additional work is taking place to streamline the direct payment policy and procedures to help increase uptake. In addition, staff have also received updated practice guidance and training.

Further training for staff continues to be developed to ensure the best possible support for residents. For example, a co-ordinated programme has begun to train senior practitioners to assist in the completion of Supported Self Assessments. These self assessments are led by service users to help improve choice and control over the support they require, in a way that delivers better and more outcome focused Support Plans.

Activities of Daily Living (ADL) is a computer programme which helps assess people's daily activities and mobility and then recommends equipment assistance. Four ADL computer assisted clinics have now been established across the county and plans have been confirmed for one in each district and borough.


Priority	YTD Result	YTD Target	YTD RAG
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.	Green	Green	

The Adult Social Care vision for the future recognises the unique and key role of developing a robust partnership agenda with District and Borough Councils. In order to support this agenda, the Leader of Surrey County Council has created a preventative services fund which will enable local partnership plans to be developed. Strategic discussions will take place with all District and Boroughs to conclude local partnership plans by 31 December and it is expected workstreams will be actioned from the autumn

Surrey County Council in partnership with the Alzheimers Society and Surrey & Borders Partnership Trust is developing 11 Wellbeing Centres and Telecare Demonstrator Sites across Surrey with the first Wellbeing Centre being launched at Manor Farm in May and a further five Wellbeing Centres planned to be launched within this financial year. A further four Wellbeing Centres are at the planning stage and

these are expected to be launched by the end of next year. Wellbeing Centres are focussed on signposting/early diagnosis of dementia including general information and advice, Occupational Therapy assessment clinics and Telecare Demonstrator Sites. In partnership with the Boroughs and Districts, Surrey County Council are looking to develop services in Mole Valley and Reigate & Banstead to ensure Meals on Wheels Services are available across Surrey. 2,500 questionnaires have been sent to Community Alarm Customers in Mole Valley and Reigate & Banstead to identify need and to promote Telecare - this is on the basis of neighbouring District and Borough Councils being prepared to deliver Meals on Wheels across the border.


An initial programme of activity has been defined in response to the Surrey-wide 'Make It Real - Think Local, Act Personal' event'. This has been reviewed with a wide stakeholder group of partners representing User Led Organisations, the voluntary and community sector and independent providers. It now is being firmed up into an action plan with key deliverables. An engagement event is taking place in Surrey Heath in September to help frame the approach to embedding the 'Make It Real' policy and practice on a local level.

Priority	YDT Result	YDT Target	YTD RAG
Support all carers to balance their caring roles and maintain their independence and desired quality of life.*	Amber	Green	

Surrey County Council has established a new Carers Practice and Performance group, which meets quarterly, chaired by the Assistant Director – Personal Care and Support. This group includes representatives from: Surrey County Council Adult Social Care; Surrey & Borders Partnership Trust; the carers voluntary sector; and County Council Member, Yvonna Lay. The first tranche of performance information was reviewed by the group at their meeting on 14 September 2012 and showed positive trends including an increase in each of the following areas: the number of carers known to the County Council; carers having an assessment; and the number of carers with identified personal outcomes.

Plans are in place to improve support for young carers, including use of a new e-learning package "Young Carers Aware". The expectation is that all staff will complete the e-learning by the end of December 2012. Teams with an Assistant Practitioner Carer role (whose responsibility it is to oversee the practice and performance of carers services in each locality team) will undertake the identification of young carers as a priority, to help ensure their needs are taken into account as part of the assessment processes.


Progress has been made in recruiting 13 Assistant Practitioner Carers - with 7 appointments made and recruitment on-going as a priority

Priority	YDT Result	YTD Target	YTD RAG
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.*	Green	Green	


Telecare and Telehealth provide additional support to enable people to maintain their independence and live at home longer. Both schemes provide a range of equipment to facilitate hospital discharge and prevent readmission or long term care home placements. New Telecare Champions are being appointed for each District and Borough, giving additional resource to locality teams and increasing referral levels. The Telecare relaunch will begin at the end of October and the Telehealth procurement process is progressing well, having received five tenders, and a final decision is expected in mid-October.

To support a preventative approach, virtual wards are being implemented by the new Clinical Commissioning Groups operating in Surrey. These are intensive case management services led by


community matrons who identify those most at risk of admission to hospital and provide a high level of care and support in their own home or place of residence. This home support includes reablement/rehabilitation services and medication for long term conditions. In addition, social care services are being extended and will now be available 8am to 8pm on weekend and public holidays, working across all acute hospitals to support timely discharge, admission avoidance and seasonal pressures

Priority	YTD Result	YTD Target	YTD RAG
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.	Amber	Green	

Surrey's shadow Health and Well-being Board is in place, jointly chaired by the County Council Cabinet Member for Adult Social Care and Health and a Clinical Commissioning Group (CCG) Lead GP. The Board has agreed its work and development programme through until it assumes its statutory responsibilities in April 2013. The programme combines a) focused work to develop the Board as an effective strategic partnership and b) task or issue -specific areas that will support the CCG accreditation process, the production of the joint health and wellbeing strategy, the Joint Strategic Needs Assessment (JSNA) refresh, the transition of Public Health and the emerging health and social care structures (as part of dissolution of the PCT). High-level priorities for the joint health and wellbeing strategy have been agreed by the Health and Wellbeing Board; these priorities will now begin a process of co-design and engagement with key stakeholders between September and end December 2012. A co-design process to develop a specification for HealthWatch will be run during September to inform commissioning plan for the function from 1 April 2013. The refreshed JSNA and summary will be presented to the Board at its meeting in October.


Priority	YTD Result	YTD Target	YTD RAG
Operate integrated and effective health and social care pathways with our NHS community partners.	Green	Green	

The redesign of Health & Social Care pathways is being supported by the whole systems partnership fund. As per the whole system priority, funding has been allocated for spend and all associated projects are on track to meet agreed timescales.

Priority	YTD Result	YTD Target	YTD RAG
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.	Amber	Green	

Service Delivery is developing responses to the Learning Disability Public Value Review (PVR) outcomes. These are being managed through a commissioning led project board with workstreams for learning disability residential accommodation and day opportunities. The project has scoped high level future options and the next phase of work will be to generate a costed business case for the future of the in-house services exploring alternative delivery models. The project is working as part of a wider corporate approach and is in the process of identifying future capital requirements for in-house services. The status of this project is amber, reflecting its complexity and scale and the challenging nature of decisions to be taken.



Priority	YTD Result	YTD Target	YTD RAG
Provide clear signposting for all Surrey residents, irrespective of their ability to pay, to social care and support services, so they can lead more independent and fulfilled lives.	Green	Green	

The Information and Advice Board is progressing well on some key deliverables most notably:


1. Surrey Information Point is undergoing an upgrade that includes a fresher, less cluttered design and excellent new functions - the ability to text records (particularly good for people who are deaf or hard of hearing), addition of videos, the splitting of 'services' from other records making it easier to find organisations or providers, the addition of a news section on the home page, better quality printing outputs.

A full training programme will follow to ensure as many Adult Social Care staff use this central resource as possible and a wider promotional campaign with partners and the voluntary sector will be implemented, alongside separate awareness initiatives with Surrey residents (as part of Live Life Your Way campaign).

2. A Surrey Information Summit is being planned for 5 December which will be an essential forum for staff from all Surrey organisations who have a role in providing information and advice about care and support, and Members. It will highlight the joint responsibility of so many agencies in providing information and advice along the care pathway. The agenda is close to being finalised but will certainly include an update on Personal Care and Support, Service Delivery, Commissioning, the Health and Wellbeing agenda, role play with examples of good and bad information, advice and signposting and its impacts and some accessible communications principles. The focus of the day will, however, be on information zones and networking where attendees can visit areas of interest and speak to multi-agency representatives about their enquiries. The zones will include Money Matters, Carers' Support, Safeguarding and Prevention, Health and Wellbeing, Dementia and a Personal Care and Support 'Surgery'. There will be a demonstration or 'play' area where guests can see what equipment is available and try them out (telecare, fire and rescue materials, equipment assessment tools, mobile applications etc). A new Adult Social Care DVD will be shown for the first time and a new signposting leaflet helping residents understand where to go for support and help demystify who provides what services, will also be launched at the event.


3. The Live Life Your Way awareness campaign is being reviewed using Mosaic residents' profiles analysis to target promotional activity. Surrey residents are defined in key groups and we have information on how they like to receive information and how receptive they are to certain tactics. We are also planning some focus groups to test our campaign creative, to ensure people understand the communication.

4. GP engagement – Clinical Commissioning Groups (CCGs) are being contacted and meetings with Practice Managers being set up to discuss maximum display and usage of social care information (in all its formats) in GPs surgeries and advising GPs how they can access greater information on local community services.

Priority	YTD Result	YTD Target	YTD RAG
Deliver efficiency savings identified in the Medium Term Financial Plan.	Amber	Green	

At present it is expected that there will be a shortfall of at least £1m against the 2012/13 MTFP savings target for Adult Social Care, with a definite risk that the figure will increase. The position should become clearer once the September budget monitoring exercise has been completed, but the slippage against significant efficiencies has increased to a level at which it cannot be covered by over-achievement on other savings or through use of funds carried forward from the previous financial year. The key reasons for slippage are recruitment delays such that dedicated task teams have not been able to review cases as soon as planned; the complexities involved in developing and gaining approval for the way ahead with in-house services; and the need to review how the preventative agenda, including Telecare, is taken forward in the context of the Government's White Paper.


## Children, Schools & Families

Priority	YTD Result	YTD Target	YTD RAG
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.	27	50	

Number of first time entrants to the Youth Justice System aged 10-17:

Please note: The reporting of Youth Offending figures is one quarter in arrears.

The number of first time entrants to the Youth Justice System continues to fall, from 35 in quarter four 2011/12 to 27 in quarter one 2012/13 (compared to 77 at the same time last year). The final annual figure for 2011/12 was 230, which was well below the target for the year of 454 and represented a reduction of 59% on last year's figure of 564. This reduction has been achieved through the introduction of the Youth Restorative Intervention (YRI) which enables the Youth Justice Partnership to effectively deal with lower level offending behaviour without recourse to criminalising children and young people. It is also worth noting that during quarter one, only three young people received custodial sentences, compared to six during the same period last year.


Priority	YTD Result	YTD Target	YTD RAG
Organise our services to make them more local and joined up with partners to ensure support is offered at the earliest opportunity.	Green	Green	

Deliver localised services through implementing the recommendations of Children, Schools & Families (CSF) Public Value Programme:

Currently, the CSF Public Value Programme has conducted Phase one - the research and understand phase. At the end of October the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Improve partnership effectiveness:

The Peer Challenge led by the Director for Children's Services from Hampshire County Council gave a positive review of current partnership arrangements and offered advice for future developments. The Strategic Director has drafted new proposals for partnership governance and developing joint priorities and is consulting with key partners and statutory board members over October and November.


Priority	YTD Result	YTD Target	YTD RAG
Provide targeted support to families with low incomes to increase access to employment, training and support networks.*	Amber	Green	

Family Support Programme:

Surrey County Council (in partnership with local agencies) has developed a Family Support Programme, which aims to help families that face multiple problems<sup>1</sup>. Families identified through this Programme are assigned a support worker who works with them to co-ordinate the support services they receive.

The pilot for this programme, based in Waverley, has been operational since June 2012 and will conclude in October. The learning from the pilot will inform the final proposals for this Programme and over the next 12 months Family Support teams will be established in every District and Borough across Surrey – with initial work being targeted at the four areas with the greatest number of troubled families (Elmbridge, Reigate and Banstead, Woking and Spelthorne). This scheme embodies Surrey's local approach to the national Troubled Families programme.

<sup>1</sup> This includes families with children that are excluded from school, families undertaking criminal or anti-social behaviour and/or families in receipt of benefits that are struggling to cope.


Priority	YTD Result	YTD Target	YTD RAG
Work with partners to develop our safeguarding, targeted and early help services.	Green	Green	

Services to protect children and young people who are suffering or likely to suffer from significant harm are effective:

The new Surrey Safeguarding Children Board (SSCB) structure has been subject to review by the Board and Internal Audit. This has found the Area Partnership Groups to be effective and engagement to be positive. The structure will be modified to ensure greater strategic direction in the Board's Executive arrangements. The new Safeguarding Support Team has now been agreed to ensure the Board's statutory functions can be carried out effectively and is in the process of implementation. The County has also hosted two Safeguarding summits with the participation of senior partner representatives , which will become a regular occurrence.


Promote the development of early help and targeted services through leadership and shared work with strategic partners:

Currently, the Children, Schools & Families Public Value Programme has conducted Phase one (the research and understand phase). At the end of October, the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Priority	YTD Result	YTD Target	YTD RAG
Improve family support and education for children with disabilities by joining up the health, care and education services we provide to these children.	Green	Green	

Children, Schools & Families (CSF) Public Value Programme for disability services project milestones:

Currently, the CSF Public Value Programme has conducted Phase one (the research and understand phase). At the end of October, the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Priority	YTD Result	YTD Target	YTD RAG
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.	96.2%	96.0%	

Young people in year groups 12-14 participating in education, training or employment (PETE):


Surrey young people face significant economic challenges reflecting the national context surrounding the UK double dip recession. Over the last three years, there has been a dramatic fall in the number of young people aged 16-18 in employment, particularly those in employment without training.

In May 2012, the Department for Education praised Surrey for the positive progress that Services for Young People have made to reduce the percentage of young people aged 16-18 whose status is unknown.

Raising and widening participation remains the service's performance challenge. Our strategy is set out in the Young People's Employability Plan and is built on five key actions:

- Preparing young people for participation
- Commissioning and developing new opportunities
- Aligning aspirations with opportunities
- Overcoming barriers to participation
- Tackling worklessness in families

Against this challenging backdrop, the number of young people who are NEET continues to fall. In July 2012, the number dropped below 1,000 for the first time since the end of the Transformation Project, meaning we are on track for 97% participation by March 2013.

Priority	YTD Result	YTD Target	YTD RAG
Invest in our support to schools to further improve the attainment of pupils, especially those from vulnerable groups.*	Amber	Green	

Students gaining five good GCSEs including English and Maths in Summer 2012:

The proportion of pupils gaining five good GCSEs including English and maths has improved steadily over the last four years from 56.8% in 2008 to 63.4% in 2011. Early indications (collected from schools after results day in August 2012) suggest that results have improved slightly for 2012, despite the much publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012. This year's provisional results for Surrey and further national and regional statistics will be made available later in the year.

Free School Meals (FSM) and Looked After Children (CLA) Students gaining five good GCSEs including English and Maths in Summer 2012:


A comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. One key priority over the last year has been the continued support for all children, but in particular Surrey's most vulnerable children such as pupils eligible for free school meals (FSM) or children looked after (CLA), to make progress at all stages of their learning.

In 2011 pupils falling into both the FSM/CLA groups performed better than their counterparts nationally in all three key measures at Key Stage 4. In Surrey, 34.3% of pupils gained five good GCSEs including English and maths compared with 33.9% nationally; 56.9% of pupils made expected progress in English in Surrey compared with 54.3% nationally and whilst 44.2% of pupils nationally made expected

progress in maths, 47.5% made expected progress in maths in Surrey.

In addition in 2011, FSM pupils showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. At Key Stage 2, the gap between FSM pupils and their peers achieving the expected threshold in both English and maths narrowed by one percentage point from 2010 to 2011; at Key Stage 4 in 2011 the gap reduced by more than four percentage points for those achieving five good GCSEs including English and maths compared with 2010.

Provisional GCSE results for this cohort of pupils in Surrey will be released during the autumn term 2012; this data will then be used to inform the setting of local targets early in the spring term for this group.


Priority	YTD Result	YTD Target	YTD RAG
Invest in school buildings and new schools places to meet the rising pupil population.	Green	Green	

On track to deliver school places & School places will be delivered within budget:

The school basic need medium term financial plan allocated funding for 2012/13 is £29.8m, with a further carry forward budget of £2.1m, giving a total 2012/13 budget of £32m. The forecast costs on those schemes currently scheduled to incur costs during 2012/13 is £29.6m, giving a forecast reported underspend of £2.4m as at the end of August.

The total number of school places required for September 2012 is 1,437. These have been delivered through modular builds and adaptations at a forecast cost of around £5.4m.

In summary school places required for September 2012 have been delivered and the overall capital programme for 2012/13 is forecasting to underspend by £2.4m. Work has already started on additional schemes which have been brought forward into 2012/13 for delivery of school places in the next two to three years. School planning, property and procurement in conjunction with the Hampshire partnership are all working together to deliver the school places required and remain within the overall £244m cash envelope allocated over the next five years.

Priority	YTD Result	YTD Target	YTD RAG
Improve the effectiveness of services to those children and families most at risk of not achieving their potential.	Amber	Green	

Young people identified in Year 11 as at risk of not participating in post-16 education, training or employment are participating at the start of the second term of Year 12:

Work continues with schools and other partners ahead of the first measure of this outcome in January 2013 to ensure the greatest number of young people who are at risk of becoming NEET as they leave school are helped into appropriate education, employment or training.


Key Stage 2 progress by low/middle/high attainment groups & Key Stage 4 progress by low/middle/high attainment groups:

As described above, the comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. In addition to the support for those most vulnerable such as pupils eligible for free school meals or looked after children, there has been a continued focus on improving the number of pupils who make at least 2 levels of progress from Key Stage 1 to Key Stage 2.

These two measures were introduced by the Department for Education for the first time in 2011. Initial indications for progress in 2012 from Key Stage 1 to Key Stage 2 suggest that all pupil groups (low, middle and high attainers at Key Stage 1) have made improvements in the proportion making progress in both English and mathematics compared with the previous year.

Further detailed results for both Key Stage 2 and Key Stage 4 cohorts of pupils in Surrey will be released during the autumn term 2012 with national and regional comparators made available by the Department for Education. This data will then be used to inform the setting of local targets early in the Spring term for these groups for summer 2012 and summer 2013.

## Customers & Communities

Priority	YTD Result	YTD Target	YTD RAG
Deliver a safe and successful Olympic experience in Surrey, maximising the long-term benefits for the county.	Green	Green	

All milestones in the schedule have been passed and the Games events delivered successfully.

### Olympic Events:

The Road Cycling events were the most complex of the entire Olympic Games. The events required an immense amount of planning and coordination. An Olympic venue was created on each event day - from scratch. Nearly 600 road closures, 600 tonnes of barrier, 4,000 cones, and a work force of 5,000 ensured that safe and secure events were delivered. All roads were re-opened within 3 hours of the events ending.

The events were an incredible success, and helped set the tone for a magnificent summer of sport. Team GB won three medals during the events and as a sporting spectacle millions of people tuned in to watch the races as they took place in Surrey, providing worldwide profile to the county.

The Surrey 2012 team has received many compliments from spectators who were from Surrey, the UK and even from abroad.

### Legacy:

The last stage of the Tour of Britain took place in Surrey on 16 September 2012, and in 2013 we are preparing to welcome the biggest charity cycle race in the world. Another major legacy will be the retention of the 450 'Surrey Ambassador' volunteers, who provided information and a warm welcome to thousands of visitors to the county.

### Pre Games Training Camps:

Surrey had thirty-five Olympic and Paralympic teams signed up to use the county's top class facilities. These included sporting giants like Team GB, Team USA, and Australia, as well as smaller nations such as Dominica and Mongolia.

The teams not only shared their sport and enjoyed the local hospitality, but also through the contracts that Surrey County Council helped to broker, they brought in more than £500,000 worth of extra business into the county (based on the value of contracts that came through Surrey County Council).

Economic and educational links are being explored with the countries, specifically Mongolia and Nigeria at present, which will help to form the legacy. We will be inviting teams back to train for international meets that take place in the future, including the 2014 Commonwealth Games in Glasgow, and the 2017 Athletics World Championships in London.

The 2012 debrief and legacy report will be taken to Surrey County Council when all partner agencies are available.

### School Games:

The 2012 P&G Surrey School Games were bigger and more ambitious than the previous year. Surrey's festival of school sport ran for 150 days and included the following highlights:

58 events,

9,988 young people took part,


127 young leader volunteers helped run the events,

232 schools took part (including 56 independent and 28 special schools).



The range of events was greater than anywhere else in the UK. In addition to traditional sports like football and cricket, the P&G Surrey School Games included disabled sport, chess, motorsport, and a range of innovative cultural events.

Next year the School Games plans to be even bigger, and to build upon this year's success.

Priority	YTD Result	YTD Target	YTD RAG
Reduce instances of domestic abuse through strong leadership and partnership working.*	29%	29%	

The number of overall incidents of domestic abuse increased marginally from 1,110 in July to 1,129 in August. The number (352) of repeat incidents of domestic abuse increased in line with the overall proportion of such incidents. It has been suggested that the Olympics, in line with many other major sporting events, may have had an impact on incidents during these time frame. The year-to-date position remains relatively static: 29% of domestic abuse incidents were repeat offences which matches the average trend for the previous three years. The level of reported incidents in Surrey is not thought to be higher than in other local authorities; however, it is difficult to find consistent comparable data due to differing recording practices across the country.

Work is being carried out to review and improve various elements of service in Surrey:

- Multi-Agency Risk Assessment Conferences (MARACs) are currently underway in Surrey. These are risk management meetings where professionals share information about cases of serious (i.e. repeat) domestic abuse and implement risk management plans. The County Council is currently auditing this process to ensure effective practice. This will explore whether MARAC arrangements are meeting the guidance of the local operating protocol.
- Undertake a “critical friend” review as part of ongoing quality assurance in agreement with the MARAC Steering Group chaired by the Head of Public Protection for Surrey Police. In November and December three of the four local MARACs will be asked to complete a self assessment with the other undertaking a more comprehensive assessment.
- Surrey have been complimented on the MARAC induction pack for attendees and supporting agencies, with the pack being recommended as an example of good practice.

The County Council, on behalf of partners, has also recently reviewed the service provided for victims of domestic violence and re-commissioned it to provide a single Surrey wide service that is delivered by the four providers in Surrey. This change will ensure greater consistency in service quality and will enable better joint working between the County Council and partner organisations. These services have new reporting targets and will be monitored on an ongoing basis as part of the contract.


The County Council, along with a range of external partners on the Community & Public Safety Board, commissioned a Domestic Abuse Rapid Improvement Event (RIE) that was undertaken in June. This event was intended to kick start and be the catalyst for co-ordinated change across all agencies in Surrey. Actions identified in the RIE are currently being planned and milestones for delivery will be available at the end of October. The key areas of improvement identified by the RIE are as follows:

- **Communication:** Work on domestic abuse in Surrey should fall under a single, joint, multi-agency mission statement that will drive cultural change and raise awareness. Key actions include:
  - Trail key message during domestic abuse week in October.
  - Domestic abuse communications group to develop a new communications strategy and develop suitable materials.
  - Community & Public Safety Board to agree joint agency key message for domestic abuse in

December.

- **Prevention:** The County Council will move from a reactive to proactive service. This will be achieved by offering preventative programmes that provide people with the skills and abilities to prevent an incident of domestic abuse arising. Key actions include:
  - Link with schools to develop and implement suitable materials as part of Personal, Social and Health Education (PSHE) syllabus that raise awareness of domestic abuse.
- **Response and early intervention:** The County Council is aiming to improve its effectiveness through flagging up risk and intervening at the earliest opportunity; reducing duplication and the number of assessments; and placing victims at the centre of its work. Key actions include:
  - Gather learning from a GP surgery pilot, which is asking about and proactively detecting signs of domestic abuse, and encourage further roll out.
  - Looking at a pilot to routinely share information on domestic abuse cases where young people are affected.
  - Pilot, in a defined location, a multi agency morning conference call to share information on DA cases in the previous 24 hours and agree initials actions and lead responsibilities.
  - To ensure that first response/Police interventions are gathering all the relevant information to enable the development of an appropriate solution.
- **Information sharing:** Seeking to ensure that all agencies are sharing information effectively to deliver the best outcome for residents. Key actions include:
  - Ensuring all relevant agencies are signed up to and implement the multi agency information sharing protocol.
  - Reviewing forms to consider an opt-out principle rather than an opt-in principle for information sharing.
- **Training and development:** The County Council is reviewing and developing its training to ensure that it is effective in raising the awareness of domestic violence. Key actions include:
  - Basic training on domestic abuse across all agencies is reviewed and developed to ensure it is fit for purpose.
  - Development of specialist training for key professionals

The Community & Public Safety Board, at its meeting on 12 September, approved a project plan and an outline work plan for the delivery of the identified improvements. There is no single action that improves outcomes for residents. Rather there are a number of linked actions that will deliver changes to the way in which services are offered and delivered, and so improve services to those people affected by domestic abuse across Surrey.

Priority	YTD Result	YTD Target	YTD RAG
Increase resident engagement, strengthen local democracy and place much greater emphasis on partnership working.	Green	Green	

Monthly milestones:

July:


Actions developed as a consequence of survey results: A question was added to the Surrey Residents' Survey to assess how residents would choose to engage with the Council. Residents who had attended a Local Committee meeting were also sent a questionnaire to evaluate their experience. The findings have been incorporated into the Public Value Review recommendations.

August:

Design/ Planning for website complete: Design and planning for the new website has been completed. A project plan now exists to build the platform and ensure buy-in from Surrey County Council services/ Web Operations/ Communication

September:


Future strategy developed for utilisation of web casting/ social media: The pilot projects have been extended to last for 12 months (this was initially three months). The learning from the initial three months has been recorded and will be central to the creation of the strategy closer to the pilots end dates.

Priority	YTD Result	YTD Target	YTD RAG
Improve fire prevention through increasing the number of Home Fire Safety Visits that are targeted on vulnerable households.	68%	60%	

To help prevent fires occurring in the first place, Surrey Fire and Rescue Service visit residents in their own homes to give advice on fire safety. Households that are most at risk to fire are a high priority. High risk factors include people over 60 years; living alone; mental health issues; alcohol and/or drug dependency; and smokers. The more factors that apply, the higher the risk.

From the beginning of April to the end of August, a total of 1282 visits have been carried out, of which 68% were to households at risk. This compares to 57% during 2011/12, and exceeds the 60% target set for 2012/13.

To ensure the target continues to be met, each Borough has a plan to carry out targeted home fire safety visits in their area. These plans are based on knowledge of the local area and ensuring that there are good arrangements in place with other agencies to enable referrals to be made where a vulnerable person would benefit from a visit.

Priority	YTD Result	YTD Target	YTD RAG
Establish 10 community partnered libraries as part of an innovative library service.	Amber	Green	


The cabinet indicator for Community Partnered Libraries (CPLs) measures the progress of the programme to establish ten CPLs.

With the additional equalities consultation and new Equalities Impact Assessment completed, Cabinet took a new decision approving the plans for the programme of CPLs in July, this was followed by a call in of the decision and report at the Communities Select Committee in August which upheld Cabinet's decision, allowing the programme of establishing ten CPLs to continue.

Significant progress has been made since then with steering groups to establish start dates. Byfleet library commenced working as a CPL on 22 September and was followed by New Haw library on 1 October. Future dates are set for Tattenhams on 12 November and for Virginia Water and Warmingham in January. This means that five out of ten CPLs now have commencement dates.

The service continues to work closely with steering groups to determine the next steps with each group, and to train volunteers. A possible starting date is being discussed with Stoneleigh and further meetings, and decisions on the next steps, are in process with Lingfield, Bagshot, Bramley and Ewell Court steering groups.

The schedule will be revised to take into account the additional time spent on consultation in the programme and start dates for CPLs.


Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Cost per contact.	46p	45p	

Cost per contact is a measure of how well the authority is performing at moving contact to cheaper channels, such as to the internet, where it is appropriate to do so and whilst maintaining high levels of customer satisfaction. It is the total money spent on customer contact divided by the total number of contacts (digital (such as internet and e-mail) and telephone).

The average cost per contact figure has fallen to 46 pence in August, so that it is within one pence of the year-to-date target of 45 pence. This reflects a sharp decline in phone contacts during this month (an annual trend that may reflect large numbers of Surrey residents being away on holiday).

An analysis of recent contact centre statistics has revealed that there are increasing numbers of 'chaser' calls (customers contacting the council to check the progress of an application/process). Efforts are underway to review and improve some of the processes that are backlogged. If successful the Council can expect to see a reduction in chaser calls and therefore a drop in the cost per contact number - less telephone calls equate to a smaller cost per contact figure.

This figure represents the total Contact Centre and Digital Delivery team budgets divided by the number of digital and telephone contacts. It does not include costs associated with IMT systems and other support functions.

Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Contacts through digital channels.	3,261,228	3,163,843	

The indicator measures the number of people using digital channels such as SCC's website, You Tube and Twitter feeds to access services.

A new software patch has upgraded the system used to report the number of web visits to the council's website and the target has been reviewed and approved by Corporate Board.

The number of digital contacts recorded in August has dipped following the peak in July (related to the Olympics), but remains close to the monthly target with the year-to-date target being exceeded by around 98,000.

Priority	YTD Result	YTD Target	YTD RAG
Complete the programme of Public Value Reviews for Customers and Communities and implement the agreed recommendations.	Green	Green	


The Council has a programme that looks at each service to ensure that we are delivering the best outcomes and providing value for money for Surrey residents. It is known as the Public Value Review (PVR) programme. There are nine PVRs in the programme for the Customers and Communities directorate.

The PVRs for both Fire and Rescue and Trading Standards have been completed and the actions that were agreed have been implemented.

The PVRs for Customer Services, Libraries and Registration have been completed and the actions that were agreed are currently being implemented.

The PVRs for Community Partnerships, Heritage, Adult Community Learning and Arts are underway. These PVRs are all part of Cultural Services and they are being looked at together as they are all part of our cultural strategy.

Each Review has a timetable for completion: progress against this timetable is reviewed on a regular basis to make sure they stay on track.


Priority	YTD Result	YTD Target	YTD RAG
Ensure an excellent customer experience through well-trained and motivated staff who exhibit Surrey values.	Green	Green	

The indicator for this priority of the Customers and Communities directorate is a survey of staff. This is currently being undertaken (as part of the council-wide staff survey) among a sample of staff from across the directorate's services.

Progress in terms of undertaking the survey is currently on schedule.

Once results are received the survey will help us to assess the progress of our action plan in improving our communication with staff, planning and change management, training and service quality; and whether this will have improved staff motivation and satisfaction.


## Environment & Infrastructure

Priority	YTD Result	YTD Target	YTD RAG
Work with District and Borough Councils and other partners to encourage economic growth.	Amber	Green	

Surrey Future is a joint initiative to protect and improve Surrey's economic prosperity in the long term. It will be a rolling programme of sustainable interventions that recognise and link to other strategies in this field, such as 'Surrey Connects'. Surrey Future will help to identify and prioritise investment schemes and enable us to lobby government and effectively lever funding for these schemes.


The Environment & Infrastructure Directorate Management Team agreed two priority work streams in late July, namely: 1) Rail strategy; 2) Congestion programme.

The Surrey Future Steering Board, chaired by David Hill (Chief Executive Guildford Borough Council ) will meet for the first time in October, with representatives identified from Surrey Chief Executives, Surrey Connects, the Local Economic Partnerships and Surrey Planning Officers' Association. The Chair agreed that the rail strategy and congestion programme work streams should go ahead and initial scoping and drafting work is consequently underway. This will be agreed with partners next month. Surrey Leaders will now receive an update in November, following the first Steering Board meeting, but the September Leaders' meeting is due to discuss a paper on the 'Surrey Proposition' (City Deals) which refers to Surrey Future.

Priority	YTD Result	YTD Target	YTD RAG
Develop bids for new funding to improve infrastructure and services.	Green	Green	

Surrey County Council successfully bid and secured more than Surrey's anticipated per capita share of Local Sustainable Transport Fund (LSTF) with success in three Surrey TravelSMART bids: Key Component Bid £3.93 million (April 2011); Large Bid £14.3 million (June 2012) and a thematic bid in partnership with Hampshire County Council (a portion of) £4.076 million (this was not included in the Key Performance Indicator).

A number of further bids have now been submitted to the Growing Places Fund (against an estimated per capita share for Surrey of £4.8 million): Sheerwater Link Road scheme (bid for £2 million led by Woking Borough Council) and Tannery Studios (bid for £200,000) are 'likely to be funded' by Enterprise M3, subject to completion of due diligence. The proposed Farnham Town Centre Package (bid for £2 million) and Surrey Wood Hubs Project (bid for £767,000) will be further developed. Caterham Fast Fibre Hubs has also received £163,000 from Coast to Capital's Growing Places Fund (this is a business-led bid).

Priority	YTD Result	YTD Target	YTD RAG
Secure external investment in the Basingstoke Canal to ensure its future value and use.	Amber	Green	


Investigations concerning the general navigability of Basingstoke Canal continue.

Remedial work on the canal locks in on track against the existing capital programme.

The model that has come out of initial water supply investigation is now being validated by the University of Southampton. The university will test the model and how much water is needed and investigate water sources to meet the modelled requirement.

A research report into the economic and social potential of the Canal (including potential development at the Mychett Canal Centre) has been completed by Colliers (consultants) and is being reviewed. Additional work is required in relation to potential development with non Surrey County Council developers (e.g. district and borough councils; Ministry of Defence).

Scenarios and high-level costs have been identified for the outline business case for investing in the future of the canal.





Priority	YTD Result	YTD Target	YTD RAG
Invest in new schemes to reduce costs and carbon impact for the Council and Surrey residents and businesses.	Green	Green	


A Renewable Energy Strategy for the Surrey County Council estate is being developed as a supplementary policy to the overall Surrey County Council Carbon and Energy Policy. The scope of the strategy has been established, for consideration by internal stakeholders. This includes a Key Performance Indicator and proposed target (to increase the amount of energy generated from renewable energy systems installed on the Council's estate) and an estate-wide business case for optimising financial return.


A baseline survey of installed capacity of renewable technologies on Council's own estate is underway.

In the meantime, work will continue on two areas of renewable energy:

- (i) Solar Photovoltaic (PV) on the school estate, with the second phase of third party funded installations entering feasibility stage, and
- (ii) Conversions to wood fuel heating, focussing on opportunities from the boiler renewal programme, subject to a positive business case.

Priority	YTD Result	YTD Target	YTD RAG
Repair road defects within specified timescales and to budget.	Green	Green	
% of immediate responses attended to and made safe to public within 2 hours	99.73%	98.0%	
% of safety defects repaired within 28 days	98.56%	98.0%	
% of safety defects responded to within 24 hours in accordance with the risk matrix	98.59%	98.0%	
<p>Daily reviews of performance and productivity within the Control Hub, together with weekly reviews of performance data between the Surrey County Council and May Gurney Management teams have improved the efficiencies in the scheduling of work to gangs undertaking defect repair work on the highway. Consequently, targets for defect repair across all categories have now been exceeded for four consecutive months in a row (May to August inclusive).</p> <p>Regular performance review will continue to be a key element in the way the service is managed by both Surrey County Council and May Gurney'.</p>			

Priority	YTD Result	YTD Target	YTD RAG
Deliver existing road schemes within specified timescales and to budget.	100.00%	98.00%	
<p>Consistently high scheme completion rates (from April to August inclusive only one scheme has failed to be delivered on time) have been facilitated by Surrey County Council Engineers and their counterparts in May Gurney working closely together to ensure that, once commissioned, schemes are suitably programmed and delivered to time.</p>			


Priority	YTD Result	YTD Target	YTD RAG
Improve Surrey's roads by developing a five-year capital investment programme (to begin in 2013) and extending local decision-making.	Green	Green	
<p>The 1000 worst roads in Surrey have been walked / assessed by the Project Horizon Team of engineers with further investigative work undertaken in particular locations. As a result, baseline pricing for 1000 schemes is now completed.</p> <p>Horizon planner programmers have developed a number of programmes for the delivery of works over five years. These programmes are forming the basis of discussion with our preferred supply chain partners. The commercial process has progressed with proposals from Supply Chain partners having been reviewed, preferred supply chain partners identified and further commercial meetings undertaken with these suppliers.</p> <p>Whilst initial savings levels have been identified, ongoing discussions are underway with these partners to finalise the discount levels to be applied.</p> <p>Initial work has been undertaken to prepare the business case which will be further progressed once</p>			



## Annex 2


commercial discussions have been finalised at the end of September.

Resident consultation is due to begin on 24 September for a period of six weeks. This will be in the form of a Roadshow taken to key places in all 11 Districts & Boroughs.

Priority	YTD Result	YTD Target	YTD RAG
Construct the new Walton Bridge on time and on budget to ensure it becomes operational by 2014.	Green	Green	

Walton Bridge main arch foundations are completed and erection of the main arch is programmed for October / November (depending on weather).

The operational date for handover of the bridge remains, as planned, for June 2013.

Priority	YTD Result	YTD Target	YTD RAG
Reduce the number of cyclists killed or seriously injured on our roads.	Green	Green	


Environment and Infrastructure Directorate Management Team agreed a high level cycling programme in mid August. Work is now underway to produce a detailed plan of delivery for the remainder of the year.

Scoping work is also underway to create a Road Safety Business Plan.

Surrey County Council has submitted an Expression of Interest to the Department for Transport Cycling Safety Fund, if successful the Council will receive funding for infrastructure schemes to improve cycling safety.

Meanwhile, Bikeability cycle training continues across the County: Instructor to child ratios have been improved so that instructors now train eight children and not 12. This gives pupils more cycling time.

An online customised training enquiry form has also been initiated, and in excess of 60 enquiries have been received during the past two months. The majority of these enquiries have resulted in courses being run. As part of the LSTF (Local Sustainable Transport Fund) funded Travel SMART programme we are offering discounted personal cycle training to residents in the Travel SMART towns, disseminated through events, such as the Guildford Cycle Festival, and targeted marketing in areas adjacent to new cycle infrastructure. The next phase will target major employers as part of the Travel SMART business travel planning package due to go live in October.

Priority	YTD Result	YTD Target	YTD RAG
Improve recycling performance so that it is consistent with the 2013/14 target of 70%.	55%	57%	

Recycling rates have slipped below monthly discrete and Year To Date targets in August. There are a number of factors that have affected recycling performance:

The loss of wood recycling outlets has reduced the opportunity for recycling this material. The Council continues to work with SITA to identify suitable markets for wood. Meanwhile, much of Surrey's waste wood is being stored whilst the Council waits for the market to recover.


Surrey County Council has also recently lost its rigid plastic recycling outlet due to falling demand from China and India. The Council is currently working with SITA to improve quality of the material collected for which there is more market opportunity. Meanwhile, plastic is now going to energy from waste where possible.

The Council is working closely with SITA to identify new recycling opportunities at our Community Recycling Centres.

Introduction of new collection systems, including food waste, has increased Waste Collection Authority recycling rates. However, the Council's analysis of the data shows that authorities that have already introduced new collection systems have plateaued and not continued to increase their recycling percentage. Surrey County Council is planning visits to each of the Waste Collection Authorities to discuss how to work together to increase recycling rates to meet the targets.

Reigate and Banstead and Tandridge are rolling out recycling schemes this year which will help to improve recycling rates but there is a time lag associated with these rollouts before performance improvements are seen.

Surrey County Council ranked 9th out of 32 Waste Disposal Authorities in England (for which published data is available) for waste recycled in 2011/12 [Source: WasteDataFlow].

Priority	YTD Result	YTD Target	YTD RAG
Begin construction of the Eco Park to ensure it becomes operational by 2014.	Green	Green	


The Environmental Permit has now been issued by the Environment Agency.

Surrey County Council have been informally notified by the Planning Inspectorate that there would be a hearing regarding the footpath diversion, as opposed to a public inquiry, and that this will happen on 9 January 2013. Statements of case are being prepared by SITA and Surrey County Council ahead of this public hearing.

We have been advised by the Department for Environment, Food, and Rural Affairs (DEFRA) that the approval of variation to the business case is imminent.


SITA are continuing to work on the various schemes required within the planning consent for the Eco Park and these will be submitted to the Waste Planning Authority in October 2012.

## Change & Efficiency

Priority	YTD Result	YTD Target	YTD RAG
Support our local economy by driving 50% of our spend through Surrey suppliers.	50%	45%	

This indicator is reported on a six monthly basis for the previous twelve months, looking at spend with suppliers in Surrey post-codes. The end of year performance for 2011/12 was at 41.6%.


The improvement in quarter two reflects new contracts, as well as an analysis of the supply chain for all contracts over £500k to identify situations where the supplier's invoice address is a non-Surrey processing centre but the delivery itself is within the county, and where larger suppliers who are not themselves Surrey-based actually pass much of what we spend with them on to Surrey-based sub-contractors.

Priority	YTD Result	YTD Target	YTD RAG
Deliver £25m of savings through better management of our suppliers and joining up our procurement spend with partners across the South East region.	£10.4m	£10.0m	

This indicator is broadly on track for delivery against target, with savings from a number of significant projects in the pipeline still remaining to be signed off by year-end. Achieving the target is heavily dependent on the delivery of savings from schools construction projects in partnership with Hampshire County Council. Savings on Capital will be delivered, however some will be delivered next financial year, not this financial year.


Priority	YTD Result	YTD Target	YTD RAG
Reduce CO <sub>2</sub> emissions and energy usage from Council buildings by 21% from the 2009/10 baseline of 35,417,941 kWh.	12.63%	14.25%	

Energy and CO<sub>2</sub> reduction performance has fallen slightly since last quarter (16.8%) against the quarter one target, however results remain on track for year end (original quarter one target 9.5% / stretch quarter one target 14.25%). The performance was affected by unseasonably cool weather during April & May.

Priority	YTD Result	YTD Target	YTD RAG
Identify and develop opportunities to maximise the use of assets to support regeneration projects and the economic growth agenda in partnership with external organisations for the benefit of Surrey residents.	Green	Green	


Eight property viability studies (on target) and two feasibility studies now in progress, one of which (Knowle Green) has the benefit of being granted 'Pathfinder' status by the Department for Communities and Local Government in January 2012.

Regarding Knowle Green, as at 13 September 2012 a Joint Working Agreement will be agreed with partners, which will set out the full extent of each party's share of costs, liabilities and benefits in connection with the proposed scheme, in anticipation of a full feasibility study. This is a real example of partners working together to deliver benefits for Surrey residents and their communities.

Priority	YTD Result	YTD Target	YTD RAG
Delivery of the Surrey Primary Data Centre and a single IT Network (UNICORN) project that will unify Surrey public services and deliver Superfast Broadband.	Green	Green	

Network - UNICORN contract has been signed with work beginning immediately. The County Council will be the first to replace their network, along with the shared district and borough networks across Surrey and Berkshire. Three suppliers remain in the final stages of tendering. The SuperFast Broadband contract is also progressing well with contract awarded in July 2012.

Datacentre – The site is now complete and occupation of County Council equipment started in July 2012. The move of all Surrey County Council systems will be completed after the Olympics. Early adopters of the Data Centre include Woking Borough Council and Guildford Borough Council, with other services and users following. District and Borough Leaders to visited the Data Centre on the 5 July 2012.

Priority	YTD Result	YTD Target	YTD RAG
Reduce reliance on government grant and council tax for future funding.	Green	Green	

The Funding Strategy is being led by a project team, established in May 2012, who have been progressing the diverse 12 work streams that have been identified as impacting on the level of future funding of the Council. Although the programme is being led by Finance, and sponsored by the Chief Finance Officer, engagement with service experts across several services is key to maximising opportunities.


The pace of the various work streams varies: several are directly linked to the medium term financial planning process (eg council tax localisation, business rate retention, school funding review), while others are linked to cultural changes (eg staff awareness of funding as much as spending), development of long term strategies (eg in relation to assets) and partnership relationships.

While some work streams will result in increased income for the council (eg fees and charges, treasury management review, asset strategy), others are focused more on avoiding a deterioration in existing levels of funding (eg council tax benefit localisation). Benefits beyond Increased income are also expected, for example improved reporting to residents.

## Annex 2


Significant stakeholder engagement and political support will be required to enable the delivery of this programme over the long term, which includes bringing together significant work already being delivered across the organisation which supports this agenda.

Programme progress is being reported through a variety of governance arrangements, including Change & Efficiency Leadership Team, Cabinet, Audit & Governance Committee and, Overview & Scrutiny Select Committee.

Priority	YTD Result	YTD Target	YTD RAG
Continue to develop and deliver income and efficiencies through partnership working and our business solutions offer.	Green	Green	

We are currently in detailed discussions with a number of public sector organisations for the provision of back office functions. A project team has been established to ensure that any partnership arrangements that we enter into are successful.


The partnership arrangements with East Sussex and Hampshire County Councils are progressing well.

Priority	YTD Result	YTD Target	YTD RAG
Increase the number of internship and apprenticeship opportunities within Surrey.	50	50	

The Council is committed to recruiting apprentices, some of whom were young people previously not in employment, education or training (NEETs). As the apprenticeship scheme continues to grow, the Council has been able to offer a wider range of opportunities across the service areas including Adult Social Care, Highways, Countryside Management, Surrey Fire and Rescue, 2012 Team and the Shared Service Centre.

There have been 50 apprenticeship starts in the period 1 April to 10 August 2012, including permanent staff registering for an apprenticeship qualification.

## Chief Executive's Office

Priority	YTD Result	YTD Target	YTD RAG
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.*	Green	Green	


A number of research programme milestones have been achieved. These include:

- Customer analysis of residents in 'non-broadband' areas to support the Superfast Broadband project (see paragraphs 38-40). Results helped the County Council to understand demand for Superfast Broadband and informed the competitive dialogue procurement process. Headline results showed that 99% of residents would like to be able to access faster broadband speeds and 98% of businesses said that superfast broadband would benefit them..
- The refreshed Joint Strategic Needs Assessment chapters on ethnicity, sexual orientation and population will be ready for publication in October 2012.
- Commissioning ESRO to undertake a qualitative research project to gather information about the impact of welfare reform on vulnerable residents. Key groups being targeted include: disabled adults; disabled young people about to transition into adulthood; lone parents; and parents of large families. The final report from this research will be available in November and will be used to support business planning across the County Council.
- The first release for Census 2011 being uploaded into Surrey-i to give users easy access to Surrey specific Census data. Currently, the County Council is preparing for the second release of data, which will include ethnicity information and data that allows more localised analysis. As with the first release of data the County Council will produce a series of accessible analysis summaries.

Additional pieces of research have been undertaken as part of the research programme including:


- Data analysis to inform the County Council's Family Support programme (see paragraphs 12-13). The analysis mapped the location of families with multiple problems to give an accurate understanding of their locations across the county. This analysis also compared this data with that from the Index of Multiple Deprivation and Mosaic Public Sector. This helped the County Council to build a better understanding of the challenges facing these families.
- Customer analysis to inform a targeted approach to communications with people who may be interested in providing family based care for adults with learning disabilities.

There were 5,051 unique visitors to Surrey-i between 1 July and 12 September 2012. This is approximately 1000 more unique visitors compared to the same period last quarter (4,069).

Priority	YTD Result	YTD Target	YTD RAG
Preparing for the next Council, beyond the 2013 elections, and achieving the SE Charter Plus for Elected Member Development.	Green	Green	

Following its approval by the Member Development Steering Group (MDSG), the Charter Plus self-assessment and action plan was submitted to South East Employers, who have confirmed that, if all the scheduled actions are completed, the County Council will be "well on the way" to meeting the Charter Plus standard. The specific areas where further progress would be required include the use of role profiles to inform Members' performance review; the introduction of individual learning plans via a Personal Development Plan process; evidence of joint learning activities with Districts and Boroughs; and the evaluation of the impact of member development on shaping the delivery of the Council's strategic priorities.


In terms of preparing for the next Council, the MDSG at its next meeting will start making plans for the approach and content of the induction programme for the new Council. The group will also consider the final draft of the Prospective Councillors' booklet and will be invited to contribute ideas for other pre-election activities.

Priority	YTD Result	YTD Target	YTD RAG
Working with Directorates and partners to complete the three-year Public Value Review programme.	Green	Green	

The Council remains on track to complete the programme of Public Value Reviews this year. So far, 25 PVR's have been completed with reviews of Heritage, Adult Community Learning, Arts, Mental Health and Community Partnerships still in progress.

At the end of the 2011/12 financial year the programme had 'banked' £37m of savings. The latest forecast cumulative savings that the programme is projected to deliver is £281m by 2015/16.


A 'closing report' for the Programme will be presented to the Cabinet in November 2012.

Priority	YTD Result	YTD Target	YTD RAG
Ensure rural communities have access to services through new technologies by driving delivery of Superfast Broadband in the least accessible parts of Surrey.*	Amber	Green	


As part of Surrey County Council's work to increase access to public services, via the internet, the Council is continuing to progress its Superfast Broadband project. Once complete, this project will ensure that nearly 100% of Surrey's residents and businesses have access to broadband internet.

In July the County Council's Cabinet selected British Telecom (BT) to be Surrey's preferred supplier for Superfast Broadband and approved the release of £20m in capital funding to support the delivery of this project. The contract between the County Council and BT was subsequently signed in September. The County Council is now awaiting final European Union (EU) State Aid approval before this project can commence. Broadband Delivery UK (BDUK) in the Department for Culture, Media and Sport are currently working with the EU to agree an umbrella State Aid notification for all UK Local Authorities and the latest information from BDUK indicates that this is expected to be completed in autumn 2012.

Until State Aid approval is given (which is expected within the next few weeks), Surrey County Council and BT can only carry out preparation works. This includes: finalising the project plan; developing the Communications Strategy; joint branding and marketing; finalising governance structures; and establishing the co-located project office. Once EU approval has been secured, initial work will involve the necessary survey and planning works required before properties can be connected to the new broadband infrastructure.

Priority	YTD Result	YTD Target	YTD RAG
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.*	Amber	Green	

A consultation on a new approach for commissioning VCFS infrastructure in Surrey from 2013 ran until the end of June. The proposed commissioning framework had been designed with partners, including the VCFS, and focused on outcomes for Surrey residents including increasing volunteering. The aim of the approach is to support effective and sustainable VCFS infrastructure in Surrey. The consultation received a very good level of response and cross-section of view were expressed, The key messages were: unanimous agreement on the outcomes; not pursuing a competitive tendering process for 2013 and strong support for infrastructure provision at county and local level, all of which the County Council accepted in its response. Officers have worked closely with partners and existing service providers to design a fair means to distribute funding to infrastructure organisation to deliver the agreed outcomes and ensure that financial stability would be maintained for all. That approach has now been finalised, with funding for 2013/14 confirmed with all organisations. Further work is now underway with partners and the sector to agree how the outcomes will be delivered, supported by better partnership working and robust performance management arrangements. The aim for 2013/14 is to strengthen and embed this outcomes-focused approach.

Priority	YTD Result	YTD Target	YTD RAG
Working with Directorates and partners to find ways of using social media to improve service delivery and public Involvement.	Green	Green	

Over the past quarter social media have had a practical application in successfully helping to reduce call volumes about the Olympic events. Many questions were able to be answered as they arose on the council-sponsored Go Surrey Twitter and Facebook accounts. For example, on the day of the men's cycling race (28 July) there were 623 clicks on the Twitter links to race day information. There were 95 clicks on the link to information describing the process for re-opening Surrey roads after the race.

The 2012 cycling events provided a significant stimulus to social media use, prompting a surge in Surrey people engaging with the council. The number of followers continued to rise for three of the council's main Twitter feeds - Surrey Matters now has 5,258, Surrey News has 5,629 and Go Surrey 2,430. The Surrey Matters and Go Surrey Facebook pages have now reached 519 and 1,141 followers in the second quarter. The three most popular stories on the social media channels were the London 2012 Games, the Tour of Britain and the Guildford Cycle Festival.

News videos on the Surrey News site attracted 16,658 views. The communications team produced four videos during the period - the Tour of Britain route, Sigma cycle team in training, Olympic time trial riders prepare, virtual tour of revamped Woking library.



# Quarter Two 2012/13 Business Report

## Annex 3

### One County, One Team: People Strategy 2012-2017

23 October 2012

Progress Report

Report of: Ms Denise Le Gal, Cabinet Member for Change and Efficiency

Lead Officer: Carmel Millar, Head of Human Resources & Organisational  
Development

Organisational People Strategy 2012-17 sets the direction for people, culture and performance over the next five years, comprising 12 County Council promises and 11 Employee promises (Appendix A). The Strategy is pivotal in helping us attract and retain talent.

This report complements the Q2 Cabinet scorecard commentary and provides an update of the progress on implementing the Organisational People Strategy agreed on 29 May 2012.

Cabinet is asked to note the progress made in establishing the Organisational people strategy.

## **1. Strategic direction and objectives**

- 1.1. Our strategy aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It builds on the good progress we have made over the last three years and focuses on the 3 key priorities: Passion for public services, Great leadership and One team.
- 1.2. It also represents to the 93% of residents who told us they believe it is important that Surrey County Council creates the best workplace for Surrey people. Source 'Surrey in 2017' survey (November 2011).
- 1.3. Our objectives
  - 1.3.1. To measure the impact of the Organisational People Strategy on the culture and performance of the organisation.
  - 1.3.2. To put in place targeted projects and activities that directly contribute to the achievement of the Organisational People Strategy as well as the HR &OD workforce objectives by December 2012.
  - 1.3.3. To deliver on the range of projects and activities that enable staff and managers to achieve their promises to the organisation during the life cycle of the programme 2012-2017.
  - 1.3.4. To establish and embed programme and project management to facilitate the effective delivery of each piece of work.
  - 1.3.5. To measure the success of each project and activity so that benefits are realised by the end of the programme.

## **2. Progress**

- 2.1. A governance framework is in place following consultation and engagement with programme stakeholders.
- 2.2. Programme Board is in place attended by Change and Efficiency directorate leadership team, Head of Communications and an invited external senior HR Director (name tbc). The focus of the Board will include monitoring and driving the communication and engagement strategies.
- 2.3. Targets and measurement criteria have been developed for each employer promise and will be reported as part of the Cabinet scorecard. Reporting will continue to be developed as the programme moves forward.
- 2.4. The promises in the Organisational People Strategy and HR&OD workforce objectives have been summarised and organised into 5 work streams (table 1 below).
- 2.5. A programmed approach has been established and work streams are in place.
- 2.6. Each work stream is lead by a named senior officer, and will have a Corporate Leadership Team (CLT) mentor to advise on the wider context.
- 2.7. An internal communications strategy has been prepared and will develop further over the next few months as the activities in each work streams are scoped.

<b>Workforce Development &amp; Performance</b>	<ul style="list-style-type: none"> <li>• Strategic workforce planning</li> <li>• Employee performance and appraisal</li> <li>• Strategic partnerships</li> </ul>
<b>Nurturing talent</b>	<ul style="list-style-type: none"> <li>• Employee and management development</li> <li>• Coaching</li> <li>• IT competency</li> </ul>
<b>My Reward</b>	<ul style="list-style-type: none"> <li>• Modern reward for recruitment &amp; retention</li> <li>• Career frameworks</li> <li>• Flexible rewards and benefits</li> </ul>
<b>Well-being</b>	<ul style="list-style-type: none"> <li>• Health, safety &amp; well being for all staff</li> <li>• Fairness &amp; Respect</li> <li>• Inclusive culture</li> </ul>
<b>Employee Experience</b>	<ul style="list-style-type: none"> <li>• Smarter tools &amp; systems</li> <li>• Smarter working</li> </ul>

**Table 1 – The Organisational People Strategy Workstreams**

**3. Key milestones for quarter 3**

- 3.1. Programme board sign off definition and scope of activities within each workstream, including success criteria.
- 3.2. Project leads, business cases where appropriate, project infrastructure and resourcing for each workstream confirmed.
- 3.3. Engagement approach to promote Employee promises in place with associated measures.
- 3.4. Staff survey temperature check analysis completed.

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will have an effective annual appraisal</b>	-	80%	To be reported in Q3

All eligible staff should have an effective annual review of their performance and a discussion about their development and objectives for the coming year.

This promise will be measured by the responses to 7 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:

1. Have you had an annual appraisal in the last 12 months?
2. How useful did you find it?
  - For my work and responsibilities?
  - For my future career and development?
  - For providing a full and open discussion of my strengths?
  - For providing a full and open discussion of my areas for improvement?
  - For target/objective setting for the coming year?

Services have been engaged through the Strategic Directors with confirmation of which staff have an appraisal. We are refining in Quarter 3 a process to enable automatic uploading onto SAP for ease of reporting for future quarters.

The 2012/13 target (80% of eligible staff) is based on actions completed throughout 2012 to address the practical factors underlying non completion of appraisals (simplified paperwork, flexibility to schedule appraisals during the year) with a strong message from the CLT on the importance of completing appraisals with an emphasis on the quality of the discussion.

Following the September 2012 temperature check survey, pockets of non completion will be identified. HR&OD Advisors will engage with teams and managers to identify and develop local action plans to improve completion. Affecting a change in culture over the medium to longer term will be factored into the profiling of this target, moving incrementally to 100% by 2017.

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have a development plan linked to their goals and organisational goals</b></p>	-	70%	To be reported in Q3
<p>This indicator is about staff having opportunities to discuss their development and how it links to their and the organisation's goals, this may be as part of, or outside the appraisal process. The development plan is an outcome of these discussions, normally with an individual's line manager.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. I have had the opportunity to discuss my career development in the last 12 months.</li> <li>2. I understand how my work supports the residents of Surrey.</li> </ol> <p>As we progress through the PVR programme, it is recognised that conversations around career development can for some be more challenging. This is taken into account in setting the 2012/13 target.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to encourage individual ownership of their career development and provide tools and support to facilitate this.</p> <p>Tools have been published to increase self support for staff, these include eLearning, templates and guidance and Managers have been invited to become careers coaches to improve career development at a local level and to expand the network across the organisation.</p> <p>Career frameworks are being developed to create pathways for staff across the organisation to support their development into new and different roles.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Every team to have regular team meetings or discussions.</b>	-	75%	To be reported in Q3
<p>Having opportunities for informal learning, knowledge sharing and problem solving as well as providing a supportive environment within which each team can operate and fulfil its objectives is essential to the establishment of highly performing teams.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. My immediate line manager/ supervisor encourages us to share good ideas</li> <li>2. In the last 12 months, how often have you had a team meeting?</li> </ol> <p>The 2012/13 target (75% of eligible staff) is based on a stretch target from the 2011/12 result for this indicator (65%). This reflects the activity underway to support team development and establishment following service level Public Value Reviews (PVRs) as well as the Smarter working activities exploring how teams work together.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to support opportunities for knowledge sharing and team growth.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have regular time with their manager focused on their performance.</b></p>	-	70%	To be reported in Q3
<p>The organisation has committed that all staff actively attending for work are entitled to regular discussions regarding their performance. This is congruent with the quality framework for the council (plan, do, review &amp; revise) whereby performance at an individual and project level should be reviewed and feedback sought in order to improve individual and organisational performance.</p> <p>This promise will be measured by the responses to a question in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> <li>1. My immediate line manager/ supervisor meets with me regularly to talk about my performance</li> </ol> <p>The 2012/2013 target of 70% is based on a stretch target from the 2011/12 result for this indicator (60% of eligible staff). This reflects the work including training courses delivered to improve appraisal and development plan completion and to build up a coaching culture across the organisation.</p> <p>The 2013–2017 targets will be profiled to reflect the programme of activity planned to support management development (People Management pathways) and increase the coaching network to equip managers to have effective performance discussions with their staff with the aim of all active employees reporting regular time with their manager focussed on performance.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have the equivalent of 36 hours a year training and development</b></p>	6.81 hours	5 hours	G
<p>This is a measure of how much training and development each employee will receive and recognises the importance of continuous learning and development for all staff. The aim is to ensure that Surrey County Council is an attractive employer, has employees who are properly trained to do their jobs and who have equal access to development opportunities. Learning will not just be delivered via classroom events. A more 'blended learning' approach is being taken and will include e-learning, learning on the job, and other means of professional development. This approach responds to issues raised in previous staff surveys where access and duration are sited as barriers.</p> <p>The 2012/13 target of 20 hours is based on the estimated volume of development that is recorded in SAP and the known training attendance profile (Quarter 1, 15%, Quarter 2, 10%, Quarter 3, 33%, Quarter 4, 42%). Incremental targets have been set to meet the overall target of 36 hours per full time equivalent (f.t.e.) by 2017.</p> <p>There have been variations in training opportunities throughout SCC. People tell us they are interested in smaller 'bites' of training and training that they could do at their own pace and at a time to suit service delivery and the individual. Workforce planning events have been undertaken with directorates to better understand learning and development requirements now and for the future. This will improve planning, delivery and overall effectiveness of our investment.</p> <p>Reporting at this time is limited to classroom training booked via SAP. Training and development takes place that is not captured for example continuing professional development. Work is underway to identify and establish means of capturing and reporting on all development activities across the organisation. An e-learning strategy has been developed and various technology platforms (options) assessed to provide the most cost effective and efficient solution for SCC.</p> <p>Further detail on training attendance as part of STARS is available in the Change and Efficiency priority reference CAE09.</p> <p>A recent Public Value Review on training services has established effective from September a new Organisational and People Development service aimed at better capturing training needs for individuals, teams and services.</p> <p>The historic take up of training has been analysed to inform target setting and the profiling of these targets throughout the financial year. A web based tool, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) to provide wider and easier access is being established.</p>			



Promise	YTD Result	YTD Target	YTD RAG
<b>We will maximise smarter working</b>	46.98%	45%	G
<p>This indicator represents the percentage of those, whose information we have collected, have adopted a “mobile profile” in how they work. This is part of the Making a Difference programme and relates to the work profiles (Dweller, Team Resident, Venue User, Networker, Roamer, Home worker). It is important to note that work is underway to begin to simplify the profiles, a further update will be provided in Q3 reporting.</p> <p><b>This promise is also reporting as:</b></p> <p><b>Change and Efficiency priority reference CAE10, ‘Support staff to work in a smarter work – 55% of our office based staff will work in a more flexible way through the use of new technology.’</b></p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have the right equipment and training to enable them to do their job.</b></p>	-	-	To be reported in Q3
<p>It is an essential factor and for wellbeing that people have the right equipment to do their job and are trained effectively to use that equipment. This promise aligns and promotes the delivery of a key recommendation for an earlier Public Value Review to develop the organisation's IT skills and competence through joint training provision. It also promotes improvements and innovation in use of new technologies through the 'modern worker project'.</p> <p>An IMT training board has been established, jointly chaired by The Heads of Service in HR&amp;OD and IMT, with representation across all directorates.</p> <p>Each area has identified their IT equipment and training needs so they can be mapped at organisational level, prioritised and resources identified and deployed effectively. The outcome of this exercise will determine the targets and measures for this promise and progress against this plan will be reported at Quarter 3.</p> <p>To facilitate this, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) project is underway with an initial pilot scheduled for 8<sup>th</sup> October and full roll out aimed by the end of the year. This will provide an online tool for learners to access support and development using eLearning as well new functionality such as forums and web chats.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Every manager will undertake the people management development modules</b></p>	<p>528 days of learning</p>	<p>340 days of learning</p>	<p>G</p>
<p>A high performing organisation needs managers who are competent and confident to manage their people. There is also a need for consistency and fairness throughout the organisation. Through various feedback measures e.g. Staff survey, performance reviews/personal development plans, it became clear that this was an area for improvement throughout the organisation.</p> <p>There are three courses that provide people management development which are targeted at managers from team leader to middle manager levels. Two six day courses which each result in ILM awards at either levels 3 or 5. There is also an internal modular course 'the people management pathway' which is aimed at managers which is ILM accredited. The nine modules in the people management pathway, which take in total 6 days to complete, have been developed specifically to meet the needs and expectations of SCC and launched in 2010 as part of the overall STARS programme. The target is for each eligible manager to attend six days people management development by April 2015, to complete either an ILM qualification or the people management pathway.</p> <p>The 2012/13 end of year target is 1360 days of learning. This is based on 3 episodes of training each year for the target of 973 managers, minus those who have already attended.</p> <p>Work is underway to prioritise and plan attendance at training and to identify those managers who have achieved an equivalent competency level through alternative means. The aim is to ensure that all our managers are operating at a similar level of proficiency. This activity will be supported by the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) will be piloted from October 8<sup>th</sup> 2012.</p> <p>There is a clear commitment to improving management practice, and quality training programmes exist – both internal (SCC People Management Pathways) and external (Institute of Learning and Management) to support managers in their jobs. There is no desire to duplicate previous comparable training, and measures are being put in place to enable us to accurately report on training progress and to achieve this promise.</p> <p><b>Note: The coaching element of this promise is now reported as part of 'Everyone will receive coaching training' to ensure consistency of reporting.</b></p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will receive coaching training – non managers</b> <b>Everyone will receive coaching training – managers</b>	114	115	A

An organisation adopting and practicing a coaching skills and mindset builds self confidence and promotes excellent performance. It is more responsive to customer needs, develops new and innovative ways of working and strengthens collaborative working.

This promise provides for everyone to receive a level of coaching training appropriate to their role. Managers will attend Advanced Coaching for change course or the ILM workplace coaching courses. Non managers will attend either a one day classroom course or access e learning.

Everyone will have the opportunity to access trained coaches. A coaching pool of internally trained coaches has been set up. 50 coaches have signed up and are available for people to access these skills. Marketing on this new self service coaching pool is planned for October and take up will be monitored and reported as part of this promise.

<b>Non Managers</b>	<b>Managers</b>
<p>Incremental targets to 2017 have been established approx 7000 events (comprising 1 day classroom training, e learning, coaching sessions) which represents a coaching experience for everyone.</p> <p>A one day coaching course was introduced in 2011/12 financial year as part of the STARS programme, 85 people have attended. The end of year target for 2012/13 is 150.</p> <p>Coaching e learning is in development, part of the e learning strategy. This will supplement the 1 day classroom course and will be launched early 2013 supported by the Coaching pool.</p>	<p>Incremental targets to 2015 have been established on a cohort of 580 managers to attend Advanced Coaching for Change course. 227 managers have attended the 5 day course in 2011/12 financial year.</p> <p>In addition, incremental targets to 2017 have also been established on a cohort of 620 more junior managers to attend ILM level 3 workplace coaching programme. 40 managers have attended the programme in 2011/12 financial year.</p> <p>The end of year target for 2012/13 is 205 trained coaches.</p>

**Note: This promise now includes all coaching to ensure consistency of reporting. Previously the managers promise was included in ‘Every manager will undertake the people management development and coaching modules’**

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will be trained to a minimum level of IT competency</b>	-	180 members of staff	To be reported in Q3
<p>Ensuring that all staff are able to complete a standard set of actions using their IT equipment will provide a platform for individuals to make the most of the available technology to support them in delivering their work. This promise is a measure of how many staff complete an assessment against a minimum level of IT competency.</p> <p>Adopting a ‘competency testing solution’ will enable us to target our training resources to be most effective and increase performance in the workplace</p> <p>A number of staff have already demonstrated that they meet a minimum level of IT competency for their role through formal qualifications (such as the ECDL). These will need to be checked to ensure the knowledge is still current. Those that are not in receipt of a current appropriate qualification will be invited to complete an online assessment and a range of learning interventions made available for those staff who identify areas for development.</p> <p>Large volumes of staff will undertake an online assessment against a number of standard IT competencies. A pilot exercise will be delivered from 8<sup>th</sup> October.</p> <p>The deployment of the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style), to be piloted from 8<sup>th</sup> October will provide an efficient way of monitoring completion and training support although this will not delay the roll out of the assessment. Following completion of the pilot the assessment will be rolled out to the whole organisation on a directorate basis. This will ensure the resources to provide follow up support can be effectively deployed as the scheme is rolled out.</p> <p>The target for 2012/13 is based on the number of staff who complete the assessment. Completion time of follow up support will be provided as part of the commentary.</p> <p>All assessments and training will be complete by March 2015 and the target for 2013- 2015 is profiled based on planned completion rates by directorate.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have a fair and manageable workload</b></p>	-	80% members of staff	To be reported in Q3
<p>This is a measure of staff perception, to determine the level of additional time spent beyond acceptable discretionary effort as a means of supporting employee wellbeing in the workplace. The employee survey shows that staff express high concern regarding workloads.</p> <p>This promise will be measured by the responses to a question in the temperature check survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> <li>1. I feel I have a fair and manageable workload.</li> </ol> <p>Through responses to previous staff surveys and through the joint management Trade Union health checks in Childrens services we know this is an are of concern for our staff. The aim is to ensure that Surrey County Council nurtures, values and retains high performing staff by growing a strong performance and coaching culture that encourages engagement, wellbeing and retention.</p> <p>The appraisal templates and 360 degree feedback have been revised and promoted widely, with an increase in effective performance evaluation and completed appraisal by volume. The Fairness Champions Network and Mediation service continue to support staff and managers who need to settle any disagreements quickly, without requiring formal process. Further exploration on effective performance management, through the Employee Survey and Temperature Checks has been developed.</p> <p>Further concentrated effort is planned to improve the performance appraisal completion rates and quality supporting the allocation of a fair and manageable workload. The new Performance Management Policy under development will set out clear requirements, both for ongoing performance review and effective appraisals. The Employee Assistance Programme offer is improving, with increased uptake, with regards to confidential conversations. The Performance Coaching offer is being developed, with a large pool of trained and available coaches. An I-resilience tool (promoted by the Heath &amp; Safety Executive) is being rolled out and further promoted. Employee Engagement is being further developed and we are working closely with Surrey County Council Trade Union groups (SCCTU). Smarter Working is being widely promoted, to encourage greater wellbeing, better work planning and increased engagement.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>We will help each other and act early when someone needs extra help and support.</b></p>	-	80% members of staff	To be reported in Q3.
<p>This promise is about all of us taking responsibility for each others' wellbeing. We know from previous staff surveys that we are above the IPSOS Mori top 10 organisations as regards 'I am treated with fairness and respect'. However, it is not everyone's experience and harassment and bullying is a concern for some of our staff which is not acceptable.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. I receive timely help and support I need from my colleagues</li> <li>2. My immediate line manager/supervisor creates a workplace where I feel supported</li> </ol> <p>A series of rolling initiatives to promote and support duty of care, staff welfare, wellbeing and personal responsibility are in place. These include Local Workplace Fairness Champions, Mediation, Coaching, Employee Assistance Programme and STARS. Behaviours strongly focus in appraisals and 360 degree feedback.</p> <p>Further concentrated effort is planned to improve the performance appraisal behavioural competencies. A performance management coaching culture is being developed. Wider and further promotion of engagement, wellbeing and preventative initiatives and leadership messages, are needed to improve early take up of resources. Greater attendance on related STARS training is required. Service level Health Checks or equivalent activity are planned with greater promotion and take up of an I-resilience tool (promoted by the Health &amp; Safety Executive).</p>			

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# Quarter Two 2012/13 Business Report

## Annex 4

### One County, One Team: Fairness and Respect Strategy 2012 – 2017

23 October 2012

Progress Report

Report of: Mrs Kay Hammond, Cabinet Member for Community Safety

Lead Officers: Liz Lawrence, Head of Policy & Performance and Carmel Millar, Head of Human Resources & Organisational Development

## Background

1. Surrey County Council approved its [One County, One Team: Fairness and Respect Strategy 2012-17](#) in March 2012. This Strategy sets out 11 priorities that seek to promote a culture of fairness and respect across the county and ensure the needs of vulnerable residents are met. The Strategy also fulfils the County Council's statutory duty<sup>1</sup> to publish equalities objectives for the organisation.
2. The priorities contained within the Fairness and Respect Strategy were developed by analysing a robust evidence base to identify the different needs of residents in Surrey. This evidence base used data and information contained within [Surrey-i](#) (Surrey's local information system) and the [Joint Strategic Needs Assessment](#), the findings of recent consultations with the public and other local and national sources of data. In developing the Fairness and Respect Strategy, the County Council also worked with the Cabinet Member for Community Safety; the County Council's Overview and Scrutiny Committee; public sector organisations such as NHS Surrey and voluntary and faith sector organisations. In addition, the County Council's External Equality Advisory Group played a valuable role in shaping the priorities.
3. The County Council actively sought to embed the priorities of Fairness and Respect alongside its wider strategic priorities. As such, each priority within the Fairness and Respect Strategy is linked to the outcomes in the [One County, One Team: Corporate Strategy 2012-17](#) and has been incorporated into Council Directorate Strategies.
4. This **annex provides an overview of how the County Council is embedding fairness and respect in its policy and decision making processes**. It also sets out the **progress** the County Council has made in the first two quarters of 2012/13 towards **delivering the specific priorities** within the One County, One Team: Fairness and Respect Strategy.

## Embedding fairness and respect in policy and decision making

5. Since the publication of the Fairness and Respect Strategy in March 2012 the County Council has undertaken further steps to embed fairness and respect in the Council's policy and decision making processes. Significant progress was made in quarters one and two of 2012/13 in the following areas:
  - **Strengthened business planning:** Building on progress made in 2011/12, the County Council has further integrated fairness and respect into its annual business planning process. As part of the 2013/14 business planning cycle, equalities analysis will be undertaken in respect of all savings proposals. The findings of this analysis will inform the further development of these proposals and will be presented to Cabinet when it considers the Medium Term Financial Plan in March 2013.

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<sup>1</sup> As set out in the Public Sector Equality Duty.

- **New Equality Impact Assessment (EIA) guidance and template:** Working with the External Equalities Advisory Group and Trade Unions, the County Council has developed a new EIA template and guidance. This new template incorporates lessons learnt from recent judicial reviews from across local government. It also ensures equalities analysis undertaken by the County Council focuses on the statutory protected characteristics<sup>2</sup> and the requirements of the Public Sector Equality Duty. This new guidance will underpin all future equalities analysis of proposed changes and/or amendments to a County Council policy, service or function. Both Cabinet and the Council's Corporate Leadership Team received training in September 2012 on the new EIA template and guidance, which was also promoted widely to County Council officers.
- **Improved data about Surrey's residents:** As part of the ongoing improvements to [Surreyi](#) (the County's local information system) resident data is now easier to access. Public sector organisations, community groups and businesses can now search for information about Surrey's residents by protected characteristic. This improvement makes it easier for organisations to understand the different challenges facing Surrey's residents and helps them to tailor services more effectively to meet these needs.
- **Refreshed External Equality Advisory Group:** Surrey County Council's Cabinet Member for Community Safety chairs the County Council's [External Equality Advisory Group](#) (EEAG). This Group seeks to raise awareness of equality issues in Surrey; support the Council in setting equality objectives; and enables the Council to better understand the needs of our diverse communities. In May 2012 this Group played a key role in supporting the development of the equalities analysis that underpinned Surrey County Council's work to establish Community Partnered Libraries in the county. In addition in quarter one new organisations were invited to join the EEAG, to ensure the Group continues to represent all the different communities in Surrey. New members invited to join this group include: [Action for Carers](#); [Surrey Mind](#); [Surrey Independent Living Council](#); and the [Sussex and Surrey Associations of Local Councils](#)<sup>3</sup>.  
**Delivering the Fairness and Respect priorities: Quarter 1 and Quarter 2 progress**

6. This section details the progress made against the specific priorities contained within the Fairness and Respect Strategy in quarters one and two of 2012/13.

**Priority: Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups**

7. The proportion of pupils gaining five good GCSEs including English and maths has improved steadily over the last four years from 56.8% in 2008 to 63.4% in 2011. Early indications (collected from schools after results day in August 2012) suggest that results have improved once again for 2012, despite the much

<sup>2</sup> The Equality Act sets out nine protected characteristics: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and marriage and civil partnership.

<sup>3</sup> These organisations join Surrey Coalition of Disabled People; Diocese of Guildford; Surrey Youth Focus; Surrey Minority Ethnic Forum; Farnham Humanists; Social Information on Disability; Age UK; Surrey Community Action; Outline Surrey; Surrey Rural Partnership; and Gender Identity Research and Education Society

publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012. This year's provisional results for Surrey will be released in early October 2012, with further national and regional statistics available in late October.

8. A comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. One key priority over the last year has been the continued support for all children, but in particular Surrey's most vulnerable children such as pupils eligible for free school meals (FSM) or children looked after (CLA), to make progress at all stages of their learning.
9. In 2011 pupils falling into both the FSM/CLA groups performed better than their counterparts nationally in all three key measures at Key Stage 4. In Surrey, 34.3% of pupils gained five good GCSEs including English and maths compared with 33.9% nationally; 56.9% of pupils made expected progress in English in Surrey compared with 54.3% nationally and whilst 44.2% of pupils nationally made expected progress in maths, 47.5% made expected progress in maths in Surrey.
10. In addition in 2011, FSM pupils showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. At Key Stage 2, the gap between FSM pupils and their peers achieving the expected threshold in both English and maths narrowed by one percentage point from 2010 to 2011; at Key Stage 4 in 2011 the gap reduced by more than four percentage points for those achieving five good GCSEs including English and maths compared with 2010.
11. Provisional GCSE results for this cohort of pupils in Surrey will be released during the autumn term 2012; this data will then be used to inform the setting of local targets early in the spring term for this group.

**Priority: Provide targeted support to low-income families to increase access to employment, training and support networks**

12. Surrey County Council (in partnership with local agencies) has developed a Family Support Programme, which aims to help families that face multiple problems<sup>4</sup>. Families identified through this Programme are assigned a support worker who works with them to co-ordinate the support services they receive.
13. The pilot for this programme, based in Waverley, has been operational since June 2012 and will conclude in October. The learning from the pilot will inform the final proposals for this Programme and over the next 12 months Family Support teams will be established in every District and Borough across Surrey – with initial work being targeted at the four areas with the greatest number of troubled families (Elmbridge, Reigate and Banstead, Woking and Spelthorne). This scheme embodies Surrey's local approach to the national [Troubled Families](#) programme.

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<sup>4</sup> This includes families with children that are excluded from school, families undertaking criminal or anti-social behaviour and/or families in receipt of benefits that are struggling to cope.

**Priority: Continue to support older people, the physically-disabled and those with learning-disabilities to live independently**

14. This priority is being pursued in a number of different ways including: the development of direct payment support; training to conduct Support Self Assessments; a county wide deployment of Telecare/Telehealth; and the introduction of 'virtual wards'.
15. The tender for direct payment support is being developed with the aim of having a new service in place from March 2013. This will provide an external brokerage and support/advice service for service users and their carers. Additional work is taking place to streamline the direct payment policy and procedures to help increase uptake. In addition, staff have also received updated practice guidance and training.
16. Further training for staff continues to be developed to ensure the best possible support for residents. For example, a co-ordinated programme has begun to train senior practitioners to assist in the completion of Supported Self Assessments. These self assessments are led by service users to help improve choice and control over the support they require, in a way that delivers better and more outcome focused Support Plans.
17. Activities of Daily Living (ADL) is a computer programme which helps assess people's daily activities and mobility and then recommends equipment assistance. Four ADL computer assisted clinics have now been established across the county and plans have been confirmed for one in each district and borough.
18. [Telecare](#) and Telehealth provide additional support to enable people to maintain their independence and live at home longer. Both schemes provide a range of equipment to facilitate hospital discharge and prevent readmission or long term care home placements. New Telecare Champions are being appointed for each District and Borough, giving additional resource to locality teams and increasing referral levels. The Telecare relaunch will begin at the end of October and the Telehealth procurement process is progressing well, having received five tenders, and a final decision is expected in mid-October.
19. To support a preventative approach, virtual wards are being implemented by the new Clinical Commissioning Groups operating in Surrey. These are intensive case management services led by community matrons who identify those most at risk of admission to hospital and provide a high level of care and support in their own home or place of residence. This home support includes reablement/rehabilitation services and medication for long term conditions. In addition, social care services are being extended and will now be available 8am to 8pm on weekend and public holidays, working across all acute hospitals to support timely discharge, admission avoidance and seasonal pressures.

**Priority: Reduce differences in life expectancy and healthy-life expectancy between communities**

20. Work to reduce differences in life expectancy and healthy life expectancy has focussed on the following two groups in quarters one and two:

- **Black and Minority Ethnic (BME) Communities:** Meeting the health needs of black and minority ethnic groups is a key focus in Surrey, as a number of these groups experience a greater prevalence of some diseases. During quarter one and two of 2012/13 the Public Health Service has sought to tackle these by undertaking:
  - over 500 tailored health checks through specific BME community groups. These have resulted in the identification of 25 cases of type 2 diabetes;
  - tailored health checks to carers groups, with each carers support group being offered 25 checks;
  - dementia awareness and management including the development of a dementia quiz to raise awareness of the illness. This quiz has been adapted and introduced to BME groups; and
  - BME needs assessments with each of Surrey's Boroughs and Districts.
- **Gypsy, Roma and Traveller (GRT) Communities:** A needs assessment developed by NHS Surrey and Surrey County Council revealed a lack of local evidence about the health needs of the GRT population in Surrey. The assessment also identified a number of barriers which stop this community from accessing health services, such as a lack of cultural sensitivity by service providers.

These findings were presented to Surrey's Gypsy Roma and Traveller Forum during quarter one. Further work will be undertaken with the Forum to develop a health and wellbeing action plan at their AGM in October 2012. In addition, work is also being undertaken with Surrey Community Action to develop a greater understanding of the health needs of GRT groups. This has included the development of a questionnaire that the GRT development worker is taking out to sites.

**Priority: Support carers to balance their caring role and maintain their independence and quality of life**

21. Surrey County Council has established a new Carers Practice and Performance group, which meets quarterly, chaired by the Assistant Director – Personal Care and Support. This group includes representatives from: Surrey County Council Adult Social Care; Surrey & Borders Partnership Trust; the carers voluntary sector; and County Council Member, Yvonna Lay. The first tranche of performance information was reviewed by the group at their meeting on 14 September 2012 and showed positive trends including an increase in each of the following areas: the number of carers known to the County Council; carers having an assessment; and the number of carers with identified personal outcomes.

22. Plans are in place to improve support for young carers, including use of a new e-learning package "Young Carers Aware". The expectation is that all staff will complete the e-learning by the end of December 2012. Teams with an Assistant Practitioner Carer role (whose responsibility it is to oversee the practice and performance of carers services in each locality team) will undertake the identification of young carers as a priority, to help ensure their needs are taken into account as part of the assessment processes.
23. Progress has been made in recruiting 13 Assistant Practitioner Carers - with 7 appointments made and recruitment on-going as a priority.

**Priority: Work with public, private and third sector partners to increase employment and training opportunities for young people (19-25)**

24. The total number of Surrey young people aged 24 and under claiming JSA (job seekers allowance) increased slightly in July 2012 to 2,720, compared to 2,700 in June, and young people now account for just under a quarter (23.4%) of all JSA claimants. Actions being undertaken to address this priority are:
- Remaining on track to deliver 97% participation in education, training and employment for young people in Year 12 to 14 by March 2013.
  - Continuing to reduce the number of young people who are NEET in Years 12-14 in Surrey, reaching 964 at the end of August.
  - Continuing to reduce the number of young people entering the youth justice system to 27 in quarter 1 (compared to 77 at the same time last year and 156 in 2010).
  - Commencing new contracts with the voluntary sector which during the five months to August had engaged 548 young people in at least 12 sessions of centre based youth work and 442 young people in local preventative activities.
25. Additional projects are also underway to continue tackling this priority. These include:
- In total, more than half (55%) of all NEET young people have a learning difficulty or disability (529 young people). A Rapid Improvement Event for the Pathways Team is planned for September 2012 to increase capacity and capability of the system to meet this wide spectrum of needs, not just those with a Statement of Special Educational Needs (SEN).
  - A monthly report on young people's aspirations and opportunities has been developed and shared with College Principals, Surrey Chambers of Commerce, 14-19 Networks, Participating in Education, Training or Employment (PETE) clusters and the Youth Support Service. This report is informing commissioning of training opportunities, along with information about young people's aspirations and the requirements of the job market. In addition the County Council is also working with employers to develop the job market for young people.

- Skills Centre pilots are being rolled out to engage young people in foundation learning who would otherwise be NEET in line with the Skills Centre plan. Seven out of eleven Skills Centres contracts have been awarded and are due to go live in October 2012. The remaining four contracts were not awarded and will be retendered for award at the end of October.

26. A [Surrey Opportunities Fair](#) to promote the opportunities available to young people is planned for October 2012.

**Priority: Increase volunteering rates across all of Surrey's communities**

27. Surrey County Council is demonstrating its commitment to increase volunteering and unlock the contribution of volunteers to create stronger, more self-reliant communities. This commitment was reaffirmed by the Cabinet Member for Community Services and the 2012 Games at a [Council meeting in May 2012](#) and is reflected in the range of activities below.

28. In Quarter 2 the Surrey Olympic Ambassadors volunteering scheme was crucial to Surrey delivering an excellent experience for the hundreds of thousands of visitors to the Olympic cycling events in Surrey. From 750 applications to be an Ambassador, 420 Surrey residents were selected to welcome spectators and provide information. The County Council is committed to building on this hugely successful scheme and is working to understand how the Surrey Ambassadors would want to carry on volunteering locally.

29. Another example of how the County Council is enabling all communities to volunteer is the [Citizen's Hubs](#), run by and for disabled people in Surrey. These Hubs are being developed in every District and Borough and are run in partnership by the County Council, the Surrey Coalition of Disabled People and user/carer-led organisations. The Hubs are staffed entirely by disabled volunteers, with the support of a coordinator, and are the first centres of their kind in the country.

30. Initiatives such as the Citizen's Hubs reflect a shift across the County Council towards more preventative models of support for residents. For example, the County Council, in partnership with Elmbridge Borough Council, is developing a new volunteering scheme to help older residents access "day-to-day support" provided by the local community. This support will reduce their need for acute and/or professional help in the future.

31. Surrey has an existing network of volunteer centres across the county that deliver personal advice and support to residents wishing to volunteer. To complement this direct service, the County Council is developing an online information gateway that will provide information for residents on how to set up new volunteering initiatives, as well as signpost residents to existing formal and informal volunteering opportunities.



32. Working with a range of partners<sup>5</sup>, the County Council has made significant progress in developing a new outcomes based approach to funding VCFS infrastructure organisations. One of these outcomes will seek to increase volunteering. Therefore from 2012/13 infrastructure organisations will be funded, in part, to widen the access to volunteering, promote volunteering and provide a good volunteering experience for both the volunteer and host organisations. Performance management systems are being developed to align to the new approach which will assess both the ongoing success and longer term impact of this work.

**Priority: Reduce instances of domestic abuse through strong leadership and partnership working**

33. The number of overall incidents of domestic abuse increased marginally from 1,110 in July to 1,129 in August. The number (352) of repeat incidents of domestic abuse increased in line with the overall proportion of such incidents. It has been suggested that the Olympics, in line with many other major sporting events, may have had an impact on incidents during these time frame. The year-to-date position remains relatively static: 29% of domestic abuse incidents were repeat offences which matches the average trend for the previous three years. The level of reported incidents in Surrey is not thought to be higher than in other local authorities; however, it is difficult to find consistent comparable data due to differing recording practices across the country.

34. Work is being carried out to review and improve various elements of service in Surrey:

- Multi-Agency Risk Assessment Conferences (MARACs) are currently underway in Surrey. These are risk management meetings where professionals share information about cases of serious (i.e. repeat) domestic abuse and implement risk management plans. The County Council is currently auditing this process to ensure effective practice. This will explore whether MARAC arrangements are meeting the guidance of the local operating protocol.
- Undertake a “critical friend” review as part of ongoing quality assurance in agreement with the MARAC Steering Group chaired by the Head of Public Protection for Surrey Police. In November and December three of the four local MARACs will be asked to complete a self assessment with the other undertaking a more comprehensive assessment.
- Surrey have been complimented on the MARAC induction pack for attendees and supporting agencies, with the pack being recommended as an example of good practice.

35. The County Council, on behalf of partners, has also recently reviewed the service provided for victims of domestic violence and re-commissioned it to provide a single Surrey wide service that is delivered by the four providers in Surrey. This

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<sup>5</sup> Health partners, the Voluntary, Community and Faith Sector (VCFS) and District and Borough Councils

change will ensure greater consistency in service quality and will enable better joint working between the County Council and partner organisations. These services have new reporting targets and will be monitored on an ongoing basis as part of the contract.

36. The County Council, along with a range of external partners on the Community & Public Safety Board, commissioned a Domestic Abuse Rapid Improvement Event (RIE) that was undertaken in June. This event was intended to kick start and be the catalyst for co-ordinated change across all agencies in Surrey. Actions identified in the RIE are currently being planned and milestones for delivery will be available at the end of October. The key areas of improvement identified by the RIE are as follows:

- **Communication:** Work on domestic abuse in Surrey should fall under a single, joint, multi-agency mission statement that will drive cultural change and raise awareness. Key actions include:
  - Trail key message during domestic abuse week in October.
  - Domestic abuse communications group to develop a new communications strategy and develop suitable materials.
  - Community & Public Safety Board to agree joint agency key message for domestic abuse in December.
  
- **Prevention:** The County Council will move from a reactive to proactive service. This will be achieved by offering preventative programmes that provide people with the skills and abilities to prevent an incident of domestic abuse arising. Key actions include:
  - Link with schools to develop and implement suitable materials as part of Personal, Social and Health Education (PSHE) syllabus that raise awareness of domestic abuse.
  
- **Response and early intervention:** The County Council is aiming to improve its effectiveness through flagging up risk and intervening at the earliest opportunity; reducing duplication and the number of assessments; and placing victims at the centre of its work. Key actions include:
  - Gather learning from a GP surgery pilot, which is asking about and proactively detecting signs of domestic abuse, and encourage further roll out.
  - Looking at a pilot to routinely share information on domestic abuse cases where young people are affected.
  - Pilot, in a defined location, a multi agency morning conference call to share information on DA cases in the previous 24 hours and agree initials actions and lead responsibilities.
  - To ensure that first response/Police interventions are gathering all the relevant information to enable the development of an appropriate solution.
  
- **Information sharing:** Seeking to ensure that all agencies are sharing information effectively to deliver the best outcome for residents. Key actions include:

- Ensuring all relevant agencies are signed up to and implement the multi agency information sharing protocol.
- Reviewing forms to consider an opt-out principle rather than an opt-in principle for information sharing.
- **Training and development:** The County Council is reviewing and developing its training to ensure that it is effective in raising the awareness of domestic violence. Key actions include:
  - Basic training on domestic abuse across all agencies is reviewed and developed to ensure it is fit for purpose.
  - Development of specialist training for key professionals

37. The Community & Public Safety Board, at its meeting on 12 September, approved a project plan and an outline work plan for the delivery of the identified improvements. There is no single action that improves outcomes for residents. Rather there are a number of linked actions that will deliver changes to the way in which services are offered and delivered, and so improve services to those people affected by domestic abuse across Surrey.

**Priority: Ensure rural communities have access to services through new technologies**

38. As part of Surrey County Council's work to increase access to public services, via the internet, the Council is continuing to progress its [Superfast Broadband project](#). Once complete, this project will ensure that nearly 100% of Surrey's residents and businesses have access to broadband internet.

39. In July the County Council's Cabinet selected British Telecom (BT) to be Surrey's preferred supplier for Superfast Broadband and approved the release of £20m in capital funding to support the delivery of this project. The contract between the County Council and BT was subsequently signed in September. The County Council is now awaiting final European Union (EU) State Aid approval before this project can commence. Broadband Delivery UK (BDUK) in the Department for Culture, Media and Sport are currently working with the EU to agree an umbrella State Aid notification for all UK Local Authorities and the latest information from BDUK indicates that this is expected to be completed in autumn 2012.

40. Until State Aid approval is given, Surrey County Council and BT can only carry out preparation works. This includes: finalising the project plan; developing the Communications Strategy; joint branding and marketing; finalising governance structures; and establishing the co-located project office. Once EU approval has been secured, initial work will involve the necessary survey and planning works required before properties can be connected to the new broadband infrastructure.

**Priority: Increase understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services**

41. A number of research programme milestones have been achieved. These include:

- Customer analysis of residents in 'non-broadband' areas to support the [Superfast Broadband](#) project (see paragraphs 38-40). Results helped the County Council to understand demand for Superfast Broadband and informed the competitive dialogue procurement process. Headline results showed that 99% of residents would like to be able to access faster broadband speeds and 98% of businesses said that superfast broadband would benefit them.
- Customer analysis to inform a targeted approach to communications with people who may be interested in providing family based care for adults with learning disabilities.
- The refreshed Joint Strategic Needs Assessment chapters on ethnicity, sexual orientation and population will be ready for publication in October 2012.
- Commissioning [ESRO](#) to undertake a qualitative research project to gather information about the impact of welfare reform on vulnerable residents. Key groups being targeted include: disabled adults; disabled young people about to transition into adulthood; lone parents; and parents of large families. The final report from this research will be available in November and will be used to support business planning across the County Council.
- The first release for [Census 2011](#) being uploaded into Surrey to give users easy access to Surrey specific Census data. Currently, the County Council is preparing for the second release of data, which will include ethnicity information and data that allows more localised analysis. As with the first release of data the County Council will produce a series of accessible analysis summaries.
- Data analysis to inform the County Council's Family Support programme (see paragraphs 12-13). The analysis mapped the location of families with multiple problems to give an accurate understanding of their locations across the county. This analysis also compared this data with that from the Index of Multiple Deprivation and Mosaic Public Sector. This helped the County Council to build a better understanding of the challenges facing these families.

**Priority: Surrey attracts, recruits and retains the best, highly skilled and high performing workforce, which reflects the diversity of the county**

42. Surrey County Council's Cabinet agreed a new organisational People Strategy (2012-2017) in May 2012. This Strategy has been developed to set the direction for people, culture and performance over the next five years. The Strategy will be pivotal in helping attract and retain talent and aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It focuses on three key priorities: passion for public services; great leadership; and one team.
43. The decision has been taken to take a phased approach to ensuring the County Council achieves a representative workforce:

- **Phase 1:** Information capture and analysis to develop an in depth understanding and intelligence around the workforce, development of workforce plans to identify the future resource requirements and then mapping the workforce profile against the new Census data which is to be released in November 2012.
- **Phase 2:** Prioritisation and action planning to ensure robust plans are in place to meet the needs and requirement of the workforce, as a result of what has been identified and agreed at Phase 1.
- **Phase 3:** As a result of phases 1 and 2, phase 3 will focus on developing robust and meaningful targets to 2017.

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Quarter Two 2012/13 Business Report  
Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

Ref	Cross - ref to directorate registers	Description of the risk	Inherent risk level (no controls)	Existing controls	Risk owner - Officer	Risk owner - Member	Residual risk level (after existing controls)	Committee review
L1	ASC2 CAC1,8,15 CAE9 CSF2 EAI6,7	<b>Medium Term Financial Plan</b> - Failure to achieve savings in the Medium Term Financial Plan (2012-2017) and additional service demand leads to increased pressure on service provision and damage to reputation.	<b>High</b>	- Monthly reporting to Corporate Board and Cabinet on the forecast outturn position to enable prompt management action - Generation of alternative savings and income - Adequate provision through the risk contingency	Corporate Leadership Team / Sheila Little	David Hodge	<b>High</b>	Council Overview & Scrutiny Committee - on each agenda  Adult Social Care SC: - 30 November 2012 (Budget monitoring)  Children & Families SC: - 20 September 2012 (Budget monitoring)
L14	ASC5 CAE17 CSF22	<b>Future Funding</b> - Gradual erosion of the council's main sources of funding (council tax and the proposed new method of calculating formula grant) upon which the council is highly dependent and reductions in other funding (for example in relation to academy schools) leads to financial loss, damage to reputation and failure to deliver services.	<b>High</b>	- Continued proactive modelling and horizon scanning of the financial implications of local government funding changes and subsequent review of Medium Term Financial Plan (2012-2017) assumptions as relevant - Close working with district and borough colleagues to shape the direction of council tax localisation and business rate retention policies as well as active responses to government consultations - Development of longer-term funding strategy to develop alternative sources of funding - Not withstanding actions above, there is a high risk of central government policy changes impacting on the council's financial position.	Corporate Leadership Team / Sheila Little	David Hodge	<b>High</b>	Audit and Governance Committee: - 3 October 2012 (Funding Strategy update)  Adult Social Care SC: - 19 September 2012 (Social Care funding)  Council Overview & Scrutiny Committee: - 5 December 2012 (Funding Strategy)
L7	CAE12 EAI1,2	<b>Waste</b> - Failure to deliver key waste targets (including key waste infrastructure) could lead to negative impact	<b>High</b>	- This is a priority issue for the service manager with strong resourcing and project planning in place that is monitored at board level. - Further work with the Districts and Boroughs continue, to review waste plans to achieve the targeted increase in recycling. - Not withstanding the controls above, there is still a risk that delivery could be delayed by external challenge and levels of recycling are strongly influenced by district and borough collection arrangements which are not within SCC's direct control. Although the council continues to work in partnership to achieve the desired outcome.	Trevor Pugh	John Furey	<b>High</b>	Environment & Transport SC: - 1 March 2012 (Waste Partnership)

Quarter Two 2012/13 Business Report  
Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

Ref	Cross - ref to directorate registers	Description of the risk	Inherent risk level (no controls)	Existing controls	Risk owner - Officer	Risk owner - Member	Residual risk level (after existing controls)	Committee review
L11	ASC12 CEO7 CSF18	<b>Information Governance</b> - Failure to effectively act upon and embed standards and procedures by the council leads to financial penalties, reputational damage and loss of public trust as a result of enforcement action taken by the Information Commissioner.	High	- Implementation of Egress encrypted email system - Internal Audit Management Action Plans in place that are monitored by Audit & Governance Committee and Select Committees - Ongoing communications campaign - Monitoring of compliance by Quality Board and Governance Panel - Despite the actions above, there is a continued risk of human error that is out of the council's control.	Corporate Leadership Team	Denise Le Gal	High	Council Overview & Scrutiny Committee: - Monitored through internal audit reports
L3	CAC2,5,12 CAE3 CEO3	<b>Business Continuity, Emergency Planning and the event of industrial action</b> - Failure to plan, prepare and effectively respond to a major incident results in an inability to deliver key services	High	- The Risk and Resilience Steering Group meets regularly to coordinate and lead on resilience planning. -all services have adequate and up to date business continuity plans, - Continued consultation with Unions and regular communication to staff.	Corporate Leadership Team	Kay Hammond	Medium	Council Overview & Scrutiny Committee: - 18 October 2012 (Business Continuity)
L2	ASC4,9 CAE1,2,16 CAC13 CEO1 CSF4 EAI4,8	<b>Fit for the Future</b> - Failure to deliver major change programmes and drive effective partnership working leads to the organisation not being fit for purpose, an inability to meet efficiency targets, improve performance and drive culture change	High	- Delivery of change is tracked at both directorate and Corporate Board level with key indicators included in the Quarterly Business Report to the Cabinet. - Communications, engagement and the STARS programme are designed to respond to identified issues and gaps.	Corporate Leadership Team	Cabinet	Medium	Council Overview & Scrutiny Committee: - 14 March 2012 (Making a Difference)
L3	ASC11 CAE13 CSF8	<b>NHS Reorganisation</b> - The Health and Well Being Board does not provide the necessary whole system leadership to implement the Health and Social Care Act.	High	- SCC identified as a National Leader in implementing the Health and Social Care Act. - Transition to new system is being managed well with strong joint leadership arrangements in place	Sarah Mitchell	Michael Gosling	Medium	Health Scrutiny Committee: - 15 November 2012 (NHS Surrey)
L4	CAE5,7	<b>IT systems</b> - major breakdown of systems, including the data centre, leads to an inability to deliver key services	High	- Proactive monitoring of IT system design, implementation and roll-out to ensure delivery to specification and within deadlines - Disaster recovery centre is up and running - Proactive monitoring of existing systems to minimise likelihood of system failure - Migration into the Primary Data Centre in Redhill.	Julie Fisher	Denise Le Gal	Medium	Council Overview & Scrutiny Committee: - 16 May 2012 (IT rollout update)
L5	ASC7,16 CSF6,16	<b>Safeguarding</b> - avoidable failure in Children's and/or Adults care leads to serious harm or death	High	- Appropriate and timely interventions by well recruited, trained, supervised and managed professionals, with robust quality assurance and prompt action to address any identified failings	Sarah Mitchell / Caroline Budden	Michael Gosling / Mary Angell	Medium	Children & Families Select Committee and Adult Social Care Committee: - on each agenda

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Key to references:

ASC = Adult Social Care  
CAC = Customers and Communities  
CAE = Change and Efficiency

CEO = Chief Executive's Office  
CSF = Children, Schools and Families  
EAI = Environment and Infrastructure



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Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

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Ref	Risk	Date Added	Residual risk level when	Movement		Current residual risk level
L1	Medium Term Financial Plan	Aug-12	High	-	-	High
L2	Fit for the Future	May-10	High	Jan-12	↓	Medium
L3	Business Continuity and Emergency Management	May-10	Medium	Aug-12	↓	Medium
L4	IT systems	May-10	Medium	-	-	Medium
L5	Safeguarding	May-10	Medium	-	-	Medium
L6	<i>Resource Allocation System in adults personalisation</i>	<i>May-10</i>	-	<i>Aug-12</i>	*	-
L7	Waste	May-10	High	-	-	High
L8	<i>Integrated Childrens System</i>	<i>May-10</i>	-	<i>Feb-11</i>	*	-
L9	NHS reorganisation	Sep-10	High	Jan-12	↓	Medium
L10	<i>2012 project management</i>	<i>Sep-10</i>	-	<i>Aug-12</i>	*	-
L11	Information Governance	Dec-10	High	-	-	High
L12	<i>LLDD budget transfer</i>	<i>May-11</i>	-	<i>Mar-12</i>	*	-
L13	<i>2012 command, control, coordination and communication</i>	<i>Dec-11</i>	-	<i>Sep-12</i>	*	-
L14	Future Funding	Aug-12	High	-	-	High

\* Removed  
↓ Direction of Travel

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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 OCTOBER 2012**

**REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR CHILDREN AND LEARNING**

**LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR, CHILDREN, SCHOOLS & FAMILIES**

**SUBJECT: SCHOOLS FUNDING REFORM: IMPLEMENTATION OF NEW FUNDING FORMULA FOR SURREY SCHOOLS**



**SUMMARY OF ISSUE:**

New regulations require local authorities to re-design their schools' funding formula on a more simplistic basis, the aim being greater national consistency. Surrey is a relatively low funded authority and in order to target funds effectively, has a relatively complex funding formula. This report recommends amendments to the council's schools funding formula necessary to comply with the regulations and also to mitigate unavoidable turbulence at individual school level. The council is required to submit its proposed schools' funding formula to the Education Funding Agency by 31 October 2012.

**RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. approves the proposed revisions to the schools' formula funding factors and transitional arrangements, in order to comply with new legislation
2. approves the transfer of £27m of Dedicated School Grant funding from core to deprivation funding to mitigate adverse impacts on schools catering for disadvantaged groups, as supported by the Schools Forum
3. delegates authority to the Assistant Director, Schools & Learning, in consultation with the Cabinet Member for Children and Learning to update and amend the formula as appropriate following receipt of DfE autumn term pupil data in December 2012, to ensure that total allocations under the formula are affordable within current resources.

**REASON FOR RECOMMENDATIONS:**

To ensure that the council's funding formula for schools complies with new regulations and that turbulence of funding at individual school level is minimised.

## **DETAILS:**

### **Schools' Funding Process**

1. Schools are funded by Dedicated Schools Grant (DSG). In 2012/13 Surrey's DSG totalled £695m of which £553m was delegated to individual primary schools, secondary schools and academies - the remainder largely supporting pupils with special educational needs in special schools and early years education. Funding is allocated to schools on the basis of a locally determined formula, developed by the county council in partnership with its schools. Surrey schools are consulted annually on recommended amendments to the formula, thereby ensuring it continues to meet local needs and has their support.
2. Government funding to local authorities for their schools varies considerably, ranging from £4,428 per pupil to £9,372 per pupil in 2012/13. Surrey is comparatively poorly funded at £4,803 per pupil and consequently its funding formula is relatively complex in order to target funding to address specific pupil needs.
3. Formula changes each year are consulted upon with all schools and the Schools Forum. The Schools Forum is a statutory body comprising representatives of headteachers, governors, academies, diocesan councils, partnerships (early years and 14-19) and special educational needs. The current Surrey formula has the strong support of the Schools Forum and the wider schools community.

### **New DfE Requirements**

4. In March 2012 the Department for Education (DfE) published, 'School Funding Reform: Next Steps Towards a Fairer System' which proposed the simplification of local authorities' schools' funding formula in order to reduce variations between areas. Fewer formula factors will be permitted and their precise use will be closely defined.
5. It is accepted by the DfE that some turbulence may occur at individual school level and local authorities must therefore develop transitional protection mechanisms from within the total available Dedicated Schools Grant to ensure that no school loses more than 1.5% per pupil in 2013/14 and 2014/15. This will necessitate top-slicing the funding from schools which might have gained from the proposals. No DfE announcements have yet been made on funding guarantees after 2014/15 as that is within the next Spending Review period.
6. Local authorities have traditionally been expected to devise a schools funding formula which demonstrably targets funding to meeting local needs. Surrey schools are currently funded on a formula which involves 37 formula factors in targeting funds to the following:
  - A basic per pupil entitlement (£380m)
  - Deprivation funding (£28m)
  - Special educational needs funding (£33m)
  - A separate flat rate entitlement to primary and secondary schools (£48m)
  - Upper Pay Scale (UPS) payments for teachers (£16m)

- Other factors - including funding small schools subsidy, Key Stage 1 class sizes, Underachieving ethnic minority funding, Specialist schools, Pupil mobility, Admissions & Appeals, Early Years, Floor areas, Split-sites, rates, (£48m)
7. The Coalition Government is now seeking greater simplification and standardisation in funding and has limited the number of formula factors to 11 (of which only 9 apply in Surrey).

### **Potential Impact in Surrey**

8. The requirement to simplify the formula and remove many funding factors will cause significant turbulence at individual school level but most notably in the following areas:

a) Deprivation Funding

Surrey's formula recognises that schools with high concentrations of disadvantaged pupils often face additional challenges, including for example, low expectations in the community. Surrey has chosen to fund disadvantaged pupils in its most deprived schools at a higher unit rate – thereby supporting schools in particularly vulnerable communities. This differentiation is considered important to schools in an area like Surrey where significant pockets of high deprivation are scattered across a county where the general level of deprivation is relatively low and where that low level of deprivation is reflected in the low average level of funding received.

Under the new regulations, this current funding mechanism is no longer permitted. Moving to the DfE's required funding method will mean a significant loss in funding for schools catering for Surrey's more disadvantaged pupils. The losses of the most deprived schools will far exceed the sums which they are likely to receive through increases in the pupil premium.

b) Flat rate allocations

Each school receives a basic flat rate allocation. Surrey currently allocates between £110,000 - £125,000 to primary schools (depending on age range) and £237,000 to secondary schools. However, the Department now requires the council's flat rate to be the same for primary and secondary schools. This will cause turbulence at individual school level.

c) Small school subsidies

Small schools have historically received additional funding towards fixed costs via a Small School subsidy. This varies from up to £17,000 in small primary schools and up to £159,000 in secondary schools. The payment of a small school subsidy is no longer permitted.

### **Key Concerns**

9. The combined effect of the required changes to the council's formula present following concerns:

a) Within Surrey, the adverse impact is concentrated on:

- schools serving the most disadvantaged communities
  - small secondary schools
  - undersubscribed schools (including schools in rural areas)
- b) The main gainers are large schools with low – medium levels of deprivation
- c) Although many schools gain from these proposals, their gains are relatively small, whereas some schools face significant losses sufficient to threaten their long-term financial viability.
- d) Surrey’s current formula is strongly supported by schools and highly effective in targeting needs. The latest published comparative data (March 2011) indicates that only 2% of Surrey schools were in deficit – compared to a national average of 8%. Compliance with the new simplified formula is likely to increase the numbers of schools with deficits.
- e) Some schools at risk are currently undersubscribed secondary schools earmarked to take more children in future years as the current increased numbers of primary aged pupils progress through the system
- f) The prescriptive nature of the DfE’s proposals provides local authorities with only limited flexibilities within the formula with which to support schools at risk.
- g) Transitional protections which limit losses in 2013/14 and 2014/15 provide little reassurance to schools. Schools have highlighted that such arrangements merely slow down the rate of decline but provide no assurances of longer term viability.
- h) The Leader of the County Council, Surrey MPs, council officers and headteachers have alerted the DfE of their concerns and sought to protect funding flexibilities. DfE officials have attended meetings including the Surrey Schools Forum. However no amendments of any significance to Surrey have been approved for 2013/14.

### **Mitigating Actions Proposed in Surrey**

- 10 The implementation of the DfE’s proposals will require the development of:
- a new schools’ funding formula followed by
  - the development the transitional protection mechanisms for 2013/14 and 2014/15 to ensure no school loses in excess of 1.5% per pupil. These protections will be funded by top-slicing the gains of other schools – potentially limiting gains to a maximum of 1% or less.
- 11 In developing a new funding formula for introduction in April 2013, a working group has been established comprising headteachers, governors, Schools Forum members and council finance specialists to develop a formula for schools which complies with legislation and adopts the following aims:
- to minimise instability

- to minimise large losses for vulnerable schools to the extent that it does not produce wholly perverse results elsewhere
  - to avoid large-scale transfers of funding between sectors (primary and secondary) at this stage – as the DfE is proposing to specify a permitted range within which the primary:secondary funding ratio must fall in future. This means that any suggested transfers between sectors in 2013/14 might have to be reversed in future years.
- 12 During September 2012 the council consulted all Surrey primary, secondary schools and academies. (Special schools have different arrangements and are subject to a separate consultation.) Schools were asked to comment on a number of proposed changes emanating directly from the working group or from subsequent analysis by council finance officers. A total of 204 schools responded to the consultation, 58% of all primary and secondary schools.
- 13 The Schools Forum considered the outcome of the schools' consultation at its meeting on 1 October 2012 and has made recommendations to the Cabinet in line with schools' views. **Annex 1** lists the recommendations of the Schools Forum. **Annex 2** lists the proposed new Surrey formula factors, in line with those recommendations and in compliance with new DfE requirements.

### Key issues of note

#### New Deprivation funding proposals

- 14 Although the mechanisms for distributing the deprivation 'pot' must be simplified such that targeting to specific high needs schools is no longer permitted, the council can influence the overall size of the pot. To mitigate the heavy losses to those schools relying on substantial deprivation funding, the council could increase the totality of deprivation funding, however this necessarily requires a transfer of resources from core funding – i.e. funding removed from all schools. The main losers from this proposal would be those schools with relatively low deprivation, which would lose core funding but not gain from the subsequent increase in deprivation allocations.
- 15 Schools in each sector were asked for views on three options involving a transfer from core to deprivation funding of varying amounts in each sector.
- 16 Proposed Increase in deprivation funding (percentage increase):

	Primary	Secondary	Total Increase in Deprivation Funding*
Option 1	£2.0m (12%)	£4.2m (39%)	£6.2m (22%)
Option 2	£6.9m (40%)	£9.2m (85%)	£16.1m (57%)
Option 3	£12.9m (75%)	£14.2m (131%)	£27.1m (97%)

\* The variations between sectors reflects differing base levels of deprivation funding and the loss of funding for practical & applied learning in the secondary sector (from which schools in disadvantaged areas had benefitted) and the transfer of £2m from SEN to deprivation in the primary sector (in respect of behaviour needs linked to deprivation).

- 17 The formula working group of headteachers, governors and Schools Forum representatives advised that any request to transfer very high levels of core funding to deprivation would be strongly resisted by schools. Schools with low deprivation still face considerable challenges and in a year of zero growth this should be recognised. These proposals reduce current levels of funding for many schools with low levels of deprivation.
- 18 All schools were provided with an estimate of the impact of each option on their long-term funding based on currently published pupil data. (Note actual funding in 2013/14 will be based on data, as yet unavailable, to be collected by the DfE during October 2012.)
- 19 The results of the consultation with all schools indicated majority support for Option 3 from 68% of primary schools and 71% of secondary schools. This reduces losses to more challenged schools but does not remove the problem and further approaches will be made to the DfE to seek their protection in the longer term.

### **Flat Rate**

- 20 The DfE permits a single flat rate of up to £200,000 per school, which must be the same for primary and secondary schools. The council's consultation recommended a flat rate per school of £135,000 and this was supported by 99% of primary schools and 93% of secondaries. Schools acknowledged that this reduced the funding for secondaries (currently funded at £237,000) but that the maximum rate of £200,000 would be wholly disproportionate funding for many small primary schools – where total budgets can be as little as £300,000. Approaches to the DfE to enable councils to have a differential flat rate for primary and secondary sectors will continue.

### **Special Educational Needs & Looked-after-children**

- 21 The council has maintained the total funding for Special Educational Needs (SEN), Looked After Children and English as an Additional Language at current levels, although the DfE's prescribed indicators may change the distribution between individual schools.

### **Impact of Mitigating Actions**

- 22 The transfer of £27m from core to deprivation funding (Option 3) reduces the level of losses in vulnerable schools but does not remove the problem. **Annex 3** shows the impact of the proposals once fully implemented. In 2013/14 and 2014/14, schools will be protected by the 1.5% per pupil minimum funding guarantee. During this period the council is aiming to seek additional formula flexibilities to enable it to protect vulnerable schools and ensure their longer term viability.

### **Updating of formula prior to distribution**

- 23 Modelling the impact of formula changes in Surrey schools has been undertaken on the latest available DfE data from October 2011. Schools' funding for 2013/14 will be based on data to be collected by the DfE during October 2012 to be supplied to local authorities in mid-December. Some amendment to the proposed formula may then be necessary in order to ensure that the application of the formula is in line with intentions and that



total allocations under the formula are affordable within Dedicated Schools Grant. The Cabinet is therefore asked to approve the delegation of any formula changes required following the receipt of updated data to the Assistant Director, Schools & Learning, in consultation with the Cabinet Member for Children and Learning.

#### **CONSULTATION:**

- 24 The council consulted on the proposed changes to the local funding formula with all Surrey schools and academies during September 2012. A total of 204 schools submitted responses, (58%) of all primary and secondary schools. Schools' responses were discussed at the Forum on 1 October 2012 and the recommendations of the Forum set out in this report reflect schools' views.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

- 25 Schools are expected to operate within the funding provided. Where an individual school faces financial problems the local authority can approve a licensed deficit and will develop a recovery plan for repayment in a specified term – usually within three years.
- 26 In exceptional circumstances, a school may receive additional funding intended to reflect unique financial difficulties. This is usually accompanied by a local authority review of the school's management and/or other issues including the potential advantages of federated/partnership arrangements with other schools.
- 27 The new funding restrictions could present a number of schools with financial challenges. In the event that a school became financially unviable then the council would be required to step in to address issues. This could involve a review of wider educational provision in the area or by providing additional financial support to a school. Schools are subject to regular monitoring and the funding formula will be reviewed on an annual basis to seek to protect the financial viability of schools where possible within the new tighter DfE controls.
- 28 To date, 25 primary and secondary schools have converted to academy status (7% of schools). Responsibility for the financial viability of academies lies with the Government's Education Funding Agency rather than the county council.

#### **Financial and Value for Money Implications**

- 29 Schools are funded by Dedicated Schools Grant (DSG) and the total cost of the formula allocation of schools' budgets will be contained within the total available grant. The implementation of DfE proposals outlined in this report have no direct impact on centrally managed services funded by DSG. The proposals also have no direct impact on expenditure funded by council tax. However, the council is ultimately responsible for ensuring the financial viability of maintained schools and this may necessitate closer monitoring and potential intervention in schools at risk.

### **Section 151 Officer Commentary**

- 30 The Section 151 Officer confirms that all material, financial and business issues and risks have been considered in this report.

### **Legal Implications – Monitoring Officer**

- 31 The proposals comply with the DfE requirements and legislation, and have been arrived at following consultation with schools and the Schools Forum. The potential impact for pupils from disadvantaged groups or with some protected characteristics has been highlighted below and mitigated as far as possible, and will be kept under review.

### **Equalities and Diversity**

- 32 The funding formula for Surrey schools has been revised in order to comply with the requirements specified by the Department for Education (DfE) as set out in the publication, 'School Funding Reform: Next Steps Towards a Fairer System'. The DfE has undertaken an Equality Impact Assessment of its proposals and maintains that an adverse impact is unlikely, although the DfE also states that 'there is insufficient evidence, however for this analysis to be made with full confidence'.
- 33 Schools losing funding are protected during 2013/14 and 2014/15 by the Government's minimum funding guarantee which limits losses to 1.5% per pupil. However, the council has raised concerns with the DfE that once fully implemented, Surrey schools catering for more deprived communities could see significant reductions in their funding which might adversely affect educational outcomes for pupils from disadvantaged groups and / or some pupils with protected characteristics under the Equalities Act. This follows the removal of the right to differentially target deprivation funding to high need schools – a key factor in the Surrey schools' formula.
- 34 To mitigate the impact of DfE requirements on disadvantaged groups, the council has proposed and - via a consultation with all schools - gained support for the transfer of an additional £27m for support to deprived pupils from all schools' core funding. This is an increase of 97% on current levels of deprivation funding. It is considered that this is the maximum amount which the schools community can bear at this time – as it reduces current funding levels in many schools with relatively low deprivation. The council will continue to seek more freedoms to target funding more selectively and will review annually the impact on vulnerable groups.

### **Corporate Parenting/Looked After Children implications**

- 35 The totality of funding for looked after children has been maintained at current levels, although the new DfE permitted factors may change the distribution of funding between schools, due to the introduction of an annual count instead of Surrey's present termly count.

### **WHAT HAPPENS NEXT:**

- 36 The next steps are as follows:

- The local authority must submit to the Education Funding Agency (EFA), a template indicating its revised funding formula for schools by 31 October.
  - The DfE will provide local authorities with updated pupil data at school level by mid-December.
  - Based on the updated DfE data, the council will submit its amended, updated formula to the EFA by 18 January
  - Surrey maintained schools will receive their individual schools budget from the council by mid-March 2013. Academies will be notified on their funding, based on the council's formula, by the EFA.
- 

**Contact Officer:**

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**Consulted:**

Peter-John Wilkinson, Assistant Director – Schools & Learning

Nick Wilson, Strategic Director - Children's, Schools & Families

Sheila Little, Chief Finance Officer and Deputy Director for Change & Efficiency

The Surrey Schools Forum

Teaching Associations & Trades Unions Local Management in Schools (LMS)

Funding Group

Surrey schools – via the Schools Funding Reform Consultation, issued Sep 2012

**Annexes:**

Annex 1 - Recommendations of the Schools Forum to the Cabinet

Annex 2 - Proposed formula factors for 2013/14

Annex 3 - Impact of Funding Changes on schools

**Sources/background papers:**

- School Funding Reform: Next Steps Towards a Fairer System, Department for Education (DfE), March 2012
  - The School & Early Years Finance (England) Regulations 2013(draft)
  - The Education Act 2002
  - The Schools Standards & Framework Act 1998
  - Schools Forum – Minutes of meeting on 1 October 2012
  - Consultation on Schools Funding Reform – Surrey County Council, Sep 2012
-

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### Recommendations of the Schools Forum to the Cabinet

Following discussion of schools' responses to the council's Consultation on Schools Funding Reform, the Schools Forum at its meeting on 1 October 2012 made the following recommendations to the Cabinet:

- 1 That in redistributing funding from those formula factors the council is no longer allowed to use, funding is not transferred between primary and secondary sectors, or between key stage 3 and key stage 4.
- 2 That the flat rate should be set at £135,000 per school.
- 3 That there should be an increase of £12.9m in deprivation funding for primary schools and £14.2m for secondary schools. (Option 3 in the schools' Consultation)
- 4 That SEN funding for the primary sector should be based on the number of pupils scoring below 78 in the national Foundation Stage Profile assessments.
- 5 That £2m should be transferred from primary sector SEN to deprivation (included in the £12.9m deprivation figure above).
- 6 That the total funding for high incidence SEN and low prior attainment in secondary schools should remain the same.
- 7 That the threshold, above which schools receive additional funding for statemented pupils, should remain at £4,440.
- 8 That the total sum allocated for English as an Additional Language (EAL) and under-attaining ethnic minorities within primary and secondary sectors should remain the same
- 9 That the existing basis of split site funding should be retained
- 10 That schools should continue to be funded for rents of essential accommodation, where the cost exceeds 1% of the school's budget. (LAs are not allowed to fund rents below 1% of budget).
- 11 That pupil mobility/casual admissions should no longer be funded in view of the removal of the council's right to target funding to schools with high levels of mobility
- 12 That schools should not receive funding for reception class pupils admitted after the October pupil count date, but before the January count date, but that

levels of late admissions after October 2012 will be reviewed and if significant, proposals will be submitted to fund them retrospectively in 2014/15.

- 13 That post 16 funding, over and above the Education Funding Agency grant, should remain the same in the short term
- 14 That there should be a ceiling on gains per pupil (currently estimated at 1%) to fund transitional support for schools facing losses. Note -Where a school would otherwise gain more than 1% per pupil from these changes, it would actually only receive an increase of 1%. (This percentage is likely to change when final data is available in December 2012).
- 15 That funding for growing schools (ie schools which are adding new classes from September, or which have bulge classes) should continue to be allocated, largely using the existing methods.
- 16 That funding for SEN centres and nursery classes should be increased to recognise costs of the upper pay spine for teachers.
- 17 The Schools Forum also recommended the basis of delegation of a number of budgets which the local authority is no longer allowed to hold centrally without approval from the Forum, as follows

<u>Service</u>	<u>Basis of Delegation to schools</u>
English as an Additional Language (EAL)	Using the number of "EAL3" pupils
Behaviour support	Using pupil numbers, free school meals and IDACI
Special staff costs	Using pupil numbers
Licences and subscriptions for schools	Using pupil numbers
Free milk for over 5s entitled to free school meals	Using pupils entitled to free school meals
School specific contingency funding	Using pupil numbers

### Proposed formula factors for 2013/14

The table below lists the provisional values of the formula factors which Surrey proposes to use to fund its schools in 2013/14 in order to implement the proposals recommended by the Schools Forum and described in this report. These must be reported to the Education Funding Agency by 31 October 2012.

The values are estimated based on latest DfE data (from October 2011) and will be subject to amendment following receipt of 2012 data from the DfE in December 2012.

#### Proposed Surrey Formula factors

	Primary £	Secondary £
Basic entitlement (sum per pupil)	2,526.37	Key Stage 3: 3,410.04 Key Stage 4: 4,332.22 Post 16: 181.56
Social deprivation		
• per child on free school meals	• 4652.73	3,507.47
• per child in DfE IDACI* band 1		869.02
• per child in DfE IDACI band 2 or above		1,557.54
Looked after children (unchanged)	791.41	791.41
Per low attainer (high incidence SEN)	863.91	2,400.21
Per pupil with English as an Additional Language (EAL)	117.66	606.92
Flat rate/lump sum(must be same for all schools)	135,000	135,000

\*IDACI – Income Deprivation Affecting Children Index. Analysis indicates that use of IDACI in addition to Free School Meals more accurately reflects deprivation levels in Surrey secondary schools and its use for 50% of deprivation funding is therefore proposed. No such benefits were identified in the primary sector and therefore 100% free school meals will remain the deprivation index for this sector.

#### Other funding to schools:

- Business rates are funded at cost (unchanged);
- Rents on rented property at cost where over 1% of budget (where applicable);

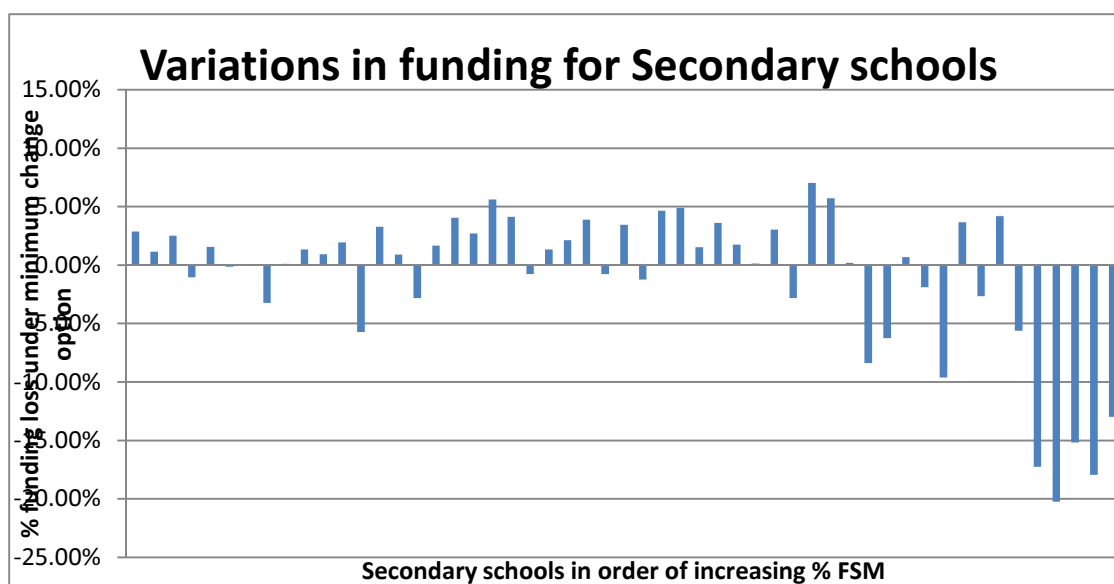
- Split site allowance on same basis as in 2012/13, where applicable;
- Additional funding for schools admitting bulge classes or increasing admissions number from September 2013 or schools which already have bulge classes opened within the last few years (largely on the same basis as now).
- Funding for individual statemented pupils, nursery classes and SEN centres (where applicable). Changes to the funding of nursery classes and SEN centres will be subject to separate consultations.



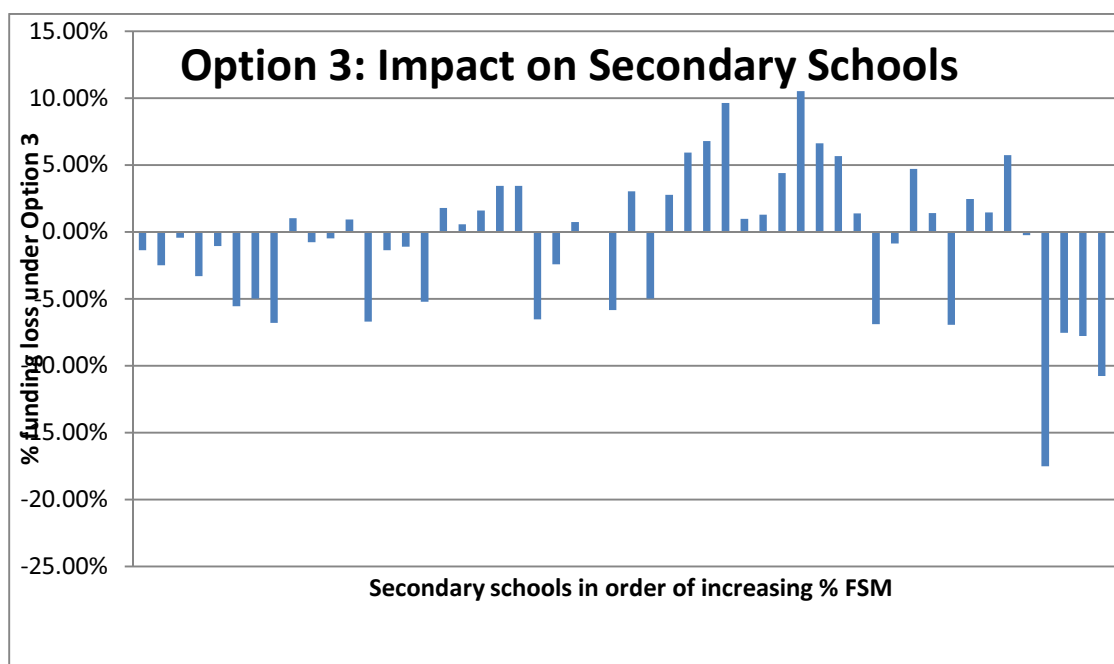
### Impact of Funding Changes on schools

The chart below arranges all Surrey secondary schools (including academies) in order of deprivation. Those schools with low deprivation (measured by the percentage of pupils on free school meals - FSM) are to the left, whilst those schools with the highest proportion to the right.

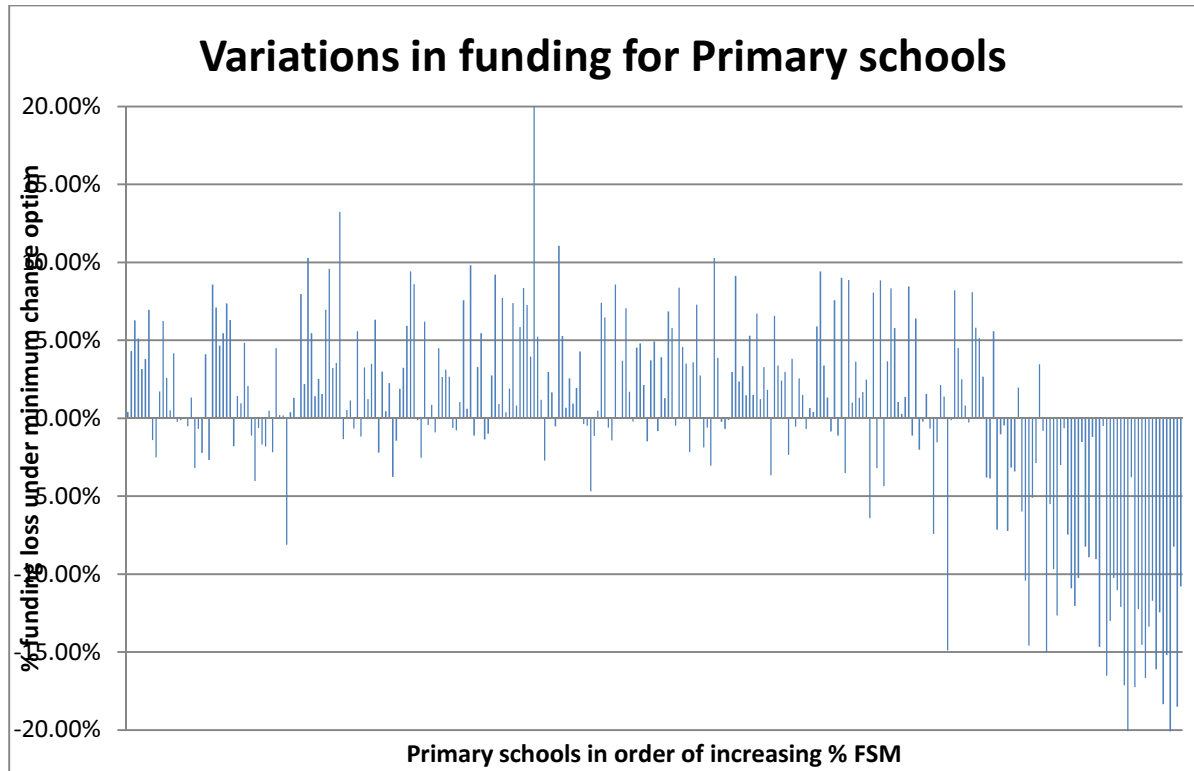
If DfE proposals were implemented without a transfer of funding from core (basic entitlement) to deprivation, those schools catering for the most disadvantaged pupils would see significant losses in funding.



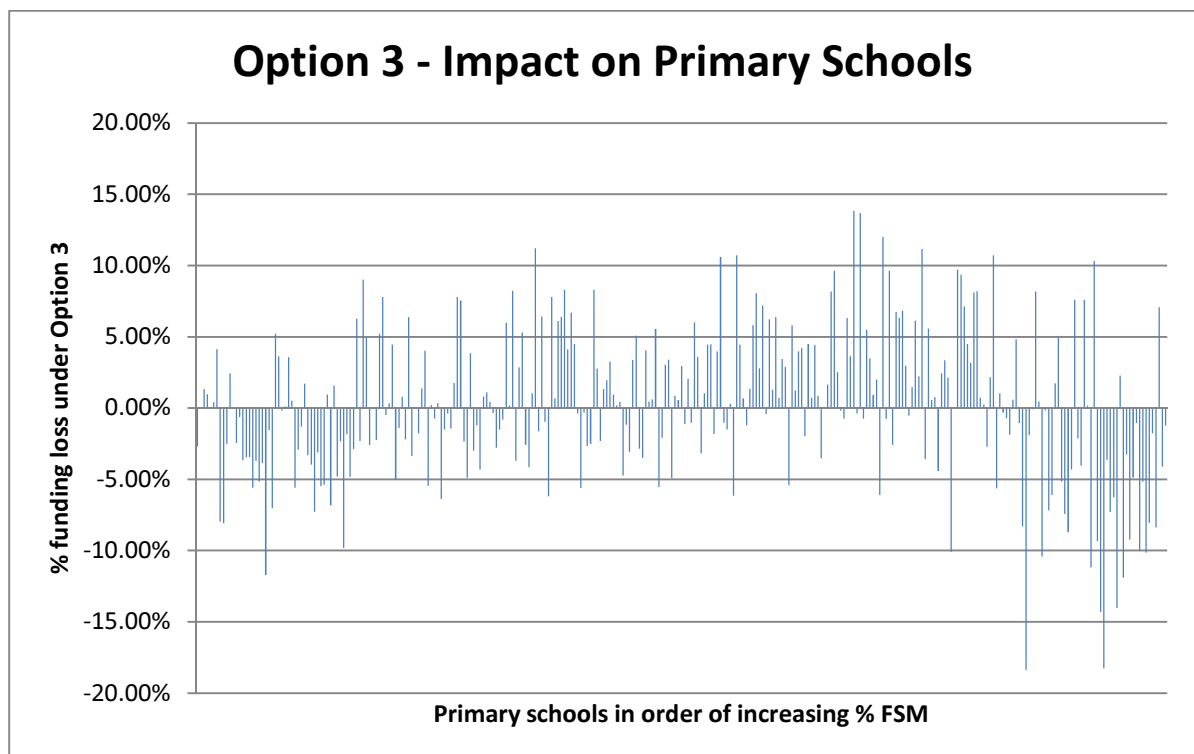
The table below shows the impact of the recommended option – Option 3



The table below shows the impact on Surrey primary schools – prior to any formula adjustments including the transferring of core funding to deprivation.



The table below shows the impact (based on current pupil & school level data) of the recommended option – Option 3. Minimising the extent of losses to more vulnerable schools inevitably reduces funding at many less deprived schools – a consequence of formula simplification.



### 1. Topic of assessment

<b>EIA title:</b>	SCHOOLS FORMULA FUNDING CHANGES 2013/14
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<b>EIA author:</b>	David Green Senior Principal Accountant (Schools Funding), CSF Finance Team, CAE
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### 2. Approval

	<b>Name</b>	<b>Date approved</b>
<b>Approved by<sup>1</sup></b>	P-J Wilkinson	10 Oct 2012

### 3. Quality control

<b>Version number</b>	3	<b>EIA completed</b>	10 Oct 2012
<b>Date saved</b>	10 Oct 2012	<b>EIA published</b>	15 Oct 2012

### 4. EIA team

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
David Green	Senior Pr Accountant	Surrey CC	Author
Lynn McGrady	Finance Manager-	Surrey CC	Reviewer

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p><b>Changes are proposed to the method by which funding is allocated to schools, in order to comply with new legislation</b></p> <p>Schools budgets must be calculated according to a formula developed by the local authority but the factors which the local authority may use within that formula are restricted by legislation. For 2013/14 the Department for Education (DfE) has significantly restricted the factors which local authorities may use to allocate funding to schools. Major changes are required to the Surrey distribution formula in 2013/14 in order to comply with the new DfE requirements. This review concerns the proposals for implementing those changes in Surrey.</p> <p>The authority is responsible for the distribution of budgets to schools. Headteachers and governors have freedom to determine how those budgets are spent. Therefore this review is concerned solely with the allocation process. The authority's scope for monitoring schools' spending choices and performance is limited by legislation. Indeed part of this funding goes to Academies, over which the LA has no powers of monitoring at all.</p> <p>There is a separate process for the allocation of funding to special schools, which is not considered by this review, and which is linked to pupil need as identified in their statements.</p> <p>Schools budgets are funded from the Dedicated Schools Grant, the level of which will, at best, be frozen in cash per pupil in 2013/14. Therefore the proposals must be implemented within current resources.</p> <p>The 2012/13 budget for maintained primary and secondary schools, including Academies, is £553m.</p>
<p><b>What proposals are you assessing?</b></p>	<p>The proposals involve choosing how much of the funding allocated to schools should be allocated based on pupil numbers, deprivation indicators, special educational needs, incidence of pupils with English as an additional language, looked after children and pupil mobility (casual admissions), and what indicator should be used to distribute funding for each of these. The authority's choice of indicators is closely constrained by the new legislation. In particular, the data used to distribute funding must be taken from a dataset provided by DfE, and the authority may not use any indicators of pupil characteristics other than those on the DfE's approved list.</p>
<p><b>Who is affected by the proposals outlined above?</b></p>	<p>The proposals will affect pupils and staff within schools and parents/carers of those children.</p> <p>The proposals will affect the services which schools are able to provide and the staff they are able to employ, although decisions as to which services will be provided and which staff are employed will be made by individual schools. The proposals will not directly and immediately affect the distribution of school places in Surrey or the criteria for admission to those places and thus should not have any immediate direct impact on access to services. However, by undermining the viability of some schools, the proposals may in time</p>

# EQUALITY IMPACT ASSESSMENT TEMPLATE

	make it less convenient for parents and pupils in some areas to access schools because schools in some areas may close and the alternatives offered may not be convenient for them
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## 6. Sources of information

Engagement carried out
The proposals were published on the Council's website from the first week of September and printed copies were sent to all schools and to teacher association and trade union representatives. Prior to this, the relevant Select Committee and secondary headteachers were briefed on the main principles. 58% of primary and secondary schools responded. The proposals in the Cabinet report were supported by a clear majority of schools and also by the statutory Schools Forum
Data used
<ul style="list-style-type: none"><li>Proposals for funding EAL draw on the experience and knowledge of staff in that service</li><li>We have looked at such data as we have on the School Census and on the county's EMS system as to the distribution of children with EAL/underattaining ethnic minorities and travellers. We have no data on the distribution among schools of other protected groups.</li></ul>

## 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 <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>	Limited May affect balance of service provision between 11-16s and 16-18s in secondary schools (but see note)	Limited May affect balance of service provision between 11-16s and 16-18s in secondary schools	<p>Services funded are largely restricted to 4-18s            No specific evidence is available on impact on other groups. However, schools have powers to provide “community focused” activities such as childcare (including pre school) or parent education. Schools facing budget reductions may need to reduce their activities in such areas. This would be a decision for individual schools</p> <p>Not specifically race, but one of the changes is in funding of children with English as an Additional Language The LA proposes to maintain the level of such funding but the basis of distribution between schools will change because it must now be based on DfE –specified indicators which are less sensitive than those historically used in Surrey.</p> <p>See also notes after table 7b, below</p>
<b>Disability</b>	No	Limited If significant would be addressed through additional SEN funding	
<b>Gender reassignment</b>	No	Limited	
<b>Pregnancy and maternity</b>	No	Limited	
<b>Race</b>	No	Some	
<b>Religion and belief</b>	Unlikely	Unlikely	
<b>Sex</b>	Unlikely	Unlikely	
<b>Sexual orientation</b>	Unlikely	Unlikely	
<b>Marriage and civil partnerships</b>	Unlikely	Unlikely	

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

# EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Unlikely	Possible, in that some schools may need to make redundancies for which older staff may be targeted-school decision Risk whenever funding is reduced to any school	<p>At this stage it is not possible to identify which staff may be at risk as a result of budget reductions in individual schools Decisions to make individual staff redundant would be a matter for individual schools, which would be expected to have regard to equalities considerations before making any such decision.</p> <p>Among the DfE requirements is that the whole of the funding for EAL is delegated to schools This potentially affects the continued employment of centrally employed staff The LA will seek to mitigate this (a) by seeking to agree continued central retention of funding with Schools Forum and (b) by promoting and extending the existing traded services offer</p>
Disability	Unlikely	Not directly-school decision	
Gender reassignment	Unlikely	Unlikely	
Pregnancy and maternity	Unlikely	Unlikely	
Race	Unlikely	Possibly, via delegation of EAL service, which has above average numbers of staff in protected groups ,However, decision to delegate is outside although decision outside LA control	
Religion and belief	Unlikely	Unlikely	
Sex	Unlikely	Unlikely	
Sexual orientation	Unlikely	Unlikely	
Marriage and civil partnerships	Unlikely	Unlikely	

# EQUALITY IMPACT ASSESSMENT TEMPLATE

NOTE It is important to note that the proposals are for the allocation of resources to schools. The LA does not directly control how those resources are used by schools (although as a last resort the LA could suspend financial delegation or impose an interim executive board on a school which was grossly breaching its legal requirements). Therefore the LA's main concern is to protect resources allocated by reference to protected groups and the resources allocated to those schools recognised as having high levels of need.

The specific changes which are most likely to impact on vulnerable groups are as follows:

- \* Redistribution of deprivation funding away from the most deprived schools towards a wider cross section of schools. This is because DfE will no longer allow us to fund deprived pupils at a higher rate per pupil in the most deprived schools ie every pupil meeting the chosen deprivation criteria must be funded at the same rate, no matter which school they attend. While this will not directly affect pupils or staff with protected characteristics, it means that those schools which lose funding may have to make a choice between continuing/developing activities which specifically or differentially support vulnerable and/or underattaining children (in which priority groups may be over represented) or maintaining an adequate core offer to all pupils, although ultimately this would be a school decision. This might include, for example, provision of alternative education for pupils at risk of exclusion. Similarly, as above, schools losing funding may need to reconsider whether community focused activities (such as parenting support or childcare or home school link workers) can be sustained, although again these would be decisions for individual schools. The overall impact depends on whether these activities are needed more in the schools which lose funding (generally the most deprived) than in those which gain funding (generally the medium deprived).

The Cabinet report proposes a significant increase in the proportion of schools funding allocated on the basis of deprivation, which means moving funding from less deprived to more deprived schools. However, this cannot fully remove the losses of the most deprived schools. Further transfers of funding to deprivation would potentially put at risk the ability of less deprived schools to deliver the core curriculum. It is clear that substantial turbulence is unavoidable and that some of the most deprived schools will still lose substantial sums.

In choosing deprivation indicators the LA has looked at a range of indicators and has considered, in particular, arguments that using free school meals eligibility may disadvantage some priority groups. However, after



## EQUALITY IMPACT ASSESSMENT TEMPLATE

considering a number of options, the LA has concluded that those options offer no overall improvement in the primary sector and only limited improvement in the secondary sector.

- \* changing the basis of funding for children with English as an additional language and children from underattaining ethnic minorities.

From April 2013 the LA may no longer fund underattaining ethnic minorities as such and while it may fund pupils with EAL it may only use one of three prescribed indicators, ie pupils with EAL who have been in the English state education system up to one year, up to two years or up to three years. The LA has chosen the three year option, on advice from the REMA service that at least three years is normally needed for a child to reach fluency in English. The LA proposes to maintain the overall level of funding distributed for EAL at the same level as that currently distributed for EAL and underattaining ethnic minorities. However, the LA does not wish to increase the level of funding for EAL because of concerns over the robustness of the indicators allowed (eg the funding has no regard to actual fluency in English on admission). Therefore there is cause for concern that additional funding may not be effectively targeted.

The DfE argues that underattaining ethnic minorities, who do not qualify for funding as EAL through their new EAL indicators, can be targeted through indicators of deprivation. In the secondary sector, the schools who lose most through the move from underattaining ethnic minority data to EAL data are not generally the most deprived, and many of them gain through other aspects of these changes. However, in the primary sector many of the schools which are among the largest losers from the loss of ethnic minority funding are also large losers overall. The difficulty is that the only apparent method of mitigating this loss would be a large increase in deprivation funding, which is a crude method, particularly with the choice of indicators available.

- \* Changes to the funding of casual admissions

Currently Surrey provides additional funding to schools with high levels of casual admissions (which is of benefit, among others, to schools with a high turnover of pupils from abroad and of traveller children). From April 2013 casual admissions may only be funded if every casual admission is funded at the same rate, irrespective of the number of casual admissions –so for example, an oversubscribed school filling two places from its waiting list would be funded at the same rate per pupil admitted as a school admitting 20 pupils with no English who were new to the country. The LA has taken the view that the expense of funding casual admissions on the new basis

## EQUALITY IMPACT ASSESSMENT TEMPLATE

would be disproportionate to the benefits to children in schools with high levels of casual admissions. Thus the LA does not propose to fund casual admissions in 2013/14.

The only protected characteristics which can be directly targeted by the funding formula are age (and only then pupil age between 3-19) and race (and only then as EAL or not). So the only funding influence we have is via deprivation/SEN and EAL.

### 8. Amendments to the proposals

Change	Reason for change
None Consultation has not uncovered any new issues	N/a

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Decline in attainment of pupils with EAL/underattaining ethnic minorities as a result of funding/support being reduced	Monitor attainment and school support for these pupils  Consider whether they could be better targeted in future without wholly disproportionate results elsewhere	Ongoing  Autumn 2013/2014	Performance team already monitors  School funding team
Reduction in services offered by schools to pupils or staff with protected characteristics in response to budget reductions	Guidance to and monitoring of schools	Would need to be incorporated into existing monitoring of schools	To be assigned

## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Cannot be sure at this stage-depends on decisions by individual schools as spending decisions are delegated to schools	Any in principle

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 11. Summary of key impacts and actions

<b>Information and engagement underpinning equalities analysis</b>	Consultation with school reps and with relevant SCC support service and use of School census and other data available within SCC
<b>Key impacts (positive and/or negative) on people with protected characteristics</b>	No certain impact, but possibility that changes in deprivation funding, in particular, will disproportionately impact on pupils in some priority groups
<b>Changes you have made to the proposal as a result of the EIA</b>	None The EIA has not identified any risks which were not recognised in developing the initial proposal
<b>Key mitigating actions planned to address any outstanding negative impacts</b>	Performance of those groups potentially affected will be monitored and the level of deprivation and EAL funding, in particular, will be reviewed for future years taking into account the results of that monitoring.
<b>Potential negative impacts that cannot be mitigated</b>	None definite Depends on how schools respond to the changes in funding

**SURREY COUNTY COUNCIL****CABINET****DATE: 23 OCTOBER 2012****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, CHIEF FINANCE OFFICER AND DEPUTY DIRECTOR FOR CHANGE AND EFFICIENCY****SUBJECT: BUDGET MONITORING FORECAST 2012/13 (PERIOD ENDING SEPTEMBER 2012)****SUMMARY OF ISSUE:**

To note the year-end revenue and capital budget monitoring projections as at the end of September 2012.

Please note that the Annex 1 to this report will be circulated separately prior to the Cabinet meeting.

**RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. notes the projected revenue budget; (Annex 1 – Section A) and the Capital programme direction; (Annex 1 - Section B)
2. confirms that government grant changes are reflected in directorate budgets; (Annex 1 – Section C)
3. notes the current treasury summary position and second quarter end supplementary information. (Annex A - Section D)

**REASON FOR RECOMMENDATIONS:**

To comply with the agreed strategy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

**DETAILS:**

1. The council's 2012/13 financial year commenced on 1 April 2012 and this is the fourth financial report of this financial year.
2. The council has implemented a risk based approach to budget monitoring across all directorates and services. The risk based approach is to ensure that resources are focused on monitoring those budgets assessed high risk, due to their value or volatility. There is a set of criteria to evaluate all budgets into high, medium and low risk.

3. High risk areas report monthly, where as low risk services areas report on an exception basis. This is if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower.
4. Annex – Section A to this report sets out the council’s revenue budget forecast year end outturn as at the end of August 2012. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month. The report provides explanations for significant variations from the budget.
5. Annex – Section B to this report updates Cabinet on the council’s capital budget.
6. Annex – Section C provides details of the revenue changes to government grants and other budget virements.
7. Finally the Annex – Section D provides information about the treasury information and further financial information on the current position on the Balance Sheet and outstanding debts relating the second quarter end.

#### **Consultation:**

8. All Cabinet Members will have consulted their relevant Strategic Director on the financial positions of their portfolios.

#### **Risk management and implications:**

9. Risk implications are stated throughout the report and each Strategic Director has updated their strategic and or service risk registers accordingly. In addition, the Leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the council.

#### **Financial and value for money implications**

10. The financial and value for money implications are considered throughout this report and will be further scrutinised in future budget monitoring reports. The council continues to have a strong focus on its key objective of providing excellent value for money.

#### **Section 151 Officer commentary**

11. The Section 151 officer confirms that all material, financial and business issues and risks are considered throughout the report.

#### **Legal implications – Monitoring Officer**

12. There are no legal issues and risks.

#### **Equalities and Diversity**

13. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

### **Climate change/carbon emissions implications**

14. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
15. Any impacts on climate change and carbon emissions to achieve the Council's aim will be considered by the relevant service affected as they implement any actions agreed.

### **WHAT HAPPENS NEXT:**

The relevant adjustments from the recommendations will be made to the council's accounts.

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#### **Contact Officer:**

Sheila Little, Chief Finance Officer and Deputy Director for Change and Efficiency  
020 8541 7012

#### **Consulted:**

Cabinet / Corporate Leadership Team

#### **Annexes:**

Annex 1 – Section A – Revenue Budget Summary  
Annex 1 – Section B – Capital Budget Summary  
Annex 1 – Section C – Revenue Budget movements  
Annex 1 – Section D – Treasury & 2nd Quarter financial information

#### **Sources/background papers:**

None

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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 OCTOBER 2012**

**REPORT OF: MR JOHN FUREY, CABINET MEMBER FOR TRANSPORT AND ENVIRONMENT**

**LEAD OFFICER: JASON RUSSELL, ASSISTANT DIRECTOR SURREY HIGHWAYS**

**SUBJECT: OPERATION OF CIVIL PARKING ENFORCEMENT**



**SUMMARY OF ISSUE:**

This report considers how the County Council will manage the future enforcement and administration of civil parking enforcement within Surrey.

The report recommends entering into long term on-street parking agency agreements with those Districts willing to undertake the function and to formalise an oversight and monitoring role for the Local Committees.

**RECOMMENDATIONS:**

It is recommended that:

1. the introduction of new agency agreements in line with the terms specified within this report sections 13-18 is approved and authorise the Assistant Director for Highways, in consultation with the Cabinet Member for Transport and Environment be authorised to finalise details and implement the new agreements
2. Local Committees have an oversight and monitoring role for on-street parking enforcement within their area
3. the Assistant Director for Highways, in consultation with the Cabinet Member for Transport and Environment, be authorised to enter into suitable alternative short term arrangements to ensure continuation of on-street parking enforcement in the event that such arrangements become necessary.

**REASON FOR RECOMMENDATIONS:**

To ensure the County Council effectively and efficiently manages on-street parking in Surrey.

**DETAILS:**

**Introduction and background**

1. The County Council is responsible for the management of on-street parking enforcement. Currently, this function is discharged through agency agreements with 9 of the 11 District / Borough Councils. From April 2011,

Tandridge and Waverley have been managed by Reigate & Banstead and Guildford Borough Councils respectively.

2. The current agency agreements with our nine partners are due to expire at the end of this calendar year and there is therefore a need to enter into new arrangements. This affords an opportunity to examine the agreements to ensure they offer the best solution for all parties. The Environment and Transport Select Committee considered a similar report to this at their meeting of the 19 September 2012.
3. In the event that a new agreement is not reached with a particular District / Borough, there will be a need to ensure there is the option for the County Council to extend the existing agency agreement or enter into alternative arrangements if we are to continue to provide on-street enforcement. Evidence from other areas of the Country has shown that if on-street parking enforcement ceases, drivers soon realise this and a significant minority will park inconsiderately to the detriment of traffic flow, road safety and the local environment.
4. Following extensive discussions with relevant parties over the past two years at both Member and Officer level, a number of parameters for future agency agreements have been developed. These are set out in this report within sections 13-18.
5. Much improvement has been made in the operation, management and financial viability of Civil Parking Enforcement since the County Council first took over responsibility for it from Surrey Police (on a phased basis between 2004 and 2007). The police do retain powers to deal with incidents of dangerous parking or obstruction.
6. Parking enforcement can be a contentious issue with some residents and Members. Residents can demand new restrictions to suit their personal circumstances and there is often a conflict of views within any one local area. Officers receive frequent complaints that overzealous enforcement can be detrimental to small businesses and the economy as a whole. Conversely, complaints about lack of enforcement are equally commonplace. In general there are three types of enforcement:
  - Safety / traffic critical – essential to protect sight lines or traffic flow
  - Environmental / economic – aids a specific local area (e.g. limited period waiting bays) but can be resource hungry
  - Educational – enforcement that can assist with driver behaviour and residents' concerns, such as anti-social parking across drives.

Within Surrey, Local Committees are responsible for introducing or amending parking restrictions. It should be expected that if a Local Committee deems restrictions necessary, then they will be enforced. The frequency of enforcement will vary depending upon need and resources.

7. On-street parking enforcement is not a mechanism for generating income. However, if, through good operational management a surplus is generated, it is legitimate to use this for the benefit of residents or highway users. How any surplus can be used is prescribed in law, but broadly speaking it is acceptable to use it for highway improvements, the provision of public passenger

transport services, environmental improvement or improving the appearance or amenity of open space or water to which the public have access.

8. Since April 2011, our enforcement agents have accepted responsibility for any financial deficit on their parking accounts. To simplify the arrangements, the historic split between “Civil Parking Enforcement” and “Controlled Parking Zones” has been removed – there is now a single parking account for each District. This is a marked change from previous arrangements where the County Council was responsible for any financial deficits. To reflect this change, the County Council agreed to ring fence any surplus from 2011/12 to assist agents who operated at a deficit. Figures from 2011/12 indicate that there has been a substantial improvement in operational efficiencies.
9. In late 2011, much work was undertaken by the County Council and the Districts and Boroughs looking at the potential for consortium working. Successes with Guildford operating in Waverley and Reigate & Banstead within Tandridge gave momentum to investigating the options and efficiencies. In the north-west of the County, Officers and Members looked at joint working between Woking, Elmbridge, Runnymede, Spelthorne and Surrey Heath. The exercise was undoubtedly of value, but ultimately discussions failed. Similar less advanced discussions were held with authorities in the east of the County. All parties indicated that they would like any new agency agreements to have the flexibility to accommodate this if in future the circumstances are right.

### **Proposed Agreements**

10. The Districts and Boroughs are responsible for managing and enforcing their own off-street car parks. There are advantages and efficiencies in Districts and Boroughs also having responsibility for on-street enforcement and it removes ambiguity for the travelling public. By entering into agreements with Districts / Boroughs, Civil Enforcement Officers (formerly known as parking attendants and renamed through the Traffic Management Act 2004) are able to work seamlessly both on and off street. In Surrey, parking enforcement is a good example of two tier local government working together.
11. Over the last two years, discussions have been held between all parties at Officer and Member level, with various options being considered. In early 2011 the Environment and Transport Select Committee established a Member parking task group. Many of the recommendations within this report are based on its conclusions and discussions held between authorities.
12. Earlier this summer the Cabinet Member for Transport and Environment wrote to Leaders of the Districts and Boroughs. The following points were explained as the basis for any future agreements
  - Minimum five year agency agreement, with a presumption for rolling extensions.
  - Flexibility in any agreement to facilitate cross boundary working, if and when proposals are agreed between Districts and Boroughs.
  - Local Committees to be responsible for setting levels of charge, subject to minimum fees (such as resident permits, suspensions and dispensations etc ) set County wide.
  - A limited number of performance indicators, agreed by all parties.

- Local Committees to be responsible for approving new on street parking schemes.
- Oversight and monitoring by the Joint Local Committee of the District / Borough and County.
- Operational management will remain the responsibility of the enforcement District / Boroughs or forms of consortia.
- Operational deficits remain with the enforcement provider.
- Operational surpluses will be subject to an agreed split between all three partners\*

\* During discussions at Surrey Leaders a split of 60/20/20 between the Local Committee, Enforcement Agent and the County Council was proposed

Below are the suggested parameters of the future arrangements.

13. *Duration of agreements* – there is a need to offer some certainty to all parties so that investment and staffing levels can be properly planned. It is therefore proposed that all agreements are for a minimum of five years, with rolling two year extensions agreed a minimum of one year prior to the current end date of any agreement) subject to all parties being in agreement. The expectation is that a formal review will be undertaken by all parties after the second complete year of operation to enable any agreed service improvements / agency changes. This will include performance against KPIs. The agreements will have the normal break clause of 12 months notice (by either party) or 6 months if there is an agency breach. If agreement cannot be reached as a final measure termination of the agreement by the County Council would need to be agreed by the Cabinet Member and Assistant Director Highways.
14. *Flexibility of agreements* – any agreement will be with the enforcing agent. As earlier stated, there is a desire for collaborative working. The agency agreement will facilitate this by enabling agents to work together by agreement and revised formal arrangements (subject to oversight and cost clauses to be maintained) will be entered into as required. This may require the issuing of revised agency agreements but authorisation is sought for the principle as officers will need to ensure the necessary legal processes are followed.
15. *Finance* – no matter who undertakes enforcement, on-street parking remains a County Council function. The agents will be expected to provide final accounts by the end of June for the preceding financial year. Any financial deficits (i.e. expenditure is more than income) will remain the responsibility of the agent. Any operational surplus will be distributed as explained in section 12, subject to minor local variations or pre existing arrangements, as agreed by the Cabinet Member. Transfer of any end of year surpluses (if they exist) will take place at the end of June.

It has been suggested by some authorities that in order to manage the risk of a deficit, their parking account surplus/deficit could be assessed on a 2 year cycle rather than annually. Rolling forward any surplus/deficit would go some way to smooth over annual variations and one off events that may affect parking enforcement income. This arrangement could be put into place as required by the respective enforcement authority with the agreement of the Local Committee.

A standard financial spreadsheet is being developed by Surrey Treasurers including SCC Corporate Finance. All agents will use this as a template to

ensure consistent reporting. If an agent enforces more than one district, there will be separate accounts for each area. It is proposed that an 'open book' approach is adopted for the on street parking account in each enforcement area and that they are audited as frequently as deemed necessary by Surrey Audit.

Operational costs broadly include staffing, back office functions, vehicles and accommodation. They do not include "new" restrictions or parking reviews which will continue to be funded from other highways budgets and money under the control of the Local Committee. The intention is that the bulk of any surplus would be under the control of the Local Committee and should they decide they will be able to use this income to fund new schemes.

It is reasonable to expect enforcement to be targeted where it is most needed. If extra enforcement is required (say for a specific event or due to local Member concerns) additional funding can be agreed by the Local Committee.

A share of any operational surplus will be returned to the enforcement agent to help drive efficiencies, with the bulk of the funding being allocated to the Local Committees. All Local Committees have representations from both County and Borough Members with equal voting rights for highway matters. This will enable the Local Committee to allocate any surplus as it deems appropriate to suit local needs or priorities.

16. *Governance* – it is expected that agents will report on operational performance, KPI's and current parking trends to the Local Committee. It will be for the Local Committee to determine the terms of reference which best suits its particular local circumstances although there will be standard performance reporting (see section 17) which can be used as a consistent benchmark. It is anticipated that the Local Committee will wish to establish steering groups to advise the agent of issues or policy concerns in its area. This will enable the Local Committee to have an oversight and monitoring role while responsibility for the actual day to day management and operation of the parking enforcement service will rest with the enforcement agent, not the Local Committee. The agency agreements will be between the County Council and the relevant District / Borough, not the Local Committee.

17. *Performance* – A range of Key Performance Indicators (KPIs) for on-street enforcement have been developed in collaboration with the County Council and Districts and Boroughs. These have been developed to be:

- Robust
- Meaningful
- Measurable

Key to KPI development was that they should reflect not just financial information, but also take into account levels of service and customer and Member satisfaction with the on-street parking operation.

The proposed KPIs are:

1. Total cost to administer the on-street parking service – the overall net cost of operating the on-street enforcement element of the parking service

2. Civil Enforcement Officer (CEO) deployment efficiency - this measures the number of hours of deployed CEO time spent on-street or travelling to sites as a ratio of the total cost of the enforcement operation
3. Penalty Charge Notices (PCNs) issued per deployed hour - the total number of PCNs issued as a ratio of the total number of CEO hours on-street
4. PCN cancellation rate - the total number of PCNs cancelled as a ratio of the total number of PCNs issued
5. PCN appeal rate – the total number of PCNs successfully appealed, as a ratio of the total number of PCNs issued
6. Reliability and management of Pay and Display (P&D) machines - measuring the provision of information for all completed tasks, as well as maintaining accurate and comprehensive records for all tasks.
7. Time taken to issue parking permits / dispensations / suspensions – measuring the average number of days taken to deal with general customer requests for service (excluding PCN appeal or comments on parking restrictions)
8. Customer / Member satisfaction – a measurement of Member and Customer satisfaction through an online survey, which importantly measures perception as well as results

*Note these may be subject to minor alterations to suit local conditions / negotiations.*

It is expected that performance levels will be agreed with agents and evolve with operational experience. KPI data can be benchmarked nationally and locally and used to help resolve disputes and/or improve performance.

Each local authority must produce an annual report detailing key aspects of its enforcement activity. This is stipulated by the operational guidance for Part 6 of the Traffic Management Act 2004 (Civil Enforcement of Traffic Contraventions). This data is collated by the County Council and also helps indicate performance and compliance levels for on and off street parking enforcement.

18. *Standards of enforcement* – all agents will provide a minimum level of enforcement for all restrictions, but it is not possible to enforce all roads constantly and it is expected that agents will use their resources to target safety concerns / disruption. Working with the County Council, agents will prepare enforcement models stipulating the minimum level of typical enforcement for various types of restrictions / roads. This will be subject to oversight and monitoring by the Local Committee. Local Committees will be able to “top up” levels of resource intensive enforcement (such as non-pay and display limited waiting bays,) from local budgets under their control if this is a priority.

#### **Temporary provision in the event of no agreement**

19. There is a need to ensure continued parking enforcement in the event that one of our current agents declines to enter into a new agency agreement. Therefore it is recommend that the Assistant Director for Highways, in consultation with the Cabinet Member, has the authority to:

- a) authorise other Districts to undertake enforcement where the principal District no longer wishes to be involved and enable transitional arrangements to cover any risk / cost
- b) temporarily extend existing agreements while negotiations are concluded on terms similar to those in the current agreements for on-street parking enforcement.

**Development of new restrictions and parking schemes in Surrey**

- 20. Any new restrictions or requests for parking schemes are considered and approved by the relevant Local Committee. The Parking Team leads on these requests for all Districts, except Guildford. Historically Guildford Borough Council has promoted its own schemes, although the approval mechanism is still through the Local Committee.
- 21. Decisions on all parking schemes will continue to go through the Local Committee process with Officer support from the SCC parking team / Guildford Borough Council.
- 22. If there is a desire and capacity with our enforcement agents, there is scope to enable them to locally lead on future reviews. There are resource implications, but this can be considered as part of future reviews. Agency agreements will be designed to enable this flexibility.

<b>CONSULTATION:</b>
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- 23. Overall there has been a positive response to the proposals from the nine Districts and Boroughs which currently act as our agents. Both Tandridge and Waverley have confirmed that they do not wish to become involved and are happy for others to undertake on-street enforcement within their Districts. Negotiations are ongoing, but it is expected that the following will accept these arrangements:
  - o Elmbridge
  - o Epsom & Ewell
  - o Guildford / Waverley
  - o Mole Valley
  - o Runnymede
  - o Spelthorne
  - o Woking
- 24. Discussions are ongoing with Surrey Heath and Reigate & Banstead for their area and for enforcement in Tandridge. It is hoped that any issues will be resolved although if this is not possible, alternative arrangements will need to be established.
- 25. Consultation has taken place with the Environment and Transport Select Committee. Their views and recommendations are attached to the agenda under item 5. A response will be provided at the meeting.

## **RISK MANAGEMENT AND IMPLICATIONS:**

26. There is a risk that parking enforcement will cease if suitable arrangements are not in place. Experience elsewhere has shown that this would have serious implications for traffic flow, parking congestion and road safety.

## **Financial and Value for Money Implications**

27. On-street parking enforcement has been running at a cost to the County Council since 2004. In the years 2004-2011 the net cost to the county in subsidising our agents has been in the region of £0.3-1.0m per annum. In addition to this, there were significant capital costs (between 2003 and 2007) in establishing new enforcement arrangements. Through operational experience, improved working practices and the setting of more realistic fees, collectively our agents have substantially reduced deficits. Under the proposed arrangements the County Council will not be liable for any deficits.

As stated in paragraph 7, on-street parking enforcement is not a mechanism for generating revenue but neither should it operate in a manner which causes a financial loss. The responsibility for managing the service in a cost effective manner will rest with our enforcement agents.

28. The current Medium Term Financial Plan (MTFP) assumes an income from parking of £0.6m from 2013/14 onwards. At the time of agreeing the MTFP various options were being considered for parking which through negotiations with the Districts and feedback from the Local Committee are now not being progressed. If approved, these new arrangements make realising this income figure unlikely to be achieved. This will need to be balanced from other highway budgets and as part of next year's budget setting Officers will work to identify options to cover this potential shortfall.
29. To date, the cost of the Guildford Park and Ride has been subsidised by the on-street parking account for Guildford. An agreement has been made with Guildford Borough Council, which will be reported to the Local Committee, to reduce the net cost of the Park and Ride service. However the existing on-street surplus (for the Guildford area) will continue to be used to subsidise the service as appropriate to ensure continued operation.

## **Section 151 Officer Commentary**

30. The S151 Officer confirms that all material financial and business issues & risks have been considered in this report.

## **Legal Implications – Monitoring Officer**

31. The County Council has the necessary legal powers to operate parking enforcement through the Traffic Management Act 2004. By virtue of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions)(England) Regulations 2012 the Cabinet may make arrangements with another local authority for one of its functions to be discharged by them on such terms as they mutually agree.
32. Whilst Local Committees may be best placed to monitor the ongoing operation of any local arrangements put in place to provide parking enforcement in their area this should not replace any planned scrutiny of on-street parking



restrictions and enforcement in the County by the Environment and Transport Select Committee.

33. As set out earlier in this report, there are legal constraints regarding the purposes to which any surplus income, arising from parking enforcement may be put. The report proposes a 60/20/20 split of any such surplus and each of the respective beneficiaries of that would be limited in respect of the use to which any surplus could be put. Any surplus allocated to the Local Committee would technically be a surplus returned to Surrey County Council, but allocation of any such funding could be delegated by the Leader to the Local Committees as part of the proposed arrangements.

#### **Equalities and Diversity**

34. Effective parking enforcement can assist accessibility for those with visual or mobility impairment by reducing instances of obstructive parking. Parking restrictions also allow blue badge holders better access to shops and services through the provision and enforcement of disabled bays.

Parking policy has been developed in line with Surrey Transport Plan 3 which has been subject to rigorous equality assessments.

#### **Climate change/carbon emissions implications**

35. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change. As part of any agency agreements, officers will encourage the use of low emission vehicles, in connection with parking enforcement works.

#### **WHAT HAPPENS NEXT:**

36. Actions will be put in place to secure new agency agreements.
37. Legal Services will work with the Districts and Boroughs to negotiate and finalise new agency agreements.
38. The Parking team will take the lead on working with relevant Districts / Boroughs to establish overview and monitoring procedures for the Local Committee.
39. In the event that agreement cannot be reached, the Assistant Director together with the Cabinet Member will work to put short term alternative measures in place and a further update will be provided to Members

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#### **Contact Officer:**

Jason Russell, Assistant Director, 020 8541 7395  
Richard Bolton, Local Highways Group Manager, 020 8541 7140  
David Curl, Parking Team Manager, 01372 832154

#### **Consulted:**

Trevor Pugh, Strategic Director for Environment and Infrastructure  
John Furey, Cabinet Member for Highways and Environment  
Environment and Transport Select Committee

**Sources/background papers:**

- Operation of Civil Parking Enforcement report to Select Committee Feb 2010, May 2010, Nov 2011 and Sept 2012.
  - Operation of Civil Parking reports to Cabinet March 2010, June 2010 and Feb 2012.
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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 OCTOBER 2012**

**REPORT OF: MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES AND THE 2012 GAMES**

**LEAD OFFICER: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE**

**SUBJECT: SUPPORT FOR NATIONAL MAGNA CARTA 800<sup>TH</sup> ANNIVERSARY CELEBRATIONS**



**SUMMARY OF ISSUE:**

To adopt the resolution(s) being proposed by the national Magna Carta 800<sup>th</sup> Anniversary Organising Committee to all local authorities with a direct involvement/connection with the Magna Carta 800<sup>th</sup> anniversary in 2015, to support a range of national celebratory activities and to approve in principal a £5m contribution to the funding for a new visitor centre, with £3m of additional match funding being raised externally.

**RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. supports and endorses all recommendations in the model resolutions 1-20 which includes the proposal for a National Holiday on 15<sup>th</sup> June 2015 to celebrate the 800<sup>th</sup> anniversary.
2. approves in principal a £5m contribution to the funding for a new visitor centre, with £3m of additional match funding to be raised externally, subject to appropriate project governance and management being put in place, which is delegated to the Cabinet Member for Community Services and the 2012 Games in consultation with the Leader of Council and the Assistant Chief Executive.

**REASON FOR RECOMMENDATIONS:**

15th June 2015 will be the 800<sup>th</sup> anniversary of the sealing of the Magna Carta at Runnymede. The Magna Carta established the Rule of Law and Human Rights; it effectively challenged for the first time the divine right of Kings. The Magna Carta Trust has established "The Magna Carta 800<sup>th</sup> Anniversary Organising Committee" to organise and coordinate the commemoration of this important anniversary.

This committee has established model resolutions and these are set out in Section 1 below. Proposals (i) – (iv) and (vi) – (xx) are general resolutions seeking SCC support for activities that are broad ranging promotional activities to raise the profile of the anniversary. (v) proposes a National Holiday on 15<sup>th</sup> June 2015. It is recommended that these are supported.

<b><u>DETAILS:</u></b>
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### **Magna Carta Trust Resolutions**

1. The resolutions proposed by the National Magna Carta 800th Anniversary Committee which Surrey County Council is asked to support are:
  - (i) This Council resolves that it will participate in this celebration and in the run-up to the 15 June 2015.
  - (ii) The Council will proclaim and observe a Magna Carta day whether the 15 June or another appropriate date each year in 2013 and 2014.
  - (iii) and/or will conduct a Magna Carta week in coordination with the other Magna Carta towns in England.
  - (iv) and/or will seek to enlist other suitable bodies within the County such as libraries, schools, colleges and universities, and other relevant organisations to participate in the run-up and observation of the date of the sealing of the Magna Carta.
  - (v) and/or will petition Parliament to declare 15th June 2015 as a national holiday. This has already been supported unanimously by the House of Commons in a recent vote on a Ten Minute Rule Bill promoted by Eleanor Laing MP.
  - (vi) The Magna Carta Trust's 800<sup>th</sup> Anniversary Committee proposes the following of special relevance to local Councils:
    - (vii) enlist local MPs to join and participate in the All-Party Group of Members of Parliament.
    - (viii) support local Magna Carta exhibitions in public libraries within the County.
    - (ix) encourage suitable museums, galleries, churches, etc to have Magna Carta exhibitions.
    - (x) encourage a Magna Carta evensong and Sunday services in churches.
    - (xi) petition the Royal Mail for commemorative stamps for each of the Magna Carta towns and first day covers promoted here.
    - (xii) encourage the Royal Mint to coin commemorative coins and on the reverse feature each of the Magna Carta towns.
    - (xiii) participate in developing a Magna Carta tour and promote it in a brochure and web presence to encourage tourism in all the Magna Carta towns.
    - (xiv) press the Department of Education to include the relevance of the Magna Carta in the revised history programme of the schools' syllabus.
    - (xv) encourage the distribution of the British Council Magna Carta booklet in schools throughout the County.

- (xvi) encourage local schools to take part in the English Speaking Union debate in the academic year 2014/2015.
  - (xvii) take part in the British schools' essay contest in 2014/2015.
  - (xviii) support the announcement of activities both within the County and nationally in the media and new media.
  - (xix) encourage the university to have an open lecture on the Magna Carta in 2015 and schools to organize school assembly talks on the Magna Carta.
  - (xx) encourage local radio (and television) stations to cover the Magna Carta celebrations and make available to local media appropriate academic and other spokesmen on the Magna Carta.
2. It should be noted that this report is solely about the request from the National Magna Carta 800<sup>th</sup> Anniversary Committee to adopt their model resolutions – and it does not seek to address the opportunity that this occasion presents for Surrey in terms of more locally organised events/activities to celebrate and definitively mark the Magna Carta and its octo-centenary.
  3. The sealing of the Magna Carta in Runnymede is a major part of Surrey's heritage and cultural identity, and the 800th anniversary will be an occasion of national and international prominence and significance. There will be strategic leadership from the County Council to ensure that the focus of this celebration is Runnymede and, working with partner organisations and stakeholders from across the County, we want to ensure that through the opportunity of the 800th anniversary, that this important historic event is fully promoted and celebrated - for the benefit of residents and visitors now, and in the future.
  4. Details of this ambition for the Magna Carta 800th Anniversary initiative in Surrey will be brought to Cabinet in due course for their consideration.

### **Visitor Centre**

5. For a number of years there has been some concern at the quality of the visitor experience at this historically important site in Runnymede. One of the key ambitions for the 2015 anniversary (at both local and national level) is to provide new visitor facilities and arrangements (and improved site presentation/interpretation arrangements) at a standard consistent with the significance of the site.
6. Provisional plans for a Visitor Centre by Runnymede Borough Council indicate a cost of £8 million (to include capital build costs and associated fees). The County Council will make a £5 million contribution to this on the basis that £3 million is raised as match funding from other sources to enable the development to proceed. An active campaign to raise these funds is being managed by Runnymede BC.
7. Surrey County Council is putting in place robust project management and governance arrangements to ensure an appropriate level of leadership and involvement as befits this scale of investment in the project. The details of this will be delegated to the Cabinet Member for Community Services and the 2012 Games in consultation with the Leader and Assistant Chief Executive.

8. The project (along with the requisite local improvements to the highway) has a very tight timescale to ensure completion in time for the 2015 celebration. The provisional timescale is that work will commence on site late 2013 with build/fit-out completed by February 2015. There will be some capital draw down to service cost of fees in the design and development stage, as well as a requirement for capital for stage payments during construction.
9. Surrey County Council is supporting this scheme because of the tremendous importance of Magna Carta in terms of heritage education, economic development, tourism and great pride in our county. The County Council is further seeking to ensure a state of the art facility within an impressive, sustainable, and architecturally distinguished landmark building that will tell the story of Magna to both local and international visitors. Through the events in 2015 and the Visitor Centre, the profile of Surrey will be enhanced both nationally and internationally which will benefit the area in both the short and longer term.

#### **Tourism research (based on the Cambridge Model)**

10. In the Economic Impact on Tourism in Runnymede 2011 Report, Tourism South East Research Unit estimated that in 2011 1,767,000 tourism day trips were made to Runnymede (lasting more than 3 hours and taken on an irregular basis) and an estimated 150,000 staying trips were spent in Runnymede, of which around 107,000 were made by domestic visitors (71%) and 43,000 by overseas visitors (29%).
11. Direct expenditure generated by tourism in Runnymede for 2011 was estimated to be £102m which translated to £136.6m worth of income for local businesses through additional indirect and induced effects. This tourism-related expenditure is estimated to have supported 1,759 FTE jobs in Runnymede or 2,379 actual jobs if considering part-time and seasonal employment. These jobs are spread across a wide range of service sectors from catering, hospitality and retail to public service jobs such as in local government, and not just tourism. Based on our estimates, total tourism related expenditure supports 4% of these jobs in Runnymede.
12. The potential additional tourism to Runnymede for the Magna Carta visitor Centre in the future could therefore have a significant impact on the local economy as well as to the County as a whole. A modest 10% increase in tourism arising from a new visitor centre would add an additional £13.6m per annum of income to the area.
13. Operational management arrangements for the new visitor facility will be determined jointly by Surrey County Council and Runnymede BC but it is not envisaged that the County Council will have a direct management role or responsibility (or any financial commitment) to the facility once it has been opened.

<b><u>CONSULTATION:</u></b>
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14. This matter has been discussed with the Leader of Council, Cabinet Member for Community Services and the 2012 Games and the Surrey County Council Heritage Champion.

### **RISK MANAGEMENT AND IMPLICATIONS:**

15. The Expression of Support being sought by the National Magna Carta 800th Anniversary Organising Committee for these resolutions does not create any risk management issues for Surrey County Council.
16. The risks associated with building the Visitor Centre are centred on the extra £3m match funding not being raised. If this is the case, Surrey CC would not put forward the balance of the £5m capital monies following any capital draw down for cost of fees for the design and development stage as described in paragraph 8. The estimated costs of these fees will be in the order of £250,000.
17. Significant work has already been undertaken at risk by Runnymede BC. Their Corporate Management Committee is determining all the risks in respect of proceeding further with the Visitor Centre on 1<sup>st</sup> November 2012. Should Runnymede Councillors not agree to proceed, the funding contribution of £5m will not be committed.

### **Financial and Value for Money Implications**

18. There are no additional budget requirements involved with supporting the resolutions proposed by the National Magna Carta 800th Anniversary Organising Committee. These can all be supported as part of the services business as usual operations.
19. If the recommendation is approved, the £5m contribution for the Magna Carta visitor centre will be added to the County's capital programme.

### **Section 151 Officer Commentary**

20. The Section 151 Officer (Chief Finance Officer) confirms that all material financial and business issues and risks have been considered / addressed within the report.

### **Legal Implications – Monitoring Officer**

21. The Expression of Support being sought by the National Magna Carta 800<sup>th</sup> Anniversary Organising Committee for these resolutions does not create or establish any legal situation for Surrey County Council.

### **Equalities and Diversity**

22. The Magna Carta was sealed at Runnymede and is therefore an important historic event for the county of Surrey and its residents. The resolutions are inclusive and aim to promote universal understanding of the importance of Magna Carta – locally, nationally and internationally. With particular respect to (x) we will encourage participation from all denominations and ethnic groups. A full Equalities Impact Assessment (EIA) will be prepared in conjunction with Runnymede BC.

## **Climate change/carbon emissions implications**

23. The planned facility will have direct impacts through construction and during its operation, and furthermore provides an opportunity to demonstrate and communicate the council's active commitment to embedding sustainability in its own operations. In response to this, the visitor centre will be designed and constructed to achieve BREEAM Very Good as a minimum standard, in line with the Council's Energy and Carbon Plan. This will place the building in the top quartile for environmental performance and will consider impacts of construction materials, energy, health and well-being for building users, sustainable travel access, ecology and water demand. Opportunities will be taken to demonstrate to visitors, these design features and their environmental, social and financial benefits.

## **WHAT HAPPENS NEXT:**

- Surrey County Council confirms adoption of these resolutions with the National Magna Carta 800<sup>th</sup> Anniversary Organising Committee.
- Arrangement to promote resolutions that require local actions (either directly by SCC – or via stakeholders) are put in place.
- A report will be presented to the Cabinet Member for Community Services and the 2012 Games and the Leader for approval detailing appropriate governance and project management to be put in place to oversee the Visitor Centre construction and development.

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### **Contact Officers:**

Peter Milton  
Head of Cultural Services  
Tel: 020 541 7679

Rhian Boast  
Directorate Business and Administration Manager, Customers and Communities  
Tel: 020 8541 9447

### **Consulted:**

The Leader of Council  
David McNulty, Chief Executive Officer SCC  
Chris Norman, Local Member for Chertsey, SCC  
SCC rep on the local Runnymede Magna Carta 800<sup>th</sup> Anniversary Steering Group  
Paul Turrell, CEO of Runnymede BC

### **Annexes:**

None

### **Sources/background papers:**

- Letter from St Albans 24 October 2011 on behalf of the National Magna Carta 800<sup>th</sup> Anniversary Organising Committee.



## SURREY COUNTY COUNCIL

## CABINET

DATE: 23 OCTOBER 2012

REPORT OF: N/A

LEAD OFFICER: ANN CHARLTON, HEAD OF LEGAL AND DEMOCRATIC SERVICES

SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING

**SUMMARY OF ISSUE:**

To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.

**RECOMMENDATIONS:**

It is recommended that the Cabinet note the decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting as set out in Annex 1.

**REASON FOR RECOMMENDATIONS:**

To inform the Cabinet of decisions taken by Members under delegated authority.

**DETAILS:**

1. The Leader has delegated responsibility for certain executive functions to the Deputy Leader and individual Cabinet Members, and reserved some functions to himself. These are set out in Table 2 in the Council's Scheme of Delegation.
2. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
3. **Annex 1** lists the details of decisions taken by Cabinet Members by the time of the publication of the agenda for this meeting.

**Contact Officer:**

Anne Gowing, Cabinet Committee Manager, 020 8541 9938

**Annexes:**

Annex 1 – List of Cabinet Member Decisions

**Sources/background papers:**

- Agenda and decision sheets from the Cabinet Member, Deputy Leader and Leader meetings (available on the Council's website).

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**CABINET MEMBER DECISIONS**

**OCTOBER 2012**

**(i) A24 LEATHERHEAD ROAD, ASHTEAD SPEED LIMIT ASSESSMENT**

- (1) That the Mole Valley Local Committee request to reduce the speed limit to 30mph on the A24 Leatherhead Road between the Knoll roundabout and The Warren be not endorsed.
- (2) That the recommended outcome proposed by officers in the report to the Local Committee be approved. (Appendix 1 of the submitted report)

**Reasons for decision**

A 30mph speed limit does not comply with the Speed Limit Policy and is not supported by the Police or Officers.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

**(ii) A245 WOODLANDS LANE / WOODLANDS ROAD / RANDALLS ROAD AND C131 OAKLAWN ROAD**

- (1) That the Mole Valley Local Committee request to reduce the speed limit on the A245 Woodlands Lane/Woodlands Road/Randalls Road to 40mph be endorsed;
- (2) That the Mole Valley Local Committee request to reduce the speed limit on the C131 Oaklawn Road to 40mph be endorsed; and
- (3) Measures such as improvements to signing and Vehicle Activated Signs be introduced, where appropriate, to help achieve compliance with the reduced speed limits.

**Reasons for decision**

Whilst a 40mph speed limit does not comply with the Speed Limit Policy, it is supported by Police officers and the introduction of additional measures be suggested to help achieve driver compliance with the reduced limits.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

**(iii) SPEED LIMIT A245 WOODLANDS LANE, STOKE D'ABERNON / A245 WOODLANDS ROAD, LEATHERHEAD / A245 RANDALLS ROAD, LEATHERHEAD**

That the speed limit on the A245 Woodlands Lane / A245 Woodlands Road / A245 Randalls Road be reduced from the national speed limit (60mph) to 40 mph, from the junction with Cobham Road / Stoke Road to the existing 30mph termination point approximately 200 metres south-east of the access road to Leatherhead Crematorium.

### **Reasons for decision**

The current county policy permits a 50mph for this type of road. However, following Elmbridge Local Committee's recommendation to reduce the existing national speed limit (60mph) to 40mph, support has also been received from Surrey County Council's Safety Camera Partnership and Surrey Police. A reduction in speed limit and additional signing should assist in reducing the number of personal injury collisions.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

#### **(iv) SPEED LIMIT A244 LEATHERHEAD ROAD / WARREN LANE, OXSHOTT**

- (1) That the 30mph speed limit on A244 Leatherhead Road be extended from the existing 30mph termination point near the junction with Spinneycroft, south-eastwards to a point approximately 520 metres northwest of the roundabout at Oaklawn Road;
- (2) That the 30mph speed limit on A244 Warren Lane be extended from the existing 30mph termination point northwards to the junction with Heath Road.

### **Reasons for decision**

The current County policy permits a 50mph for this type of road. However, following Elmbridge Local Committee's recommendation to reduce the existing 40 mph to 30 mph, strong support has also been received from Surrey County Council's Safety Camera Partnership and Surrey Police. A reduction in speed limit would aid in the introduction of the mobile enforcement site and allow drivers to better regulate their speed before entering the village.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

#### **(v) APPROVAL TO AWARD A CONTRACT TO ALLOW MOBILE PHONE PAYMENT OF PARKING CHARGES**

That a framework contract to commence in November 2012 for a period of 3+1 years to the company, as detailed in the report be approved.

### **Reasons for decision**

A full tender process in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendation provides best value for money for the Council following a thorough evaluation process.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

**(vi) THE DOWNS GYPSY SITE**

That Option 1, as detailed in the report and, as the least risk and, potentially lowest and ascertainable cost option be approved.

**Reasons for decision**

This is the quickest and least risk option, with a known cost, for closing The Downs.

(Decision of Cabinet Member for Transport and Environment – 10 October 2012)

**(vii) EXPANSION OF ST DUNSTANS CATHOLIC PRIMARY SCHOOL TO 3 FORMS OF ENTRY FROM SEPTEMBER 2013**

That this project be approved and delivered based on the revised estimated cost, as detailed in the submitted report, provided that competitive tenders are obtained and fall within this revised value.

**Reasons for decision**

The scheme delivers a value for money expansion to a school that supports the Authority's statutory obligation to provide additional school places for local children. The expansion at St Dunstan's is already in the approved capital programme for school basic need with allocated funding. The revised estimated cost, as detailed in the submitted report, is considered reasonable given the essential statutory and business requirement. Approval to proceed is required now so that building can commence as soon as possible in order to deliver the required new places by September 2013.

(Decision of Cabinet Member for Assets and Regeneration Programmes – 11 October 2012)

**(viii) EXPANSION OF THE MARIST CATHOLIC PRIMARY SCHOOL, WOKING**

- (1) That the business case for the expansion of The Marist VA Primary School be approved.
- (2) That the expenditure for a specified sum set out in the submitted report, be approved to develop working drawings and specifications and seek competitive tenders for the work in advance of the grant of planning permission on the basis that these costs may prove abortive if planning permission is not granted..
- (3) That the delivery of the scheme to a maximum value, as set out in the submitted report, be approved, to allow the Diocese to award a contract and undertake the works, subject to the grant of planning permission.

**Reasons for decision**

The scheme delivers a value for money expansion of the school that supports the Authority's statutory obligation to provide much needed additional school places for local children in Woking. Release of the funding will be required so

that building work can commence as soon as possible if and when planning approvals are given in order to deliver the new accommodation by September 2013.

(Decision of Cabinet Member for Assets and Regeneration Programmes – 11 October 2012)

**(ix) A PROPOSAL TO PERMANENTLY EXPAND THE MARIST CATHOLIC PRIMARY SCHOOL FROM 1.5 FORMS OF ENTRY (315 PUPILS) TO 2 FORMS OF ENTRY (420 PUPILS) FROM SEPTEMBER 2013**

That the proposal to permanently expand The Marist Catholic Primary School from 1.5 to 2 forms be approved. This approval would be conditional on planning permission being granted by Woking Borough Council for the increase in pupil numbers on the site to 420 as well as Surrey County Council approving the plans for the extension to the existing building.

**Reasons for decision**

The expansion proposal will address pressure for primary places in Woking, including specific pressure for Catholic places, and is supported by the feedback received from the consultation.

(Decision of Cabinet Member for Children and Learning – 12 October 2012)

**(x) LINGFIELD GUEST HOUSE TRUST**

1. That a Scheme be submitted to the Charity Commission in order to seek approval to vary the terms of the Trust.
2. That the scheme includes provision for the following board of trustees to be set up to include a representative from each of the following - Surrey County Council, Lingfield Parish Council, Tandridge District Council and Dormansland Parish Council, currently represented on the Lingfield Guest House Advisory Committee and in addition the proposed Board of Trustees should include one representative from the Surrey Historic Buildings Trust and four Independent lay people (not councillors) who should be drawn from the local community.
3. That £50,000 funding for refurbishment works for the Guest House flat be approved with immediate effect.

**Reasons for decision**

To give local people an opportunity to provide for more efficient and effective use of the Trust's resources and thereby benefit the charity.

(Decision of Leader of the Council – 15 October 2012)

**SURREY COUNTY COUNCIL****CABINET****DATE: 23 OCTOBER 2012****REPORT OF: MRS KAY HAMMOND, CABINET MEMBER FOR COMMUNITY SAFETY****LEAD OFFICER: CHIEF FIRE OFFICER, RUSSELL PEARSON****SUBJECT: SURREY FIRE AND RESCUE SERVICE SPECIALIST RESCUE AND CONTINGENCY CAPABILITY****SUMMARY OF ISSUE:**

The Fire Authority is required by law to provide a fire and rescue service and to put in place business continuity arrangements to ensure that this can continue to be provided in a range of circumstances. Surrey Fire and Rescue Service Business Continuity plans were presented to Cabinet in November 2011. Since that time the Service has been working to ensure that, as far as reasonably possible, there would be no gap in business continuity in the event of industrial action and that it could continue to undertake its mission to save life, relieve suffering and protect property.

This work has led to the development of a proposal to not only address the long standing capability gap in the event of industrial action but also to deliver additional support in terms of specialist services and equipment. The Cabinet, as the Fire Authority for Surrey, is therefore asked to consider entering into an innovative contract for the provision of specialist emergency response capability and the associated emergency response contingency crews. This will be funded as a one year pilot through internal reserves.

**RECOMMENDATIONS:**

It is recommended that:

1. The Cabinet sitting as the Fire Authority approves the commencement of negotiations with the identified service provider in order to agree pilot contractual arrangements that limit, as far as reasonably practicable, the liability of the Council.
2. The Cabinet approves the allocation of funding from the Vehicle and Equipment Replacement Fund in 2012/13 and the addition of the total annual cost to the overall Surrey Fire and Rescue Service budget for 2013/14 as detailed within the Part 2 annex.
3. A report is brought back to Cabinet within 6 months of the commencement of the pilot contract, assessing the costs and benefits of the arrangements, taking account of developing partnership opportunities and emerging national practice in this area.

## **REASON FOR RECOMMENDATIONS:**

To enable the Surrey Fire Authority to meet the requirements laid out in legislation to enable SFRS to undertake its mission to save life, relieve suffering and protect property and the environment and have in place suitable business continuity arrangements to achieve these outcomes so far as is reasonably practicable in the event of industrial action by one or more of the relevant representative bodies, or another business continuity event.

## **DETAILS:**

### **Background**

1. In November 2011 Surrey Fire and Rescue Service (SFRS) articulated its Business Continuity plans for Fire Authority approval to the Cabinet. At that time (in private, under Part 2 of the agenda) SFRS explained a gap in business continuity which leaves the Fire Authority exposed to risk by failing to provide a fire and rescue service in the event of strike action by the FBU. This gap not only exposes the residents of Surrey to risk but also left the Authority exposed in terms of 2 pieces of Primary Legislation.
2. The National Framework for Fire and Rescue Services, published in July 2012 reinforced this requirement stating;  
  
“Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks. Business continuity plans should not be developed on the basis of Armed Forces assistance being available.”
3. Surrey Fire and Rescue Service have undertaken an extensive project to achieve this requirement and is accredited with BS25999 in respect of its business continuity plan - the highest standard of objectively assessed achievement available for every foreseeable event other than contingency cover for industrial action.
4. In order to fully meet the legislative requirements upon the Fire Authority, the Service has been developing a suitable solution to meet the long standing capability gap in the event of industrial action. The solution proposed is innovative and unique, delivering a number of additional benefits.
5. It is timely to address the existing risk in order to protect Surrey, the heart-land of the UK economy. This is in the context of growing industrial relations unrest, environmental/climate change, and economic uncertainty. This contract will also offer the fire and rescue service nationally a new model of provision inclusive of commissioning for services that are not reasonable or affordable for us to provide but are nonetheless necessary to address local risks.
6. SFRS has identified a long standing capability gap with the provision of a workforce in the event of industrial action. SFRS has been attempting to produce a workable solution for some time with the full support of the Fire Authority. The latest iteration of these plans was outlined in the November 2011 Cabinet report.



7. A notional budget had been allocated to this contract but was withdrawn due to the years of inability to find a suitable provider. Following formal approval of SFRS contingency plans, the Cabinet in November 2011 directed SFRS to continue to work toward a solution for this area of risk.
8. The difficulty in achieving a sustainable business model that meets the necessary standards is reflected in the costs of previously explored schemes. This needs to be considered within the context of previous examples of commercial contracts, for example, London 2012 security operations, where the levels of experience and competence of staff hired on a short term basis have not always been of the standard required.
9. Within the fire and rescue sector the model for provision has been based upon companies utilising a blend of existing firefighting staff and others, such as security guards, being trained to undertake fire and rescue activity. This approach provides a capability that is limited in its ability to undertake the full range of firefighting and rescue activity, with a 'defensive' approach often being taken.
10. There are two cost models associated with this approach;
  - a. High retaining fee, enabling staff competence to be maintained through regular training.
  - b. Low retaining fee and high usage costs, due to training only being provided when the capability is required.
11. One of the significant factors in either model in terms of value for money is that these are purely 'insurance' policies. No service or benefit is received from the contract unless the capability is required. At this point the contracted staff would be introduced into the county with no previous knowledge or experience of the county or its fire and rescue service.
12. Market testing has also revealed that there is an expectation from suppliers that contracts to provide this capability would be of a long duration, in the order of ten years or more.

## **Proposal**

13. The previous report to Cabinet in November 2011 outlined the intended model for the provision of emergency response cover during a period of industrial action.
14. There is a reasonable expectation that a proportion of SFRS operational staff will not undertake industrial action due to being non-union members or through personal choice.
15. It is not possible, however, to predict the numbers of staff who may be available, as this will be influenced by the issues that have prompted the action. It is also not possible to use the experience from previous industrial action (2002/03) as a predictor due to the unique circumstances at that time.
16. The November 2011 Cabinet paper described the rationale behind the planning assumption;

“Surrey Fire and Rescue Service estimate that there are a number of firefighters and officers that are not members of the Fire Brigades Union and will therefore be considered as available to work during a period of industrial action. It should be emphasised however that this estimate cannot be classified as reliable as a number of factors could reduce the availability and effectiveness of this group e.g. sickness, joining the Fire Brigades’ Union, mismatched skill sets, pre-planned and agreed leave etc.”

17. Basing the contingency crewing model on existing SFRS staff who are not members of the relevant trade union or who choose not to strike is therefore not a viable option.
18. SFRS have identified a company that has a proven track record of providing discrete services to Surrey and central government’s national security arm as specialist advisors and service providers. This potential business partner has indicated that they have the capacity to deliver elements of the required provision during industrial action, notably;
  - One fire engine crew (consisting of five firefighters), available on a continuous basis.
  - Two emergency response crews for the rescue of persons trapped in road traffic collisions, available on a continuous basis.

The configuration for these crews is flexible and will be based upon a risk analysis.

It is important to note that **the Surrey response standard is in abeyance during industrial action.**

19. This does not wholly fulfil the identified requirement but provides a core of ‘guaranteed’ resources. The business partner has indicated the ability to recruit additional skilled resources as required. This has a two-fold benefit of providing additional resilience to the ‘core’ provision and also providing the opportunity to surge to have more fire engines available.
20. This ‘surge’ capacity not only provides additional resilience for Surrey but also presents an opportunity to provide contingency for neighbouring Fire Authorities on a commissioning basis.
21. In order to have an effective and sustainable business model, providing trained personnel within the 28 day notice ‘stand up’ period, the business partner has indicated that they would have to maintain a number of staff on whole-time contracts to enable the development and maintenance of competence.
22. This model is already operating within the business partner’s organisation in order to meet the requirements of a number of commercial contracts within the nuclear energy field requiring a reactive response within specified timescales.
23. Ongoing discussions have highlighted the potential benefits that could be provided to Surrey Fire and Rescue Service by utilising the whole-time resources being maintained by the business partner during normal operating conditions **in addition** to providing the contingency crewing described.

24. The personnel thus employed will have a wide range of accredited skills in capabilities relating to operations which would complement the SFRS core offer;
- in, on, under or near water/unstable ground
  - from height
  - from confined spaces.

These capabilities are already being provided by the contractor in situations requiring a time critical response and within a dynamic environment.

25. The capability would be provided in the following format:
- 0800-1700 Monday to Friday:  
Immediate response capability
  - 1700-0800 Monday to Friday plus Saturday/Sunday  
1 hour response capability
26. This resource would be available as part of the annual retaining fee and would not incur additional charges on use.
27. Also included in the base cost of the contract is access to a range of specialist equipment, including scene lighting, heavy cutting equipment and a light helicopter.

### **Current capability**

28. The provision of capabilities for these operations has always been challenging for Surrey Fire and Rescue Service, notably due to the disproportionate amount of time required for the achievement and maintenance of competence leading to safe operations.
29. Current provision for water rescue is provided by boats based at Walton and Sunbury fire stations. These boats are primarily to provide transport for firefighters and equipment when undertaking firefighting operations on the River Thames, notably on the inhabited islands.
30. A subsidiary benefit from this capability has been the development of firefighter skills to incorporate water rescue. This provides safety support for crews working near water and also has undertaken numerous search and rescue operations, including body recovery.
31. The water rescue capability does not include sub-surface search and rescue, a facility that has been required on a number of occasions within the county, notably for incidents on the River Thames. Currently this capability is provided by a police dive team from another county. This is a capability that could be provided by the private sector business partner.
32. Surrey Fire and Rescue Service have limited capabilities for rescue from height or from confined spaces. As with water rescue these are highly specialised capabilities, requiring an extensive investment in equipment and training. The current provision for incidents requiring this capability will be accessed from neighbouring Fire and Rescue Services, either through their own capability or that provided as part of the National resilience programme.

This is subject to the availability of the capability at the time requested and also subject to journey times from their base into Surrey.

33. During periods of industrial action it is highly unlikely that any specialist rescue provision would be available from within Surrey Fire and Rescue's own resources. Subject to the scale and nature of any such action there is also no guarantee that the resources from other Fire Authorities would be available either.
34. The technical skills and capabilities that could be provided by this partner would also be made available to emergency service partners as well as other Cat 1 responders under the Civil Contingencies Act. Discussions with partners have identified a range of predictable scenarios where this would prove beneficial to the residents of Surrey.
35. The ability to provide these services to the Local Resilience Forum (LRF) on a commissioning basis would strengthen the LRF and enhance its capabilities when responding to a range of emergencies.
36. SFRS foresee a range of services that could be offered to partners, including boroughs/districts and prisons, fulfilling a number of capability gaps. These opportunities will be explored during the pilot period.

#### **Private Sector Business Partner**

37. Based in Dorking, Specialist Group International Ltd employ mainly ex-military personnel who bring with them the required skills, discipline and attitude for delivering the wide range of specialist services required.
38. The company provides arrange of operational services to Police forces, Fire and Rescue Services and other government agencies and has extensive references from a wide range of agencies and organisations, including the Ministry of Defence, Police forces from across the country and several Fire and Rescue Services.
39. The company are highly regarded in the field of specialist search and provide the only commercial team approved to carry out police diving operations in England. Specialist Group International Ltd are also specialists in confined space, rope rescue and maritime search.
40. In addition to the benefits of allocating commercial business to a local employer, the strategy of employing ex-military personnel should represent a large pool of potential candidates as a result of the 20,000 personnel due to be made redundant nationally.
41. Peter Faulding, the Chief Executive of the company, has had a long association with Surrey Fire and Rescue Service, having delivered specialist training to the Special Rescue Unit crews in the 1990s. This relationship extended to support to operational incidents, including cave rescues.
42. Peter Faulding was also responsible for training the UK Fire Service Search and Rescue teams in the 1990s for responding to overseas disasters and also the London Fire Brigade for confined space and collapsed structures.

43. Surrey Police have utilised the company for a range of services and maintain an ad-hoc arrangement, as do many Police forces. Whilst this has provided the capabilities at times it is subject to the commercial activity of the supplier.

#### **Benefits of the proposed actions**

44. The proposals would enable the Surrey Fire Authority to meet the requirements laid out in legislation to enable SFRS to undertake its mission to save life, relieve suffering and protect property and the environment and have in place suitable business continuity arrangement to achieve these outcomes so far as is reasonably practicable in the event of industrial action by one or more of the relevant representative bodies, or another business continuity event.
45. Noting the requirement for Fire Authorities to have contingency arrangements in place since 2004 and the realities of planning for the unexpected in the context of the budget pressures and consequent workforce streamlining of recent years, make it appropriate to refresh our thinking about contingency arrangements given current and future threats facing Surrey. An innovative, cost effective and sustainable solution is required.
46. As described in the previous Cabinet paper, there has been a significant effort at local, regional and national level to develop an effective contingency solution that also represents value for money. To date these efforts have not been successful, reflecting the current market and the costs involved.
47. In addition to the requirement to provide a contingency crewing solution, the continual assessment of Surrey's risk profile has identified a need for additional support in terms of specialist services and equipment independent of the need for emergency cover for industrial action. Providing these enhancements would have a significant cost attached, both in terms of capital investment, for equipment and training and also the ongoing revenue costs for staff.
48. An opportunity has now arisen to **combine requirements in one contract**. This has a number of associated benefits, most notably providing a model for the provision of contingency crewing that is based upon staff who are already delivering specialist rescue for Surrey Fire and Rescue Service. There are significant benefits from this in terms of local knowledge, interoperability with SFRS crews and quality assurance.
49. The overall cost of proposed arrangements cannot be covered through SFRS's budget in the short term. That suggests that further exploration should be undertaken of the options for setting up arrangements in collaboration with other Fire Authorities that would assess the potential for both future income from other Fire Authorities and facilitation of future cost reductions as a result of introducing these arrangements.
50. Implementing this contract on a pilot basis would allow the Service to assess the potential development of the capability, its performance and also the opportunities to explore income generation opportunities.

## **CONSULTATION:**

51. The SFRS Business Continuity Plan has been fully consulted on and has been in place for some time. The intention to continue to provide a workforce during degradation in staff numbers is part of this plan and so is also widely known.
52. Further staff consultation will be required, particularly during the implementation phase of the specialist response capability.
53. The Fire Brigades' Union have been formally consulted and have noted the proposed approach. No further comments have been received.

## **RISK MANAGEMENT AND IMPLICATIONS:**

54. This paper details the approach to mitigating a significant risk facing the Surrey Fire Authority. The Service are aware of only one other commercial contingency arrangement in operation – that of the London Fire Brigade's arrangements with AssetCo – this from 46 Fire and Rescue Services nationally.
55. The direct award of a contract to a single provider has been reviewed by legal and procurement officers and scrutinised by the Procurement Review Group. All parties are content that there is robust evidence to support the award of contract to the proposed supplier, having undertaken further market testing. The provision of highly skilled specialist staff and equipment and the 1 year contract duration are the significant differentiating factors between the preferred supplier and other potential bidders.
56. A further market test will be undertaken before the contract is renewed to determine whether a market in this area has developed further.
57. There are associated risks with the implementation of this solution:
  - a. Industrial relations:

The development and implementation of a contingency crewing solution may impact upon industrial relations, being viewed in a negative manner by representative bodies.

Mitigation: Continued communication and consultation, reference to the statutory requirement for the provision of this capability.
  - b. Implementation of specialist emergency response:

The use of specialist staff from other agencies/organisations is not common practice and will require considered implementation to ensure the benefits are yielded.

Mitigation: Suitable communication and training
  - c. Provision of core services by private sector partner:

The market testing and experience from another Fire and Rescue Service has evidenced that the provision of a private sector contingency crewing solution can be expensive and difficult to sustain.

Mitigation: Appropriate due diligence processes.  
Adoption of combined model of normal service and contingency crewing provision.

### **Financial and Value for Money Implications**

58. The provision of contingency crewing and specialist emergency response capability is based upon the costings detailed in the Part 2 annex.

### **Section 151 Officer Commentary**

59. This pilot can be funded from the existing Vehicle Replacement Reserve.
60. The primary reason for setting this arrangement up is to minimise risk and ensure legal compliance. Nevertheless, there are potential financial benefits from:
- i) prospects of future income streams,
  - ii) benefits to the Service's day to day operations, which might also facilitate the ability to make future changes linked to savings.
61. These potential benefits cannot be quantified at present, but suggest that this may prove to be an advantageous investment in the long term.

### **Legal Implications – Monitoring Officer**

62. The Civil Contingencies Act 2004: places a duty on Fire and Rescue Authorities (FRA), to put in place business continuity management arrangements to ensure that they can continue to exercise their functions in the event of an emergency so far as reasonably practicable.
63. Fire & Rescue Services Act 2004: places a duty on Fire and Rescue Authorities (FRA) to promote fire safety; fighting fires and protecting people and property from fires; rescuing people from road traffic collisions; dealing with other specific emergencies, such as flooding or terrorist attack - under all circumstances.
64. The Fire and Rescue National Framework for England 2012 reiterates that all Fire and Rescue Services must make business continuity plans that are not developed on the basis of Armed Forces assistance being available.
65. By entering into a suitable agreement, the Council will be complying with its obligations and requirements as set out in paragraphs 62– 64 governing Fire and Rescue Authorities to ensure business continuity in the case of an emergency.

### **Equalities and Diversity**

66. An Equality Impact Assessment has been undertaken and reveals no disproportionate effects to individuals or groups. The EIA will be published prior to the Cabinet meeting and copies will be circulated to Cabinet Members.
67. The proposals may, however, have a generalised effect:
68. Service users: This proposal aims to provide a continuation of emergency response during periods of staff shortages (such as industrial action). The proposals aim to reduce the impact that such shortages would have on the safety and welfare of all residents and visitors to Surrey.

69. Council staff: The continued provision of an emergency response will reduce the potential impact on non Fire and Rescue Council staff who may be placed in difficult positions should emergencies arise with no trained emergency response available. This would possibly lead to a number of situations where the imperative to act or the negative reaction of members of the public in need of assistance may be impactful.
70. External organisations: The proposal aims to reduce the impact on other emergency services that may see an increase in demand and an expectation from the public to undertake life saving action in risk critical situations. This may place un-trained personnel in dangerous situations.
71. The contingency crewing proposal would provide an emergency response during periods of degradation but this is likely to be a significantly reduced capability compared to business as usual. Whilst this reduction would be felt equally by all those living, working or travelling in Surrey, those who are already at a higher risk from the effects of fires and other incidents may see this risk increase due to the potentially extended response times that the reduced capability would provide. These groups include the elderly and those with disabilities.

#### **WHAT HAPPENS NEXT:**

72. If agreed, the contract will be delivered through the appropriate procurement process. This will commence as soon as possible from the date of agreement.
73. Implementation of the specialist rescue capability will require significant training and information input for SFRS staff and relevant partner agencies. This will be required to be completed to the agreed standard prior to commencement of the capability provision.
74. The contract is established for a 1 year period on a pilot basis. During this time the contract performance will be evaluated to ensure that the stated outcomes have been achieved, including value for money.

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#### **Contact Officer:**

Steve Owen-Hughes, Assistant Chief Fire Officer, 01737 242444

#### **Consulted:**

Leader of the Council  
Deputy Leader of the Council  
Director for Adult Social Care  
Fire Brigade's Union

#### **Annexes:**

Annex 1 - Contractor Details (Exempt information – circulated in Part 2)

#### **Sources/background papers:**

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Fire and Rescue National Framework for England, July 2012



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