

Notice of Meeting

Communities Select Committee



Date & time
Wednesday, 21
November 2012
at 10.00 am

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

Contact
Andrew Spragg
Room 122, County Hall,
Kingston upon Thames,
Surrey, KT1 2DN
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Chief Executive
David McNulty

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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 Andrew Spragg on 020 8541 9019.

Members

Mr Steve Cosser (Chairman), Mr Mike Bennison, Mr Graham Ellwood, Mrs Angela Fraser, Denis Fuller, Mr David Ivison, Mrs Jan Mason, Mr Chris Norman (Deputy Chairman), Mr John Orrick, Mr Michael Sydney, Mr Colin Taylor and Mr David Wood

Ex Officio Members:

Mrs Lavinia Sealy (Chairman of the County Council) and Mr David Munro (Vice-Chairman of the County Council)

TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

Community Safety	Adult and Community Learning
Crime and Disorder Reduction	Cultural Services
Youth Offending	Sport
Fire and Rescue Service	Voluntary Sector Relations
Localism	Heritage
Relations with the Police Authority and Police	Citizenship
Customer Services	Trading Standards and Environmental Health
Library Services	2012 Olympics

PART 1 IN PUBLIC

- | | | |
|----------|---|------------------------|
| 1 | APOLOGIES FOR ABSENCE AND SUBSTITUTIONS | Agenda
Item
Only |
| 2 | MINUTES OF THE PREVIOUS MEETINGS: 12 JULY 2012 & 16 AUGUST 2012 | (Pages 1
- 18) |
| | To agree the minutes as a true record of the meetings. | |
| 3 | DECLARATIONS OF INTEREST | Agenda
Item
Only |
| | To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting. | |
| | Notes: | |
| | <ul style="list-style-type: none">• 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 | QUESTIONS AND PETITIONS | Agenda
Item
Only |
| | To receive any questions or petitions. | |
| | Notes: | |
| | <ol style="list-style-type: none">1. The deadline for Member's questions is 12.00pm four working days before the meeting (15 November 2012).2. The deadline for public questions is seven days before the meeting (14 November 2012).3. The deadline for petitions was 14 days before the meeting, and no petitions have been received. | |
| 5 | RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME | (Pages
19 - 22) |
| | The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme. | |
| 6 | RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE | Agenda
Item
Only |
| | The Committee made no referrals to Cabinet so there are no responses to report. | |

- 7 FIRE AND RESCUE SERVICE ADVISORY GROUP (FRAG)** (Pages 23 - 26)
 The report suggests an approach to clarifying arrangements between FRAG and the Select Committee.
- 8 COMMUNITY PARTNERSHIPS PUBLIC VALUE REVIEW** (Pages 27 - 62)
Purpose of the report: Policy Development and Review
 The Communities Select Committee is asked to review the Public Value Review of Community Partnership and make comment to the Cabinet as appropriate.
- 9 CULTURAL SERVICES PUBLIC VALUE REVIEW** (Pages 63 - 124)
Purpose of report: Scrutiny of Services and Budgets
 The Communities Select Committee is asked to review the Public Value Review of Cultural Services and make comment to the Cabinet as appropriate.
- 10 DATE OF NEXT MEETING** Agenda Item Only
 The next meeting of the Committee will be held at 10am on 16 January 2013.

David McNulty
Chief Executive

Published: 13 November 2012

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MINUTES of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00am on Thursday 12 July 2012 at County Hall.

These Minutes are subject to confirmation by the Select Committee at its meeting on 27 September 2012.

Members:

- * Steve Cosser (Chairman)
- * Chris Norman (Vice-Chairman)
- * Mike Bennison
- A Graham Ellwood
- * Mrs Angela Fraser
- * Denis Fuller
- * Mr David Ivison
- * Jan Mason
- A John Orrick
- * Michael Sydney
- * Colin Taylor
- A David Wood

Substitute Members:

- * Ian Beardsmore
- * Peter Hickman

Ex officio Members:

Mrs Lavinia Sealy (Chairman of the Council)
Mr David Munro (Vice-Chairman of the Council)

In attendance:

- * Helyn Clack (Cabinet Member for Community Services & the 2012 Games)
- * Kay Hammond (Cabinet Member for Community Safety)

A = apologies
* = present

PART 1
IN PUBLIC

46/12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Graham Ellwood, John Orrick and David Wood. Ian Beardsmore and Peter Hickman substituted for John Orrick and David Wood respectively.

47/12 MINUTES OF PREVIOUS MEETING: 22 MAY 2012 [Item 2]

The minutes were agreed as an accurate record of the meeting.

48/12 **DECLARATIONS OF INTERESTS [Item 3]**

There were no declarations of interests.

49/12 **QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions.

50/12 **RESPONSE BY THE EXECUTIVE TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]**

- A response from the Cabinet was received on Fatal Fire Deaths in Surrey, Consultation on an Outcomes-based Commissioning Framework for Voluntary, Community and Faith Sector Infrastructure in Surrey April 2013 – March 2016.
- The Chairman informed the Committee that he would remain in close consultation with the Cabinet Member on the issue of the Voluntary, Community and Faith Sector and would bring any significant issues of concern back to the Select Committee for consideration. This was welcomed by the Committee.
- The Committee welcomed the response of the Cabinet Member in relation to the Community Right to Challenge and felt that its views had been taken into account.

Actions/further information to be provided:

None.

Recommendations:

None.

Select Committee next steps:

None.

51/12 **COMMUNITY SAFETY PARTNERSHIPS (CSPs) IN SURREY [Item 6]**

Declarations of interest:

None.

Witnesses:

Gordon Falconer	(Community Safety Unit Senior Manager)
Sarah Haywood	Surrey Police Authority)
Carole King	(Waverley Borough Council)
Jane Last	(Programme Manager),

Keith McGroary	(Community Safety Manager, Spelthorne Borough Council)
Michael Baker	(Surrey NHS)
Gavin Stephens	(Chief Superintendent, Surrey Police)
Kay Hammond	(Cabinet Member for Community Safety)

Key points raised during the discussion:

(Colin Taylor joined the meeting at 10.09am)

- The Committee noted that there had been a clear decline in the resource going into Community Safety Partnerships (CSPs) in Surrey, and that this trend had accelerated this year. Concern was also expressed with regards to Member input and leadership in the process when key decisions were being taken by an officer-driven board.
- It was suggested that greater use should be made of the expertise in regards to community safety that is available at the Borough level. It was noted that although the Council was currently facing severe financial constraints, some positive elements had resulted from the streamlining of services such as co-location with police. This co-location has enabled day-to-day working to be more straightforward. The Cabinet Member was also thanked for increased Member involvement in the process.
- The view was expressed that funding reductions would make community safety work more difficult, though the key concern would be resources coming in from partners. Concern was expressed that this could slow the progress made to date by CSPs, and it was suggested that core funding could help ease funding pressures.

(Mrs. Angela Fraser joined the meeting at 10.16).

- It was suggested that changing residents' attitudes on crime could be a way to tackle the problems associated with funding reductions, by encouraging people to come forward with information on local crime.
- The Committee was informed that £106,000 of funding for strategic projects was within the gift of the Community and Public Safety Board, and that this funding had not yet been allocated. However at present spending was primarily focused on domestic abuse, mental health, problems associated with alcohol and reoffending. The need to tackle issues locally was emphasised.
- Officers acknowledged that there would be challenges ahead with regards to what kind of service CSPs could provide in the context of funding cuts. The Committee was informed that Central Government had not yet made clear what the allocation of funding would be from April 2013, though it would likely be a lower amount than 2012.
- Concern was expressed at the level of public health funding in Surrey, with the County receiving on average £17 per head compared to the national average of £40. The Cabinet Member recognised that this had been an ongoing issue and emphasised the need for the Council to work in more effective ways to deliver the same quality of services.

- The Committee was informed that Members and Districts & Boroughs would have a key role in the scrutiny of the new Police & Crime Commissioner. It was suggested that when the Commissioner is scrutinised that it is organised in a manner that that gives a clear and consistent message. Officers agreed that this would be important and that a willingness to co-operate between partners would help determine the success of the Commissioner's tenure.
- It was noted that public confidence with regards to crime prevention was very high in Surrey, and that it would be important for CSPs and the new Police & Crime Commissioner to maintain this positive trend.
- The view was expressed that charitable organisations be used as a resource, as they carry out a lot of positive preventative work and community engagement. Officers stated they were very much in favour of the work of such groups, and that at present they supported a number of voluntary organisations.
- The Chairman noted that CSPs were in an unusual position this year, with uncertainty surrounding the election of the Police & Crime Commissioner and the amount of funding they will spend and allocate. The need for collaborative working and getting a clear and unified message across to the Commissioner was also emphasised.
- The Chairman thanked witnesses for the excellent work they had undertaken in their local areas.

Actions/further information to be provided:

Officers to provide the Committee with further information relating to the five workstreams that have come out of the recent Community Safety rapid improvement event

Recommendations:

None.

Select Committee next steps:

To consider any further items on Community Safety Partnerships as and when required.

For a paper on Police and Crime Commissioners to be given at the January meeting of the Committee.

52/12 **FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]**

Declarations of interest:

None.

Witnesses:

Kay Hammond (Cabinet Member for Community Safety)

Key points raised during the discussion:

- Concern was expressed that there could be a conflict of interest for the Fire and Rescue Advisory Group (FRAG) was not transparent and that its work overlapped with that of the Select Committee's Public Safety Plan Member Reference Group. Concern was also expressed that there could be a conflict of interest in with FRAG, in that the Cabinet Member could potentially be advised by Members who were also scrutinising her.
- The Cabinet Member welcomed the opportunity to clarify the role of FRAG to the Select Committee. Members were informed that the group had been formed as a result of a Fire Service Peer Review which referred to a need for additional political support. The Peer Review also stated that the level of interest raised by the Public Safety Plan needed to be maintained and built upon in order to give the Cabinet Member additional support for the Cabinet Member. FRAG was therefore part of a 'two pronged' approach to increase the capacity of the portfolio holder on this subject. The Committee was also informed that representation on the group was politically proportionate and Members were appointed by the relevant Group Leaders. There was also ongoing concern about duplication.
- The view was expressed that FRAG was operating within the rules of the Constitution and played an important role in advising the Cabinet Member. However, it was suggested that lines of communication from FRAG to the Select Committee improves and this should include the sharing of papers and changes in membership. It was asked that this is done in a timely manner.
- The Chairman was asked to consider the issues raised and bring forward to a future Select Committee Meeting.

Actions/further information to be provided:

None.

Recommendations (to Cabinet):

None.

Select Committee next steps:

The Chairman and Vice-Chairman will discuss FRAG outside of the meeting and the Select Committee will consider a further report on the subject at a future meeting.

53/12 **REGULATION OF INVESTIGATORY POWERS ACT (RIPA) 2000 [Item 8]**

Declarations of interest:

None.

Witnesses:

Steve Ruddy (Community Protection Manager)
Kay Hammond (Cabinet Member for Community Safety)

Key points raised during the discussion:

- Officers informed the Committee that they were satisfied by the non-usage of RIPA for routine under-age sales test purchases because the level of interaction was low with a minimal level of intrusion. However, this process would be kept under review.
- The Committee was informed that an overall reduction in the number of authorisations for 2011/12 was a result of changes to legislation not requiring RIPA authorisation for test purchases and further partnership working with the police.
- Officers stated that they often worked in an advisory capacity to other Council services with regards to how they could use RIPA legislation.

Actions/further information to be provided:

None.

Agreed Recommendations:

That the Committee confirms the Council's use of RIPA has been appropriate and proportionate.

Select Committee next steps:

- To continue to scrutinise the Council's use of RIPA on an annual basis and in addition any significant issues will be brought to the attention of the Chairman of the Select Committee by the relevant Officers.

54/12 **SURREY'S COUNTY SPORTS PARTNERSHIP [Item 9]**

Declarations of interest:

None.

Witnesses:

Martin Cusselle (Head of Surrey Outdoor Learning and Development)
Helyn Clack (Cabinet Member for Community Services & the 2012 Games)

Chris Pitt (County Councillor)

Key points raised during the discussion:

- The Chairman congratulated officers for managing an increase of income and turnover in the Surrey County Sports Partnership (the Active Surrey Team and Surrey Sports Board).
- It was suggested that there be a representative for disability groups on the Surrey Sports Board. It was also suggested that greater funding be allocated for Camberley Judo Club, which had the potential to be the UK's national centre for judo. Officers responded that they were aware of plans to build further facilities for judo clubs, and would be able to advise these clubs how to make the best use of their allocated funding.
- Officers were asked to detail the merits of having both school and youth games as separate events. The Committee was informed that these events have different membership and had distinct purposes. Officers ensured there is as little duplication as possible between these two events
- The Committee was informed that the Surrey County Sports Partnership's revenue funding was spent largely on schools and historical grants, including public health projects. The Partnership's 'commitments' referred to in the report related to the rollover of undistributed grants.
- Officers stated that they were trying to get grants and work with local partners in order to encourage less financially able young people to participate in sport. Members were also informed that funding had been put in to more difficult to access sports such as sailing.
- It was suggested that a Member seminar be convened in order to inform Members of the aspirations and current work of the Surrey County Sports Partnership. The Chairman agreed to raise this issue at the next meeting of the Member Development Steering Group.
- The view was expressed that the Council's position on sport was not clear and this was illustrated by the lack of central Membership to drive and promote the topic and the absence of an overall sports strategy. Officers agreed that schools should have a governor who is a sports champion. The Chairman acknowledged that there was currently a review underway which would address the Council's position on sport in Surrey, and that the Committee should consider examining this work once the review is complete.
- The Chairman thanked officers for their report.

Actions/further information to be provided:

- Officers to provide the Committee with information detailing the Surrey County Sport Partnership's core services (Officer Action 003)
- Officers to provide the Committee with details of the bodies funded by Sport England, and those that the Surrey County Sport Partnership works directly with (Officer Action 003).

- Chairman to propose at the next meeting of the Member Development Steering Group that a seminar on the subject of sport in Surrey be convened in order to inform Members of work currently underway and future aspirations of the Sport Partnership.

Recommendations (to Cabinet):

None.

Select Committee next steps:

The Committee will consider a further report addressing the Council's options for sport at a future meeting.

(Peter Hickman left the meeting at 12.24).

55/12 **SURREY COMPACT [Item 10]**

Declarations of interest:

None.

Witnesses:

Mary Burguieres	(Policy and Strategy Partnership Lead Manager)
Helyn Clack	(Cabinet Member for Community Services & the 2012 Games)

Key points raised during the discussion:

- The view was expressed that the profile of the Compact needed to be raised in order for it to encompass a greater number of groups. Officers responded that a number of major public sector bodies were signatories, and that these core signatories could help to raise and refresh the profile of the Compact.
- The Cabinet Member commended the Compact Chairman's efforts to help the Compact gain charitable status to widen its funding base. It was stated that the Council would continue to support Surrey Compact and has proposed to commit £25,000 of funding per year for the next three years. This would be in addition to ongoing officer support and funding for a joint Surrey Compact and County Council annual event.

Actions/further information to be provided:

None.

Agreed Recommendations:

That the proposals to support Surrey Compact from April 2013 are endorsed.

Select Committee next steps:

None.

56/12 **CABINET MEMBER PRIORITIES [Item 11]**

Declarations of interest:

None.

Witnesses:

Helyn Clack (Cabinet Member for Community Services and the 2012 Games)

Key points raised during the discussion:

- The Chairman suggested that the Cabinet Member should have clearer objectives in relation to localism, and that the subject should feature more prominently in her priorities. The Cabinet Member responded that localism was central to the Corporate Strategy of the Council and that a recent success in this regard was local delivery of Community Grants.
- Recent work on the History Centre was commended and the Cabinet Member agreed that the outcomes of the History Centre Public Value Review had been positive. However, the Cabinet Member stated that there were still some issues that needed to be addressed around costs.
- The Cabinet Member informed the Committee that she intended to build upon the Olympic legacy in Surrey to develop sport and encourage people and businesses to visit the County.
- The Cabinet Member confirmed that Members would be able to see an initial version of the Community Partnership Public Value report prior to September 2012.
- The Chairman thanked the Cabinet Member for discussing her priorities with the Committee.

Actions/further information to be provided:

None.

Recommendations:

None.

Select Committee next steps:

The Committee will review the Cabinet Member for Community Services and the 2012 Games' Priorities on an annual basis.

57/12 **RECOMMENDATIONS TRACKER [Item 12]**

Declarations of interest:

None.

Witnesses:

None.

Key points raised during the discussion:

The Committee asked that the Chairman write to the Leader of the Council in order to outline his concerns with regards to a lack of response from the Cabinet Member for Assets and Regeneration Programmes on the subject of capital expenditure for fire stations.

Actions/further information to be provided:

The Chairman to write to the Leader of the Council to outline concerns with regards to a lack of response from the Cabinet Member for Assets and Regeneration Programmes on the subject of capital expenditure for fire stations (Action number SC001) .

Select Committee next steps:

The Committee will review its recommendations tracker at its next meeting on 27 September 2012.

58/12 **DATE OF NEXT MEETING [Item 13]**

The Committee noted that the next meeting of the Committee would be on 27 September 2012.

[Meeting ended: 12.53pm]

Chairman

MINUTES of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00am on Thursday 16 August 2012 at County Hall.

These Minutes are subject to confirmation by the Select Committee at its meeting on 27 September 2012.

Members:

- * Steve Cosser (Chairman)
- * Chris Norman (Vice-Chairman)
- * Mike Bennison
- A Graham Ellwood
- * Mrs Angela Fraser
- * Denis Fuller
- A Mr David Ivison
- A Jan Mason
- * John Orrick
- A Michael Sydney
- * Colin Taylor
- * David Wood

Ex officio Members:

Mrs Lavinia Sealy (Chairman of the Council)
Mr David Munro (Vice-Chairman of the Council)

In attendance:

- * Helyn Clack (Cabinet Member for Community Services & the 2012 Games)
- * Kay Hammond (Cabinet Member for Community Safety)
- * Peter Martin (Deputy Leader of the Council)

Substitute Members:

- * Tim Hall
- * Eber Kington
- * Denise Turner Stewart
- * Richard Walsh

A = apologies

* = present

PART 1
IN PUBLIC

46/12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Graham Ellwood, David Ivison, Jan Mason and Michael Sydney. Denise Turner-Stewart, Tim Hall, Eber Kington and Richard Walsh substituted respectively.

47/12 DECLARATIONS OF INTEREST [Item 2]

There were no declarations of interests. However it was noted that both John Orrick and Richard Walsh had a wife that worked in a Surrey County Council library, though not one on the Community Partnered Library network.

48/12 CALL-IN OF CABINET DECISION [Item 3]

Declarations of interest: None.

Witnesses:

Carol Deakins	New Haw Leading Group, Chairman
Lee Godfrey	Surrey Libraries Action Movement
Beryl Marlow	Representative of Byfleet Library
Jenny Meineck	Representative of Ewell Court Library
Sue O'Connell	Bramley Parish Council
Kelly Saini Badwal	SCC Library Sectors Manager
Susie Kemp	Assistant Chief Executive
Peter Milton	Head of Cultural Services
Rose Wilson	Libraries Operations Manager
Peter Martin	Deputy Leader of the Council
Helyn Clack	Cabinet Member for Community Services & the 2012 Games
Kay Hammond	Cabinet Member for Community Safety

Key points raised during the discussion:

- The Chairman introduced the item and informed the Committee that the second desired outcome contained in the call-in document (that the concept of volunteers extending opening hours and facilities at libraries should be extended to all libraries in the core library network) would not be considered as part of the discussion because it did not relate to the Cabinet decision taken on 24 July 2012.
- The Members who submitted the call-in were invited to address the Committee. It was stated that the key aim of the call-in was to improve the current arrangements for Community Partnered Libraries (CPLs). Concerns raised included issues highlighted by the High Court judgement such as giving due regard to the Equalities Act and responding to issues raised by members of the public. It was suggested that the Council's consideration of its obligations under the Equalities Act should be proactive rather than reactive. The view was expressed that a sustainable decision would have to be fair with regards to the closure of libraries, as at present the Council could take this decision without the input of the volunteers concerned.

Statements from Witnesses:

- The following witnesses were invited to speak for a maximum of three minutes to the Committee and outlined what they regarded as the key issues in connection with the Cabinet Decision. Following the

statements Committee Members were given an opportunity to question the witnesses.

Sue O'Connell (Bramley Parish Council):

- Informed Members that Bramley library supported community involvement in libraries, though volunteers were disappointed with implementation progress to date. Specific issues included:
 - A lack of response from the Council regarding a lease
 - A lack of direct consultation
 - A lack of adequate time for the Cabinet to consider Equalities and Diversity concerns.
- The view was expressed that proposals for the CPL model put forward by Bramley library of retaining some paid staff and having the Parish Council working in partnership with SCC would reduce the cost and requirements for equalities and diversity and health and safety training while making use of expertise already available to the Council.
- It was suggested by that if volunteers were able to increase usage at Community Partnered Libraries, the relevant Parish Council could potentially be able to fund their own paid staff. It was stated that the volunteers at Bramley library had proposed putting forward Parish Council Members for training but were yet to receive a response from SCC.
- The Cabinet Member for Community Services and the 2012 Games informed the Committee that it was unlikely they would implement any of the proposals made by the Bramley volunteer group as the retention of a paid member of staff would not allow for the same level of flexibility as volunteers. It was stated that the Council would still provide support to libraries but that the CPL model would afford local people the responsibility to make decisions that would cater to their specific needs.

Lee Godfrey (Surrey Library Action Movement):

- Expressed the view that the Council had not adequately taken requirements around staff training into account, with no survey having taken place and that therefore the recent High Court judgement had not been abided by. Further concern was expressed at the fact a petition with in excess of five thousand signatures had been submitted to the Cabinet and the concerns of the signatories had not been taken into account, which was that they may not have been counted correctly. The witness also expressed the view to the Committee that the proposals put forward by volunteers at Bramley library to retain some paid staff would result in a reduced need for training, less complicated contracts, less concern over legal obligations and volunteers being free to set up new services.
- The Cabinet Member for Community Safety expressed the view that training issues around equalities provision highlighted by the High Court judgement had been discussed in depth at the Cabinet meeting of 24th

July, and that as a result 'due regard' to this matter had been given when the decision was taken to implement the CPL model.

- It was suggested that the retention of paid staff would benefit libraries as a result of their established relationship with current users, their knowledge of the community's requirements and their regular shift patterns. The view was expressed however by a Member of the Committee that volunteers could potentially commit for a number of years and provide the same level of expertise.
- It was noted that a number of volunteer groups were willing to move forward with the current CPL proposals, though those opposed to the plans were seeking the implementation of a model that they believed suited the needs of all parties.

Jenny Meineck (Ewell Court Library):

- Informed the Committee that their local library's steering group had not yet been given the opportunity to meet with the lead Cabinet Member to discuss the CPL policy and issues of sustainability. The witness expressed concern that the current Memorandum of Understanding did not state what would happen if SCC failed to fulfil its responsibilities of the CPL partnership and that this would dissuade volunteer groups from signing up. At present the only options available to volunteers in such a situation would be taking the Council to court, which some witnesses stated would be too costly. Additional concern was raised at the fact that the public liability insurance volunteers would have to take out would cover accidents but not incidents such as racism or discrimination.
- Officers stated that throughout the process they had consulted with SCC's legal department regarding a number of issues including volunteer training and public liability insurance, which the County Council would be financing. Partner organisations would have a responsibility to comply with legislation and ensure that their volunteers were trained.

Beryl Marlow (Byfleet Library):

- Expressed the view to the Committee that volunteers coming forward to help run Community Partnered Libraries came from a broad range of backgrounds and would be able to provide an effective service to residents. They would also be able to introduce a number of positive changes including increased opening hours and junior reading groups. The view was also expressed that the retention of paid staff would not allow the volunteers to implement these new activities.
- Members were informed that in the case of Byfleet library, volunteers were willing and able to take on responsibility for equality and diversity issues.
- Although volunteers at Byfleet library were supportive of the CPL proposals, it was acknowledged that a 'one size fits all' approach to the

CPL model would not work, with different libraries likely being required to provide different services to their local communities.

- It was suggested by a Member of the Committee that local Members could be used as a valuable resource in the operation of Community Partnered Libraries, though following the judicial review communication had halted.

Carol Deakins (New Haw Library):

- Stated that she believed the CPL model would not result in a lesser service for residents and that it would provide a positive opportunity for change. She asked that the Council implement the model to allow volunteers to start running their local libraries.
- A number of New Haw library volunteers had received equalities and diversity training and it was stated that this knowledge would 'cascade' down. Therefore the volunteers had few concerns regarding the practical and cost implications of this training.

Kelly Saini Badwai (SCC Library Group Manager):

- Expressed the view that CPLs would bring a number of benefits to local libraries including increased opening hours and services tailored to better serve the needs of local residents.
- Informed the Committee that concerns around equalities and diversity legislation and insurance would be resolved, with training schemes being put in place and support from Surrey County Council being made readily available to volunteers.

Cabinet Member contributions:

- Following the six witnesses, the three Cabinet Members were asked by the Chairman to provide a statement that would take no more than five minutes. The following key points were given by Peter Martin (Deputy Leader of the Council), Helyn Clack (Cabinet Member for Community Services & the 2012 Games) and Kay Hammond (Cabinet Member for Community Safety).
- Concern had been expressed by a Member of the Committee at the fact that the CPL model would not be making any immediate financial savings for Surrey Council taxpayers, though it was suggested that implementation was justified on the basis that volunteers would be able to increase usage and widen the appeal of libraries by providing additional services that the Council's paid staff would be unable to introduce, such as increased opening hours. The Cabinet Member for Community Services & the 2012 Games stated that a reduction in paid staff in Surrey's libraries would result in long term savings and that these could be reinvested into the network, though the use of these savings was still to be decided.
- The Deputy Leader expressed the view that the CPL model was the best way forward as it would be impossible to continue with the current

arrangements without closing certain libraries. The Committee was informed that quantifying specific cost savings would be difficult at present as a result of changes to the policy including an increase in support staff of 20%.

- Some Members stated that they were reassured by comments made by Cabinet Members and emphasised the importance of the introduction of a new model for libraries not being stalled by bureaucracy.
- It was suggested by a Member of the Committee that Surrey's volunteers for the Olympics could be used as a resource for the CPL model. The Cabinet Member for Community Services & the 2012 Games stated that she would look in to harnessing their potential.
- Officers confirmed that the CPL model would be unaffected by public lending rights legislation.

Following the Cabinet Members' contributions the Chairman asked for final comments from Members of the Committee. The following points were raised:

- The Vice-Chairman stated that he was satisfied with the financial status and equalities issues addressed in the report, and suggested that the call-in be rejected as the CPL model allowed for flexibility in terms of implementation.
- Concern was expressed by a Member of the Committee that if paid members of staff were not retained at Community Partnered Libraries a two-tier system would be implemented, and that the Cabinet should consider a multi-faceted approach to CPLs.
- Some Members suggested that the Committee refer the Cabinet's decision of 24 July 2012 back for reconsideration so that the Committee's concerns could be taken into account and specific thought be given to avoiding a one size fits all approach to implementation of the CPL model and public liability issues.
- The view was also expressed by a Member that the Cabinet decision had addressed all of the concerns raised by the Committee and that the Council should be enabled to implement the CPL policy without further delay.
- The Chairman concluded the debate by suggesting that the Cabinet should be given the opportunity to now move forward with the proposal to introduce CPLs. He also asked that Cabinet be informed of concerns expressed by the Committee that there had been a lack of clarity on proposed savings arising from CPLs, and that they be asked to widely clarify this issue. The Chairman informed the Committee that the Member Reference Group would continue to consider developments and any significant issues arising in relation to CPLs.
- The Committee took a recorded vote as follows:

To endorse the Cabinet decision of 24 July 2012 (8 votes):

Steve Cosser
Chris Norman
Mike Bennison
Angela Fraser
Denis Fuller
Tim Hall
Denise Turner Stewart
Richard Walsh

To refer the decision back to Cabinet for reconsideration (4 votes):

Eber Kington
John Orrick
Colin Taylor
David Wood

Therefore by a vote of 8 votes to 4, the call-in was rejected.

Actions/further information to be provided:

None.

Resolved:

That the Cabinet decision of 24 July 2012 to establish Community Partnered Libraries at the ten locations of Bagshot, Bramley, Byfleet, Ewell Court, Lingfield, New Haw, Stoneleigh, Tattenhams, Virginia Water and Warlingham in order to ensure a sustainable future for those libraries based on the SCC model, be endorsed.

Select Committee next steps:

The Committee will consider any future issues in relation to the implementation of the Community Partnered Libraries model as and when required.

49/12 **DATE OF NEXT MEETING [Item 4]**

Noted that the next meeting of the Committee would take place on 27 September 2012.

[Meeting ended: 1.30pm]

Chairman

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**COMMUNITIES SELECT COMMITTEE:
FORWARD WORK PLAN 2012/13**

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
21 November				
21/11/12	Fire Safety	Follow-up to Fire and Rescue Advisory Group (FRAG) agenda item that was received by the Select Committee on 12/7	Steve Cosser	Report to the Committee
21/11/12	Cultural Services PVR	To update on the Heritage, Adult & Community Learning and Surrey Arts PVR	Susie Kemp and Peter Milton	Report to the Committee
21/11/12	Community Partnerships PVR	To update on the Local Community Partnerships PVR	Mark Irons	Report to Committee
16 January				
16/01/13	Police Reform and Social Responsibility	To assess the relationship and role of the Select Committee with the new Police and Crime Commissioner and to receive an overview on the policy changes.	Gordon Falconer Kay Hammond	Workshop
16/01/13	Voluntary Community and Faith Sector	To scrutinise the funding of the Voluntary and Community Faith Sector infrastructure organisations.	Mary Burguieres Helyn Clack	Report to Committee
16/01/13	Transparency, Engagement and Involvement	To scrutinise Customer Services Feedback and particularly customer complaints and requests for service from the public.	Nigel Bartlett Twivey Helyn Clack	Report to the Committee
16/01/13	Public Safety Plan	To update and scrutinise the progress and implementation of the Public Safety Plan	Russell Pearson Kay Hammond	Report to Committee
21/11/12	Olympic Games impact and legacy	To review the cost benefit of the Games for the Council and for Surrey and to consider the legacy.	Rhian Boast Helyn Clack	Report to Committe
21 March				
21/03/13	Youth Justice	To scrutinise the Surrey Youth Justice Strategic Plan	Ben Burns Kay Hammond	Report to the Committee

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
21/03/13	Trading Standards	Scrutiny of Trading Standards' Annual Report (note this may move to July meeting)	Steve Ruddy Kay Hammond	Report to the Committee
21/03/12	Sport in Surrey	Update on Sport options within Surrey (12/7 follow up paper)	Campbell Livingston Martin Cussell Helyn Clack	Report to Committee
21/03/13	Communications and Engagement	To scrutinise the Communications and Engagement Strategy 2010-13 and how this has been implemented.	Mark Irons Helyn Clack	Report to Committee
21/03/13	Good Practice within the services	Good practice within the Services covered by Communities Select Committee being recognised	Steve Cosser	Report to Committee

**COMMUNITIES SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED NOVEMBER 2012**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
19/01/12	Report on Place Initiatives [Item 7]	That a Task Group be formed in order to investigate support for disadvantaged communities in more detail.	Jacqui Hird	COSC has approved the scoping document and a project plan has been drawn up. Members have been contacted for task group.	COMPLETE
19/01/12	Surrey Fire and Rescue Service: Public Safety Plan 2011-20. Station Locations Review [Item 8]	That the Chairman speaks to the Cabinet Member for Assets and Regeneration Programmes to seek assurance that capital expenditure for fire stations is being reviewed.	Chairman/Jacqui Hird	A briefing note has been circulated to the Select Committee	COMPLETE
22/05/12	Response by the Executive to Issues Referred by the Select Committee [Item 5]	The Chairman will seek to meet with the Cabinet Member for Community Services and the 2012 Games to agree how the recommendations from the Localism Task Group can be implemented.	Chairman	This issue is to be referred back to Cabinet on 27 November 2012.	16/01/13

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
22/05/12	Contact Centre Business Continuity Update [Item 8]	Officers to arrange a tour of the Contact Centre for Members of the Committee.	Mark Irons/Luke Byron-Davies	Tour took place 18 July	COMPLETE
12/07/12	Community Safety Partnerships in Surrey [Item 6]	Officers to provide the Committee with further information relating to the five workstreams that have come out of the recent Community Safety rapid improvement event	Gordon Falconer	Document circulated for Members	COMPLETE



Communities Select Committee
21 November 2012

FIRE AND RESCUE SERVICE ADVISORY GROUP (FRAG)

Summary / issues addressed in the Report	The report suggests an approach to clarifying arrangements between FRAG and the Select Committee.
Type of Report	This Report is for the Select Committee to decide on the proposed changes to arrangements
Additional Documents	None
The Select Committee is asked to consider the recommendation:	<ul style="list-style-type: none"> i. That the Cabinet Member for Community Safety is requested to share the following information regarding FRAG on a regular basis: <ul style="list-style-type: none"> a. Any changes of membership b. All report papers for meetings c. Any significant changes such as changes of terms of reference ii That due to the elements of duplication between the Members' Reference Group and FRAG in terms of both focusing on the Public Safety Plan and surrounding issues of this Plan, it is recommended that the Members' Reference Group ceases and issues on progress and implementation of the Public Safety Plan are directed to the Select Committee on a periodic basis for scrutiny. iii. That this report be presented to the Select Committee Chairman's Group for information and any comments.

Introduction:

1. The issue of the Fire and Rescue Advisory Group was first brought to the attention of the Select Committee on 22 May 2012, in the context of the Surrey Fire and Rescue Service Fire Peer Challenge. This Peer Challenge (that took place in January 2012) was an opportunity for a Local Government Association led team to develop sector led improvement.

The outcome of the review was a set of emerging challenges, and one of these challenges related to the Fire and Rescue Advisory Group (FRAG). This challenge stated:

“Clearly define the role of FRAG and improve engagement with the Select Committee”

2. The Peer Challenge added that, “more work is required to fully develop this capacity and to clearly articulate the role of FRAG. During the peer challenge it was clear that there is an appetite from the Select Committee to provide more robust scrutiny and support to both the Service and the Portfolio Holder. Further discussion is required in this area to maximise the opportunities available to develop a more robust and rigorous scrutiny process.”
3. The result of the Select Committee’s meeting on 22 May was an agreement by the Select Committee to further scrutinise the role of FRAG.
4. This further scrutiny of FRAG took place at the meeting of the Select Committee on 12 July 2012. At this meeting, the Select Committee took evidence from Kay Hammond, Cabinet Member for Community Safety. During this session, the Cabinet Member explained that FRAG helped her to explore a variety of issues and as such acted as a sounding board. Thus, the Cabinet Member confirmed that the Group will remain.
5. As a result of this opportunity to scrutinise FRAG arrangements, the Select Committee raised a number of issues and the Chairman was requested to consider these issues and provide a set of recommendations, which are now set out in this report.

Key Issues considered by the Select Committee on 12 July 2012

6. **The establishment of Advisory Groups**
The Select Committee wanted to know more about the setting-up and the constitutional basis for advisory groups. A request was made to Democratic Services to provide clarification and the following statement was provided:
7. “An advisory group has no powers or functions but is viewed in terms of a ‘sounding board’ for the Cabinet

Member to use prior to making a decision. In some instances an advisory group can provide a group of Members with the expertise to be able to represent the Council at related events when the Cabinet Member is unable to attend (but not substitute in a decision-making capacity). This is due to the advisory group not being a formal committee.”

8. Therefore, it is clear that the Cabinet Member is within her rights to set-up such a group as FRAG and to use it within this context.
9. FRAG was set-up via a Cabinet Member decision in April 2010 and as an advisory group does not have a specific constitutional position as it has no powers or functions it can operate more informally.
10. **Membership and appointment of FRAG**

The Select Committee was also interested in the membership of FRAG. It was noted that membership had recently changed within FRAG, due to two members having been replaced. The Select Committee was keen that any changes of membership of FRAG should be shared with the Select Committee in a timely manner, as this change was only noted during the Select Committee’s evidence taking on 12 July.
11. **Duplication and the sharing of information**

The Select Committee was keen that information from FRAG was shared with Committee members. Similarly, the Committee also asked that any changes to FRAG’s terms of reference would be shared. The aim of sharing this information would be the outcome that members will have a more rounded understanding of the working of FRAG. The Select Committee therefore asked that there was a stronger link between FRAG and the Select Committee and agendas and report papers were requested to be shared.
12. The Select Committee was particularly concerned that the work of its Member Reference Group appeared to duplicate the work of FRAG because both bodies were focusing on the Public Safety Plan. Therefore that the Member Reference Group ceases and that the Select Committee undertakes future scrutiny on the implementation of the plan on a direct basis.

Conclusion and Recommendations

13. **Conclusion**

The Select Committee recognises the value that advisory groups can have for aiding Cabinet Members; however, due to its concerns over duplication with FRAG, the following recommendations are presented to the Select Committee:

14. Recommendations for the Select Committee

The Select Committee is asked to consider the following recommendations:

- i. That the Cabinet Member for Community Safety is requested to share the following information regarding FRAG on a regular basis:
 - a. Any changes of membership
 - b. All report papers for meetings
 - c. Any significant changes such as changes of terms of reference
- ii. That due to the elements of duplication between the Members' Reference Group and FRAG in terms of both focusing on the Public Safety Plan and surrounding issues of this Plan, it is recommended that the Members' Reference Group ceases and issues on progress and implementation of the Public Safety Plan are directed to the Select Committee on a periodic basis for scrutiny.
- iii. That this report be presented to the Select Committee Chairman's Group for information and any comments.

Report Author: Steve Cosser
Chairman, Communities Select Committee



Communities Select Committee
21 November 2012

Public Value Review of Community Partnership

Purpose of the report: Policy Development and Review

The Communities Select Committee is asked to review the Public Value Review of Community Partnership and make comment to the Cabinet as appropriate.

Introduction:

1. The Communities Select Committee is asked to review the attached Cabinet Report, associated Action Plan and Equality Impact Assessment (Annexes A, B and C) and make comment to the Cabinet or officers as appropriate.
2. The recommendations in the PVR support Surrey County Council's Corporate Strategy and builds on the Communities Select Committee's 'Localism Task Group Report'.
3. The PVR was led by Mark Irons, Head of Customer Services, and sponsored by Yvonne Rees, Strategic Director for Customers and Communities. The Portfolio Holder for Community Services and the 2012 Games is Councillor Helyn Clack.
4. The review has been guided by the Member Reference Group composed of County Councillors Nick Skellett CBE (Chairman), Fiona White, Pat Frost, Peter Hickman and Steve Cosser (Chairman of the Communities Select Committee).

Recommendations:

5. That the Communities Select Committee:
 - reviews the PVR of Community Partnership and makes comment to the Cabinet as appropriate.
 - tracks the implementation the associated Action Plan.

Next Steps:

The Public Value Review of Community Partnership will be presented to Cabinet on 27 November 2012.

Contact Officer:

Mark Irons
Head of Customer Services & Customers and Communities Directorate Support
Telephone: 0208 541 8567

Annexes:

- A. Community Partnership PVR Cabinet Report
- B. Community Partnership PVR Action Plan
- C. Community Partnership PVR Equality Impact Assessment

Sources/background papers: None.

Section 151 Finance cleared on:	15/11/12
Strategic Director cleared on:	15/11/12
Cabinet Member cleared on:	15/11/12

SURREY COUNTY COUNCIL

CABINET

DATE: 27 NOVEMBER 2012

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

LEAD OFFICER: YVONNE REES STRATEGIC DIRECTOR FOR CUSTOMERS AND COMMUNITIES

SUBJECT: THE PUBLIC VALUE REVIEW OF COMMUNITY PARTNERSHIP



SUMMARY OF ISSUE:

The Cabinet is asked to consider the Public Value Review (PVR) of Community Partnership which reviewed the role of Surrey County Council's Local Committees and the Community Partnership Team to deliver improved outcomes and value for money for the residents of Surrey.

RECOMMENDATIONS:

It is recommended that:

1. The Community Partnership Public Value Review and its recommendations (as summarised in paragraph 6 and detailed in this report) be noted and endorsed.
2. The Cabinet Member for Community Services and the 2012 Games discuss the conclusions of the PVR report with the Local Committee Chairmen and agree how the recommendations will be taken forward.
3. Cabinet is asked to note some of the recommendations will need full Council agreement.

REASON FOR RECOMMENDATIONS:

4. The aim of the Community Partnership PVR was to review the role of SCC's Local Committees and the Community Partnership Team "to improve outcomes for residents by strengthening local democracy and placing much greater emphasis on partnership working." (David Hodge, Leader of SCC).
5. The recommendations in this report are designed to:
 - support Members in their role as community leaders and champions
 - improve decision making and speed-up processes
 - promote greater accountability and local scrutiny
 - increase the involvement of residents, local communities, businesses and partners.

-
6. The recommendations recognise that each local area is different and attempt to create flexibility within a framework, allowing each Local Committee to operate in a way which best suits the local need.

DETAILS:

Summary of Public Value Review Recommendations

7. The Community Partnership Public Value Review has made ten recommendations. These are summarised below and set out in detail on the following pages.

Recommendation 1: Review SCC's Scheme of Delegation to assess where decisions should be taken, or influenced, more locally (i.e. at the Cabinet, the Local Committee or the Divisional level).

Recommendation 2: Strengthen local priority setting and the advisory role of SCC's Local Committees by introducing annual priority setting meetings with key stakeholders.

Recommendation 3: Simplify and speed-up local decision making processes and introduce a more proportionate level of scrutiny.

Recommendation 4: Implement an e-communications strategy which supports councillors to communicate with local residents, businesses and partners.

Recommendation 5: Maintain Local Committees as 'meetings in public' but take steps to make the meetings more welcoming and useful for those residents, businesses and partners who attend.

Recommendation 6: Simplify local funds and financial processes to increase efficiency.

Recommendation 7: Make processes clearer for residents and more efficient to administer by adopting a consistent approach.

Recommendation 8: Review the governance model of the Local Committees and the practice of substitutes to make voting on Local Committees equal.

Recommendation 9: Strengthen the role of the Community Partnerships Team to facilitate partnership, engagement and democratic support.

Recommendation 10: Implement a "Think Councillor, Think Resident" culture change programme to deliver the Leader's vision of a member led, customer focused Council.

Background to Public Value Reviews

8. On 14 July 2009 as part of its consideration of the paper *Leading the Way: changing the way we do business* the Cabinet agreed to undertake a three-

year programme of Public Value Reviews (PVRs) to look at all services/functions provided by the Council.

9. All PVRs share a primary objective, which reflects the Council's ambition to *deliver improved outcomes and value for money for the residents of Surrey*. The outcomes are expected to be services that offer improved performance and lower costs.
10. Two specific outputs from each review are a zero based budget and ensuring robust quality assurance systems are in place. A Steering Board oversees delivery of the overall programme.
11. Each review follows a standard PVR methodology:
 - *challenging* why, how and by whom a function/service is provided;
 - *comparing* performance with others;
 - *consulting* widely including with residents and specifically vulnerable groups and communities and with staff;
 - *collaborating* with partners and/or contractors; and
 - *testing the market* to see if the function/service could be delivered more efficiently, effectively or economically.

The Review

12. The Community Partnership PVR ran from January 2012 to November 2012. The PVR was led by Mark Irons, Head of Customer Services, and sponsored by Yvonne Rees, Strategic Director for Customers and Communities. The Portfolio Holder for Community Services and the 2012 Games is Councillor Helyn Clack.
13. The recommendations in the PVR support Surrey County Council's Corporate Strategy and builds on the Communities Select Committee's 'Localism Task Group Report' presented to Cabinet on 24 April 2012.
14. The PVR process involved talking to councillors, officers, partners, businesses and residents. The PVR looked at a number of other councils including Bristol, Hertfordshire, Gloucestershire, Kingston and Buckinghamshire. The review has been guided by the Member Reference Group (County Councillors Nick Skellett CBE (Chairman), Fiona White, Pat Frost, Peter Hickman and Steve Cosser), the Local Committee Chairmen, the Communities Select Committee and a member workshop.

Background to the Local Committees and the Community Partnership Team

15. The current Local Committee system was established in April 2002 with the introduction of 11 Local Committees each aligned to one of Surrey's Districts and Boroughs. The original aims of the Local Committees were to devolve decisions closer to the customer, to improve local performance monitoring, and to improve local representation¹.
16. The Community Partnership Team, originally known as the 'Community Support Team', was also established in 2002. The team has significantly

¹ SCC Executive Paper Area Committees 23 July 2001.

changed since its introduction. The team was originally comprised of 31.5 positions but was reviewed in 2005, and again in 2011, and now comprises 19.5 positions. The main change has been the removal of 11 Area Directors and 4 Media Officer positions.

17. The current team is made up of a Team Manager, 2 Team Leaders, 11 Community Partnership and Committee Officers and 4.5 Local Support Assistants (figures represent positions).

Community Partnership Team Budget (Medium Term Financial Plan)

Community Partnership Team

(£'000)	2010/11	2011/12	2012/13	2013/14
Staffing (Pay)	1,014	790	782	793
Supplies and Services	41	42	43	44
Travel	14	14	14	15
Total	1,069	846	839	852

Member's Allocations & Grants Funds

(£'000)	2010/11	2011/12	2012/13	2013/14
Member Revenue Allocations	660	673	1,009	1,043
Grants to Community Safety & Self Reliance	217	223	228	233
Member Capital Allocations	385	385	385	385
Leader's Community Improvement Fund	n/a	n/a	750	750
Total	1,262	1,281	2,372	2,411

The Recommendations

Recommendation 1: Review SCC's Scheme of Delegation to assess where decisions should be taken, or influenced, more locally (i.e. at the Cabinet, the Local Committee or the Divisional level).

18. SCC's Corporate Strategy aims to improve services by recognising different local needs and aspirations and by allowing more local control over how services are designed and provided. SCC is committed to engaging with and listening to residents, and to moving some decision-making powers and funding to local levels.
19. Currently there are no principles defining at what level decision making should sit. Some decisions were moved to the Local Committees in 2002, however the current 'Scheme of Delegation' is a product of ad hoc evolution over ten years, rather than of deliberate design. It is recommended that councillors and officers work together to review and assess the current 'Scheme of Delegation' to assess where decisions should be taken, or be more highly influenced, at a local level (i.e. at the Local Committee or Division).
20. This review should be guided by the principle of 'subsidiarity', which expresses that control should be devolved to the lowest sensible level. This

principle balances the need for efficiency with the requirement to design services based on local need. The Leader expresses this concept simply:

“The Cabinet should be responsible for countywide decisions and local decisions should be taken locally.”

21. The Communities Select Committee’s Localism Task Group report developed a helpful set of principles against which to test where decisions, influence and accountability should best sit.
22. The Task Group did conclude there “will be some services that cannot be subjected to local variation as statutory responsibilities suggest consistency of approach, for example safeguarding of children. This is non-negotiable although the way services are delivered may be open to challenge and to change.”
23. The Leader has expressed that this review should be done with careful thought and may need to move at different speeds in different areas. During this financial year the Leader demonstrated his commitment to local decision making by devolving additional highway funding to the Local Committees to spend on local priorities.

Recommendation 2: Strengthen local priority setting and the advisory role of SCC’s Local Committees by introducing annual priority setting meetings with key stakeholders.

24. During the PVR many councillors said that more time should be dedicated to considering priorities for the local area. Whilst councillors believed the Local Committee was the right forum to consider SCC’s local priorities, they felt that insufficient time was dedicated to the task. The main reason for this is that the meetings have a very operational focus as they are required to make numerous very detailed decisions. Whilst this operational focus works well for dealing with business as usual, it comes at the expense of time dedicated to considering and setting local priorities. Additionally, this focus on detail discourages the attendance of the relevant strategic partners.
25. It is recommended that a dedicated annual meeting is introduced to consider local priorities. This would be best placed in the third quarter of the financial year to align with the new business planning and budgeting setting cycle.
26. An annual priority setting meeting would present a good opportunity to invite strategic partners, businesses, and residents (as each Local Committee deemed necessary). It would be particularly important to include strategic representation from the local Districts or Boroughs as they are the lead planning authorities.
27. Local priorities could then flow and influence SCC’s decision making processes through the Policy and Performance Service, the Local Committee Chairmen and the Select Committees. Agreeing priorities would also help Local Committees to scrutinise services to ensure residents are receiving both quality and value for money.

Recommendation 3: Simplify and speed-up local decision making processes and introduce a more proportionate level of scrutiny.

28. As Local Committees develop an increasingly important local role, a greater number of issues could potentially be discussed and therefore effective management of the agenda will be vital. Each Local Committee meeting requires considerable resources and it is important to be clear about which issues need to be brought to the committee and which can be managed in other ways.
29. It is recommended that each Local Committee reviews which items require discussion at a formal meeting in public. Simpler forms of communication and other mechanisms, such as email or the website, can be employed to inform and update Members and the public. Additionally, delegated authority can be more widely used to allow business that is of little interest to the whole committee or the public to progress outside of the meeting.
30. Whilst some decisions are currently agreed outside of the meeting, the process of gaining approval from all members of the committee can be excessively time consuming. It is recommended that as few people as possible are involved in the approval of low level decisions.
31. With regard to 'Members Allocations'² it is recommended that councillors should be able to spend their allocation without having to await the next local committee meeting. To achieve this it is proposed councillors should have delegated authority to spend their allocation. Pooled budgets would need to be agreed by all Members who have contributed funds. Funding would continue to be published and reported to the next Local Committee meeting to maintain transparency.
32. This would increase local accountability, avoid unnecessary delays and encourage a move away from the current position of multiple, low value bids which result in higher administrative costs. Officers would still advise Members to ensure spend conformed to guidance and refer any concerns to the Local Committee.

Recommendation 4: Implement an e-communications strategy which supports councillors to communicate with local residents, businesses and partners.

33. The Communities Localism Task Group concluded that there was "scope to improve both the visibility and knowledge of Members through better use of e-communication to connect them with an even wider cross section of their communities".
34. Research conducted during the PVR showed there was a demand for more electronic communication. A feedback survey was sent to those residents who had recently attended a Local Committee meeting and questions were also added to the Joint Neighbourhood Survey (JNS).
35. These surveys both showed that people would generally prefer to use the most convenient mechanism to resolve an issue in their local area (such as email, phone or the internet) and that there is an appetite for much more local information and more opportunities to participate electronically. In fact only 1.6% of the 1,650 residents surveyed by the JNS said their first preference

² Member's Allocations are small grants, decided on by local Members, to promote social, economic and environmental wellbeing in their areas.

would be to attend a formal meeting if they wished to raise an issue about their local area.

36. Improving access to local information and, increasing the use of electronic communication and social media, to enable a two-way conversation, is a key part of encouraging the involvement of residents, local communities, businesses and partners in issues and decisions. Currently online local information is difficult to find and the Local Committee pages only attract an average of 8.4 visits per month.
37. It is recommended that:
 - Members are offered e-communication training
 - The local web pages and other electronic media is developed to improve online engagement
 - The Community Partnership Team supports in the provision of local information and engagement.

Recommendation 5: Maintain Local Committees as ‘meetings in public’ but take steps to make the meetings more welcoming and useful for those residents, businesses and partners who attend.

38. The Local Committee meetings are highly structured because they are governed by legislation surrounding formal decision making in public³. Whilst this formality is legally necessary, it can mean that the meetings are off-putting for those who attend. Feedback from those residents who attended the meetings was generally quite negative. People wanted the meetings to be more welcoming, easier to understand, and for there to be more opportunities to ask questions.
39. It is recommended that steps are taken to make Local Committee meetings more engaging for residents by giving Chairmen more flexibility to take questions or invite comments from expert witnesses as they see appropriate during the formal meeting. Chairmen must however clearly separate formal decision making from discussion.
40. Leaflets, as used in other council meetings, have also proved to be a simple and effective way to inform people about the format of the meeting and set the expectation of attendees.
41. The introduction of the annual priority setting meeting (as described in recommendation 2) would also help make the agenda more relevant.
42. Additional training for Local Committee Chairmen will also be essential to help guide them through the complex legislation whilst ensuring effective public engagement.

Recommendation 6: Simplify local funds and financial processes to increase efficiency.

³ Local Government Act 2000

43. A very high proportion of officer time is currently spent on the administration of local funds and grants. Simplifying processes, streamlining approval arrangements, and moving from multiple to a single budget would increase efficiency. A consolidation of grants would also be less confusing for councillors and residents.
44. It is recommended that Member revenue and capital allocations are combined to improve efficiency. Financial rules only allow capital budgets to be spent on capital expenditure, whereas a revenue budget can be used to fund both revenue and capital expenditure. Changing the capital allocation per committee to a revenue allocation would therefore provide committees with greater flexibility in how they use their funding. This change would also simplify the administration of Members' allocations by enabling one process to administer all allocations, rather than the current separate revenue and capital processes.
45. It is also recommended that a 'Rapid Improvement Event' is conducted to further streamline the Community Partnership Team's financial processes.

Recommendation 7: Make processes clearer for residents and more efficient to administer by adopting a consistent approach.

46. The protocols around Local Committees are very complex as each committee has evolved its procedures in isolation over the last ten years. For example, the deadline for submitting a petition prior to a meeting ranges from three days to fourteen days, and the number of required signatories for a petition ranges from ten to 100 people.
47. To make the processes clearer for residents, and to improve efficiency, it is recommended that Local Committees adopt a more consistent approach unless there is a specific local need that must be accommodated. For example, in a rural area a lower number of signatories may be acceptable.
48. Once a common set of protocols is agreed it is recommended these are clearly publicised on the website.

Recommendation 8: Review the governance model of the Local Committees and the practice of substitutes to make voting on Local Committees equal.

49. One of the original intentions of SCC's Local Committees was to increase the involvement of the Districts and Boroughs (D&B) in SCC's local decision making. This was a significant step toward improving partnership working as it afforded D&B councillors voting rights on certain functions and the ability to ask formal questions at these formal meetings. Whilst there are clear benefits to working more closely, certain aspects of the Local Committee do not always serve to improve partnership working:

Local Committee Model

50. The current Local Committee model does not afford D&B councillors equal voting rights. This is because D&B councillors are 'co-opted' and therefore

unable to vote on Education and Youth matters⁴. Whilst a point of law, this can undermine the sense of partnership.

51. The Council may instead wish to consider the Joint Committee model which would permit equal voting rights on all issues for all Councillors on the committee. Adoption of the Joint Committee model would also allow D&B councils to delegate decisions to the Local Committee if they wished to. This would allow the Local Committee to oversee jointly funded projects.
52. It must be noted that, if the Local Committee choose to operate as a Joint Committee, at least one member of the Joint Committee would have to be a member of the County Council's Cabinet. Likewise if a D&B Council desired to devolve executive powers to the Local Committee a member of their Cabinet would need to attend.

Changes to SCC's Constitution

53. The wording of the SCC's Constitution is currently quite restrictive surrounding D&Bs voting rights and could be reworded to be more permissive. There is also some confusion over who can vote on what.
54. SCC's constitution needs to be more permissive and clear. Instead of stating that D&B Councillors can only vote on certain issues it should state that D&B Councillors can vote on all matters, with the exception of Education, Youth and Member's Allocations.

Make representation to the Secretary of State to equalise voting rights of co-opted members on all matters.

55. It is recognised that neither changing the committee model nor changing the wording of the Constitution presents a perfect solution to achieve equal voting rights at the committee.
56. The PVR has identified no reason as to why co-opted members cannot vote on certain functions such as Education and Youth. The Leader will therefore make representation to the Secretary of State to challenge this point of law in an attempt to facilitate better partnership working and support the localism agenda.

The practice of substitutes

57. The current practice of substituting, when a member of the Local Committee is unable to attend, also creates an imbalance. It is less fair for County Councillors, who are unable to nominate a local substitute councillor in their place as all the local SCC Members are already on the committee. Many County Councillors feel that this sometimes creates an imbalance in the voting between County and D&B Councillors.
58. It is recommended that Local Committees have the option to end the practice of substitutes in order to make the Local Committee more equal.

⁴ Local Government (Committees and Political Groups) Regulations 1990

Recommendation 9: Strengthen the role of the Community Partnerships Team to facilitate partnership, engagement and democratic support.

59. The Community Partnership Team plays a key role in supporting local democracy, community engagement, and partnership working. The exact nature of this work does look different in each area as it is dependent on the local need.
60. The Members' survey⁵ indicated the Community Partnership Team (CPT) was highly valued, however they would like increased local support. An activity analysis conducted during this PVR demonstrated that the CPT currently spends a high proportion of time involved in administration due to overly complex protocols, approval processes and processes. Adoption of the efficiency recommendations in this report will free up time to allow more local support.
61. Once the efficiency recommendations are implemented and embedded it is recommended that a second activity analysis is conducted to ensure the team is structured correctly and has the capacity to support the recommendations from this review.

Recommendation 10: Implement a "Think Councillor, Think Resident" culture change programme to deliver the Leader's vision of a member led, customer focused Council.

62. The Leader's "Think Councillor, Think Resident" initiative is aimed at improving the support given to Members in their roles as community leaders and champions.
63. The Community Partnership Team plays an important role in achieving this however the responsibility for supporting councillors rests more widely. It is recommended a culture change programme is developed to:
 - improve officers' general awareness of Councillors
 - help officers understand the role of Councillors in the organisation
 - improve the dialogue between officers and Members.

Quality Assurance Measures

64. The PVR recommends that the following changes and Key Performance Indicators (KPIs) are implemented to assure quality:

Agreeing Local Priorities

- a. Development of local area profiles detailing key local priorities and issues. To be reported in third quarter of each financial year to help inform planning and budget setting processes. These should highlight achievements (e.g. "you said, we did").

Improving local community engagement

⁵ All Local Committee Members were surveyed during the course of the PVR. 64 councillors responded to the survey.

- b. Percentage of residents satisfied with the opportunities for influencing local decision making (Joint Neighbourhood Survey).
- c. Percentage of overall satisfaction with council (Joint Neighbourhood Survey).
- d. Residents satisfied with Local Committee experience (Survey at Local Committees).
- e. Level of engagement. Number of visits to the new local web pages to be monitored (Web Ops).

Team efficiency

- f. Number of hours spent administering the average Member's Allocation. Time to be reduced from current 10 hours to 5 hours per allocation.

Training

- g. Local Committee Chairman training.
- h. Officer training to include section on engaging with Members and Local Committees.

Councillor Satisfaction

- i. Introduce annual councillor's satisfaction survey to review support provided by Community Partnership Team.
- j. Provide a feedback mechanism for partners.

CONSULTATION:

65. The review included a range of stakeholders including:
- Local Committee Chairmen (monthly meetings)
 - The 11 x Local Committees (individual meetings)
 - The Communities Select Committee
 - The Community Partnership Member Reference Group (monthly meetings)
 - Corporate Leadership Team
 - SCC officers and the Community Partnership Team
 - District and Boroughs officers
 - Residents (Local Committee Survey and Joint Neighbourhood Survey)
 - Other partners (Representatives from Parish Councils, Police & NHS)
 - Businesses (Surrey Connections)

RISK MANAGEMENT AND IMPLICATIONS:

66. There are no direct risk management implications arising from this report.

67. Any risks associated with delivering identified improvements and savings will continue to be monitored through the Council's risk management arrangements.

Financial and Value for Money Implications

68. The recommendation to combine Member revenue and capital allocations to improve efficiency, within Recommendation 6, will increase the annual revenue budget by £385,000 with a corresponding reduction in the annual capital budget. This will result in no net change to the total member funding available.
69. The proposed increase in revenue funding is subject to agreement within the 2013 to 2018 Medium Term Financial Plan.

Section 151 Officer Commentary

70. The section 151 officer (Head of Finance) confirms that all material financial and business issues and risks have been considered / addressed.

Legal Implications – Monitoring Officer

71. Some of the recommendations of this PVR would require changes to the Council's Constitution. When these enter an implementation phase Full Council approval will need to be sought. In relation to specific matters in the report:
72. Recommendation 1: Any changes to the Scheme of Delegation would, before being implemented require approval of either the Leader or Full Council depending on whether the matter delegated was an executive or non executive function.
73. Recommendation 3: Recent changes to the law would enable decisions on Members Allocations to be delegated to individual Members, a mechanism for recording and publicising decisions taken would be required to comply with access to information requirements.
74. Recommendation 5: It should always be apparent both to the committee members and to third parties, that committee decisions are taken by the committee, informed by the papers before it. The Monitoring Officer strongly supports the statement that additional training would be needed to guide Local Committee Chairman through the complexities which can arise, particularly in relation to controversial decisions.

Equalities and Diversity

75. An Equality Impact Assessment was completed for this report and is included at Annex B.
76. Summary of key impacts and actions:

Information and engagement underpinning	The PVR has conducted extensive consultation (as described in paragraph 65 of this report) and the proposed recommendations are intended to create positive outcomes for residents, local communities, businesses and partners
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equalities analysis	by promoting greater accountability and increasing involvement. No negative equalities implications were identified resulting from the recommendations made in this report.
Key impacts (positive and/or negative) on people with protected characteristics	The recommendations in this report will have a positive impact as they will: <ul style="list-style-type: none"> • support Members in their role as leaders and champions within their communities • improve decision making and speed-up processes • promote greater accountability and local scrutiny • increase the involvement of residents, local communities, businesses and partners
Changes you have made to the proposal as a result of the EIA	N/A
Key mitigating actions planned to address any outstanding negative impacts	N/A
Potential negative impacts that cannot be mitigated	N/A

Other Implications:

77. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Public Health	No significant implications arising from this report.
Climate change	No significant implications arising from this report.
Carbon emissions	No significant implications arising from this report.

WHAT HAPPENS NEXT:

78. Cabinet is asked to note and endorse the report and recommendations of the Community Partnership Public Value Review.
79. Cabinet is asked to delegate to the Cabinet Member for Community Services and the 2012 Games the responsibility for discussing the report and action plan with the Local Committee Chairmen and agreeing how to take the recommendations forward.

80. Cabinet is asked to note some of the recommendations will need full Council agreement.
81. Cabinet to receive a progress report back in due course.
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Contact Officer:

Mark Irons
Head of Customer Services
& Customers and Communities Directorate Support
Telephone: 0208 541 8567

Annexes:

- A. Community Partnership PVR Action Plan
B. Community Partnership PVR Equality Impact Assessment

Sources/background papers:

- Communities Select Committee's 'Localism Task Group Report' presented to Cabinet on 24 April 2012
 - Buckinghamshire "Think Councillor, Think Resident" strategy
 - Leader's report to Cabinet, Cabinet 29 June 2009
 - Leading the Way: changing the way we do business, Cabinet 14 July 2009
 - Public Value Reviews and Rapid Improvement Events, Council Overview and Scrutiny Committee 6 July 2011
 - Public Value Reviews methodology – updated February 2012
 - Public Value Reviews – Year Two Report, Cabinet 27 September 2011
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Community Partnership Public Value Review - Action Plan

Overall accountable individual: Jane Last

Recommendation		Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings / benefit	Progress (RAG & comments)
Ref	Description							
a	Recommendation 1: Review SCC's Scheme of Delegation to assess where decisions should be taken, or influenced, more locally (i.e. at the Cabinet, the Local Committee or the Divisional level).	Work with Services to identify further opportunities for increasing local decision making and/or influence.	Mark Irons Jane Last	Jan 13	Mar 14	To be delivered within current resources	Enabling greater local decision making and influence.	
b	Local Committees to consider and agree new local operating arrangements This action describes the process by which each Local Committee will discuss and agree their new local operating arrangements. The items for each individual Local Committee to decide are described in the recommendations below.	Presentation of options to the Local Committee Chairman Meeting for information and high level agreement	Mark Irons Jane Last James Painter	Jan 13	Jan 13	Local Committee Chairs	as per detailed recommendations below	
		Presentation of options to the 11 individual Local Committees meetings to agree local detail		Feb 13	Mar-13	11 Local Committees		
		Implementation of new operating arrangement in 2013/14.		Apr 13	Mar 14	Community Partnership Team		
c	Recommendation 2: Strengthen local priority setting and the advisory role of SCC's Local Committees by introducing annual priority setting meetings with key stakeholders.	Introduction of an annual priority setting meetings with key stakeholders. Local Committees to decide: a. if they want to introduce this meeting b. date (ideally Autumn 2013 to align with budget cycle) c. format / location d. invitees (partners, residents, business)	Mark Irons Jane Last James Painter	Implementation process described in recommendation 2		Community Partnership Team	Increase the involvement of residents, local communities, businesses and partners.	

Recommendation		Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings / benefit	Progress (RAG & comments)
Ref	Description							
		Develop Local Priorities Profiles for each Local Committee	Jane Last James Painter	Autumn 2013 - in line with next planning cycle		Community Partnership Team	Improve decision making	

Recommendation		Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings / benefit	Progress (RAG & comments)
Ref	Description							
d	Recommendation 3: Simplify and speed-up local decision making processes and introduce a more proportionate level of scrutiny.	Local Committees to reviews which items require discussion at public Local Committee meeting	Mark Irons Jane Last James Painter	Implementation process described in recommendation 2.0		Community Partnership Team	Improve decision making and speed-up decision making processes	
		Review use of delegated authority on Member's allocations: a. Delegated limit b. Required approvers (ideally reducing to single member)						
e	Recommendation 4: Implement an e-communications strategy which supports councillors to communicate with local residents, businesses and partners.	Review use of e-communications and Member training	Mark Irons Louise Footner	Jan-13	Apr-13		Increase the involvement of residents, local communities, businesses and partners.	
		Design new local web pages	Louise Halloway	Jan-12	Apr-13	Web Team		
		Present designs to Local Committee Chairs and Local Committees for comment	James Painter / Web Team	Implementation process described in recommendation 2.0		James Painter / Web Team		
		Build and implement new web pages for use by Community Partnership Team	James Painter / Web Team	Apr-13	Jun-13	Web Team		
f	Recommendation 5: Maintain Local Committees as meetings in public but take steps to make the meetings more welcoming and useful for those residents, businesses and partners who attend.	Local Committees to decide on interaction and engagement with residents during the meetings: - introduce public questions during meeting - Introduce explanatory leaflets at all meetings - introduce new agenda - tour - Task groups - times of day	Local Committee Chairs /Jane Last/James Painter	Implementation process described in recommendation 2		Community Partnership Team	Increase the involvement of residents, local communities, businesses and partners.	
		Introduce new training for Local Committee Chairs	Mark Irons James Painter Rachel Crossley (Susie Kemp)	01-Apr-13	01-Apr-13	To be delivered within current resources		Increase the involvement of residents, local communities, businesses and partners.

Recommendation		Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings / benefit	Progress (RAG & comments)
Ref	Description							
g	Recommendation 6: Simplify local funds and financial processes to increase efficiency.	Consolidate budgets by combining capital and revenue budgets in line with start of new financial year	James Painter	Apr-13	Apr-13	Community Partnership Team	Speed-up processes and increase efficiency	
		Conduct an Rapid Improvement Event to review financial processes and identify further opportunities for improvement	Mark Irons / James Painter	Jan-13	Jan-13	RIE Team		
h	Recommendation 7: Make the local committee processes clearer for residents and more efficient to administer by adopting consistent approach.	Community Partnership Team to present new protocols as part of processes outlined in recommendation 2.	James Painter	Implementation process described in recommendation 2		Community Partnership Team	Increase the involvement of residents, local communities, businesses and partners.	
i Page 46	Recommendation 8: Review the governance model of the Local Committees and the practice of substitutes to make voting on Local Committees equal.	Local Committees to consider move to a Joint Committee model or remain with a 'co-opted' membership model. (Some Local Committees have already made this decision)	James Painter	Implementation process described in recommendation 2		Community Partnership Team	Improve decision making and partnership working	
		Each Local Committee to decide if it would prefer to remove the 'rule of substitutes'	James Painter					
		Review the Constitution to be more permissive (To be agreed by the Leader - subject to legal confirmation).	James Painter					
			Make representation to the Secretary of State to equalise voting rights of co-opted members on all matters.	Allan Wells Mark Irons	Dec-12	Dec-12	n/a	
j	Recommendation 9: Strengthen the role of the Community Partnerships Team to facilitate partnership, engagement and democratic support.	Once the efficiency recommendations are implemented and embedded it is recommended that the team is reviewed to ensure that there is enough capacity to support the recommendations from this review	Mark Irons	01-Apr-13	Sep-13	Customer and Communities Policy Team	To enable recommendations	

Recommendation		Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings / benefit	Progress (RAG & comments)
Ref	Description							
k	Recommendation 10: Implement a “Think Councillor, Think Resident” culture change programme to deliver the Leader’s vision of a member led, customer focused Council.	Develop and implement steps to: <ul style="list-style-type: none"> • improve officers’ general awareness of Councillors • help officers understand the role of Councillors in the organisation • improve the dialogue between officers 	Mark Irons James Painter Rachel Crossley Carmel Millar (Susie Kemp)	01-Apr-13	01-Apr-13	To be delivered within current resources	Improve decision making and speed-up processes	
l	Introduce new Quality Assurance Measures	Key Performance Indicators (KPIs) implemented to assure quality	Jane Last	Jan-13	Ongoing	Community Partnership Team	Quality Assurance	

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EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	The Community Partnership Public Value Review (PVR)
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EIA author:	Angeliki Humphries
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2. Approval

	Name	Date approved
Approved by	Mark Irons	15 November 2012

3. Quality control

Version number	V3	EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Mark Irons	Head of Customer Services & Customers and Communities Directorate Support	SCC	PVR Lead
Angeliki Humphries	CC Policy Officer	SCC	CP PVR Project officer

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>The Community Partnership PVR reviewed the role of SCC's Local Committees and the Community Partnership Team.</p> <p>The current Local Committee system was established in April 2002 with the introduction of 11 Local Committees each aligned to one of Surrey's Districts and Boroughs. The original aim of the Local Committees was to devolve decisions closer to the customer, improve local performance monitoring and to improving local representation¹.</p> <p>The Community Partnership Team, originally known as the 'Community Support Team, was also established in 2002. The team has significantly changed since its introduction. The team originally comprised of 31.5 'Full Time Equivalent' staff (FTE) but was reviewed in 2005, and again in 2011, and now comprises 19.5 FTE. The main change has been the removal of 11 x Area Directors and 4 x Media Officers positions.</p>
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¹ SCC Executive Paper Area Committees 23 July 2001.

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	<p>The current team is made up of 1 x Team Manager (Grade SP13), 2 x Team Leaders (Grade SP11), 11 x Community Partnership and Committee Officers (Grade SP9), 4.5 x Local Support Assistants (Grade SP6), and 1 x Area Support Assistants (Grade SP6) (figures represent FTE).</p>
<p>What proposals are you assessing?</p>	<p>The aim of the Community Partnership PVR was to review the role of SCC’s Local Committees and the Community Partnership Team “to improve outcomes for residents by strengthening local democracy and placing much greater emphasis on partnership working.” (David Hodge, Leader of SCC).</p> <p>The PVR recommendations are designed to:</p> <ul style="list-style-type: none"> • support Members in their role as community leaders and champions • improve decision making and speed-up processes • promote greater accountability and local scrutiny • increase the involvement of residents, local communities, businesses and partners. <p>Recommendation 1: Review SCC’s Scheme of Delegation to assess where decisions should be taken, or influenced, more locally (i.e. at the Cabinet, the Local Committee or the Divisional level).</p> <p><u>Positive impact:</u></p> <ul style="list-style-type: none"> • Decisions will be made at a more local level closer to the communities and will encourage better participation, involvement and understanding of the local needs of the communities. <p>Recommendation 2: Strengthen local priority setting and the advisory role of SCC’s Local Committees by introducing annual priority setting meetings with key stakeholders.</p> <p><u>Positive impacts:</u></p> <ul style="list-style-type: none"> • More time could be available for considering and setting local priorities according to the needs of the local area. • Increased opportunities for partners, businesses and local residents to get involved could encourage effective partnership working and local information provision. <p>Recommendation 3: Simplify and speed-up local decision making processes and introduce a more proportionate level of scrutiny.</p> <p><u>Positive impact:</u></p> <ul style="list-style-type: none"> • Greater number of local issues effecting local

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communities could be discussed by improving and effectively manage the Local Committee meetings process.

- Improving the way that local information is provided to local residents and communities by using additional to Local Committee meetings communication mechanisms

Recommendation 4: Implement an e-communications strategy which supports councillors to communicate with local residents, businesses and partners.

Positive impacts:

- New communication mechanisms will be introduced in addition to existing ones (such as face to face and two-way conversations, email, phone, internet, meetings etc.)
- Whilst we are improving the functionality of our online mechanisms we are still maintaining the existing communication venues and improving accessibility to local information for residents, partners and communities without access to the online systems.

Recommendation 5: Maintain Local Committees as meetings in public but take steps to make the meetings more welcoming and useful for those residents, businesses and partners who attend.

Positive impact:

- By making these meetings more accessible and by providing more opportunities for discussion more residents, local community groups, businesses and partners will be encouraged to attend and get involved.

Recommendation 6: Simplify local funds and financial processes to increase efficiency.

Positive impact:

- By improving and changing the way we work we could achieve more improved outcomes for residents and local communities in the most efficient way.
- By reallocating officer time more local resource could be provided to focus on other local activities (such as community engagement, local support to councillors etc.)

Recommendation 7: Make the local committee processes clearer for residents and more efficient to administer by adopting consistent approach.

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Positive impact:

- By improving the way we work we can encourage greater and more effective resident involvement and participation.

Recommendation 8: Review the governance model of the Local Committees and the practice of substitutes to make voting on Local Committees equal.

Positive impact:

- Increased local participation/engagement in decision-making process
- Greater consideration of the local view / local influence
- Better partnership working with improved shared outcomes for local residents and communities could be encouraged

Recommendation 9: Strengthen the role of the Community Partnerships Team to facilitate partnership, engagement and democratic support.

- More local support for to facilitate partnership, engagement and democratic support will improve service delivery.

Recommendation 10: Implement a “Think Councillor, Think Resident” culture change programme to deliver the Leader’s vision of a member led, customer focused Council.

Positive impact:

- More local support will enable them to improve their local knowledge and understanding of local residents’ and communities’ needs and will support them to be effective community champions.

The proposed recommendations recognise that each local area is different, consists of local communities with different needs and priorities and attempt to create flexibility within a framework. This will allow each local committee to operate locally whilst maintaining an efficient system.

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Who is affected by the proposals outlined above?	<p>Councillors, residents, staff, partners and businesses will be positively affected by the above proposals:</p> <ul style="list-style-type: none">• By improving outcomes for residents by strengthening local democracy and placing much greater emphasis on partnership working.• By encouraging wider participation and more local decision making that takes into consideration the needs of local communities.
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6. Sources of information

Engagement carried out
<p>Engagement activities took place from February to September 2012 and included face to face interviews, site visits, workshops, meetings, presentations, informal discussions, surveys, 'Communicate' Members newsletter.</p> <p>We have consulted with :</p> <ul style="list-style-type: none">• Local Committee Chairmen (monthly meetings)• The 11 x Local Committees• The Communities Select Committee• The Community Partnership Member Reference Group (monthly meetings)• A SCC and District and Borough councillor survey• Corporate Leadership Team• SCC officers and the Community Partnership Team• District and Boroughs officers• Residents (Local Committee Feedback Survey and Joint Neighbourhood Survey)• Other partners (Representatives from Parish Councils, Police & NHS)• Businesses (Surrey Connections) <p>We have visited other authorities to compare and discuss other models of delivering similar services:</p> <ul style="list-style-type: none">• Bristol• Hertfordshire• Gloucestershire• Kingston
Data used
<p>We have taking into consideration:</p> <ul style="list-style-type: none">• the findings/recommendations of the Localism Task Group report

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- the Localism Act
- the Joint Neighbourhood survey results
- The residents and councillors surveys results
- Feedback from residents attended Local Committee meetings, feedback from staff, councillors, senior officers from Surrey District and Borough Councils and other local authorities
- Evaluation of various local pilots (e.g. youth, parking libraries etc.)
- Community Partnerships service and team plans and other documents

All the above engagement activities showed no particular equalities implications that will affect negatively councillors, partners, residents and staff.

The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all the above groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.

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

The PVR recommendations advance equal opportunities; eliminate discrimination; and foster good relations between people that share protected characteristics and those that do not.

The findings of the engagement activities described above highlighted the benefits the implementation of the PVR recommendations could bring to all the above groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.

In particular:

Community engagement at local level: there are a number of benefits from community engagement activities. These include: better decision making; better services; improved local skills; and stronger communities. There are additional benefits from including equality groups, such as that policy and practice reflect the views of all relevant community members; there are good relationships between and within communities; groups that may experience exclusion can develop confidence, skills and opportunities. By implementing this recommendation we will ensure that everyone has the opportunity to express their views, take part in decision making processes and influence service delivery.

More local resource to support councillors be effective community leaders: it will support councillors increase their knowledge and skills that will enable them to provide leadership on cohesion issues which are critical to helping create local sustainable communities.

Make local information more accessible and provide more opportunities for discussion:

Making local information more accessible will be a significant step in helping people better understand and use this information and feel confident that they have the opportunity to influence local decisions.

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p style="text-align: center;">Age</p>	<p>The PVR recommendations have a positive impact on all age groups and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
<p style="text-align: center;">Disability</p>	<p>The PVR recommendations have a positive impact on disabled people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p> <p>Specific projects around community engagement, meetings and events venues and accessible local information will be developed by the Community Partnership Team during the implementation stage of the</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>

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

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	<p>PVR recommendations and separate equality analysis will be undertaken for each of those projects.</p>		
<p>Gender reassignment</p>	<p>The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
<p>Pregnancy and maternity</p>	<p>The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
<p>Race</p>	<p>The PVR recommendations have a positive impact on local residents from different ethnic backgrounds and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>

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<p>Religion and belief</p>	<p>The PVR recommendations have a positive impact on members of public from different religious backgrounds and particularly bring positive outcomes for local residents and encourage more effective and accessible ways/channels of community engagement and involvement in local issues addressing their specific needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
<p>Sex</p>	<p>The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
<p>Sexual orientation</p>	<p>The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>

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<p>Marriage and civil partnerships</p>	<p>The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs.</p>	<p>No potential negative impact has been identified at this stage.</p>	<p>The findings of the engagement activities highlighted the benefits the implementation of the PVR recommendations could bring to all age groups and particularly the positive outcomes for local residents that will encourage a more effective community engagement and involvement in local issues addressing their local needs.</p>
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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Impacts not known/identified at this stage. However if there are changes on the Community Partnership on the way the Community Partnerships Team delivering services then a more in depth EIA will be carried out and this section (7b) will be updated accordingly</p>	<p>Impacts not known/identified at this stage. However if there are changes on the Community Partnership Team structure or Partnerships Team delivering services then a more in depth EIA will be carried out and this section (7b) will be updated accordingly.</p>	
<p>Disability</p>	<p>As above</p>	<p>As above</p>	
<p>Gender reassignment</p>	<p>As above</p>		
<p>Pregnancy and maternity</p>	<p>As above</p>		

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
The PVR recommendations have a positive impact on local people and particularly bring positive outcomes for local residents and encourage more effective and accessible ways of community engagement and involvement in local issues addressing their local needs	Implementing the PVR recommendations and relevant delivery plan	April 2013	Jane Last/James Painter

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>The PVR has conducted extensive consultation (as described in Section 6. Sources of information) and the proposed recommendations are intended to create positive outcomes for residents, local communities, businesses and partners by promoting greater accountability and increasing involvement.</p> <p>No negative equalities implications were identified.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>The recommendations in this report will have a positive impact as they will:</p> <ul style="list-style-type: none"> • improve decision making and speed-up processes • promote greater accountability and local scrutiny

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<ul style="list-style-type: none">• increase the involvement of residents, local communities, businesses and partners.
Changes you have made to the proposal as a result of the EIA	N/A
Key mitigating actions planned to address any outstanding negative impacts	N/A
Potential negative impacts that cannot be mitigated	N/A

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Communities Select Committee
Wednesday 21 November 2012

Cultural Services PVR final report

Purpose of the report:

The Select Committee is invited to consider the final report on the three Cultural services PVRs - Surrey Arts (provider of music services to schools, community arts development and the Surrey Arts Wardrobe), Heritage Services (incorporating Archives, Conservation and Archaeology) and Adult and Community Learning – which is being presented to Cabinet for approval on 27 November 2012.

Introduction:

1. These three services are the last ones to be reviewed under the PVR process and have been the subject of separate review processes, though these are at different stages.
2. The findings of the three PVRs pointed to the considerable additional benefits that would accrue from working together within a clear Cultural Services framework, that also incorporates Libraries and Registration Services. This, and the realisation that many of the same issues have been identified for improvement and development in each service, suggested the integration of the final reporting of the reviews.
3. The final report to Cabinet on the three PVRs focuses therefore on the common ground between them and their development within a new strategy and vision for Cultural Services in Surrey. The report is complemented with a joint Action Plan and Overarching Equalities Impact Assessment.

Cabinet Report Recommendations

4. The Final report that will be presented to Cabinet for approval on 27 November 2012 includes four recommendations - for the Cabinet to:
 - 4.1 Notes the outcomes of the three PVRs and confirms these roll forward into a new strategy and vision for Cultural Services in Surrey, with detailed Service Improvement Plans in place by March 2013
 - 4.2 Agree that a refreshed strategy and vision is developed for Cultural Services, including Libraries and Registration Services, which will position Surrey to become a leader for quality cultural activity in the country

- 4.3 Requests that a feasibility study is undertaken to create options for the provision of a new cultural hub that would position Surrey at the forefront of culture nationally and internationally, to be brought back to Cabinet for decision.
- 4.4 Agree that a detailed research and evaluation project is undertaken to assess the potential benefits and risks of a new approach to the delivery of Cultural Services through other business models
- 4.5 Agrees that, following completion of the Service Improvement Plans, a follow-up report is presented to the Cabinet Member, detailing all financial implications for final decision

Recommendations:

5. The Select Committee is invited to review the Cabinet documentation with a view to seeking clarification or offering advice and comment. The select Committee may wish to capture any comments and observations to send to Cabinet as part of their consideration of the reports for acceptance on 27 November 2013.

Next steps

6. Pending Cabinet approval of the report recommendations the following will happen:
 - 6.1 The next stage will be to develop associated Service Improvement Plans and Zero Based Budgets and Full Equality Impact Assessments (EIAs). These will build on the Action Plan and over-arching EIA attached as Annexes A and B.
 - 6.2 A Cultural Strategy (Recommendation b), that has been developed through robust consultation and engagement with partners, users and the people of Surrey
 - 6.3 The Service Improvement Plans and Zero Based Budgets will be scrutinised by the Communities Select Committee and completed by March 2013
 - 6.4 Member Reference Groups and the Select Committee will continue to play a key role in tracking improvements and savings through their monitoring and scrutiny role as the Service Improvement Plans, Strategy and related studies are implemented
 - 6.5 Reports, with recommendations for decision on the Cultural Hub (Recommendation c) and alternative business models (Recommendation d) will be made to Cabinet by November 2013

Report contact: Peter Milton, Head of Cultural Services

Contact details: 020 8541 9950

Sources/background papers:

- Leader's report to Cabinet, Cabinet 29 June 2009
- Leading the Way: changing the way we do business, Cabinet 14 July 2009
- Public Value Reviews – Year One Report, Cabinet 13 July 2010

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SURREY COUNTY COUNCIL

CABINET

DATE: 27 NOVEMBER 2012

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

MRS HELYN CLACK, PORTFOLIO HOLDER FOR COMMUNITY SERVICES & 2012 GAMES

LEAD OFFICER: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE

SUBJECT: PUBLIC VALUE REVIEWS OF ARTS, HERITAGE AND ADULT & COMMUNITY LEARNING



SUMMARY OF ISSUE:

The final services to be reviewed within the three year Public Value Review programme are Surrey Arts (provider of music services to schools, community arts development and the Surrey Arts Wardrobe), Heritage Services (incorporating County Records, Archaeology, Access and Learning) and Adult and Community Learning.

Individually, these are recognised as well performing services that offer inspiring and life changing experiences for the people of Surrey and good value for money. However, the findings of the three PVRs point to the considerable additional benefits that would accrue from working together within a clear Cultural Services framework, which also incorporates Libraries and Registration Services. This, and the realisation that many of the same issues have been identified for improvement and development in each service, suggested the integration of the final reporting of the reviews and this joint report reflects the proposed move towards an integrated Cultural Service offer. The Service Improvement Plans that will be developed will reflect both shared actions and service-specific ones that contribute to this, whilst preserving the individual excellence of the services themselves.

The three reviews have identified common themes that give the following key principles for Cultural Services:

- Creating a cultural identity for Surrey to build a strong sense of place through cultural engagement;
- Setting an ambitious pace - opportunity + innovation;
- Raising the profile of Cultural Services to ensure a sustainable future;
- Being the preferred choice for Cultural service provision in Surrey.

The actions set out in this report will enable SCC to take a leading role at the forefront of cultural life in the county. This will include:

- Creating a Cultural Hub that enhances Surrey's international reputation;
- Exploring alternative modes of delivery including trust status;
- Ensuring that Cultural services in Surrey are nationally respected as the best in the country;

- Create an environment where the arts, digital and creative industries can thrive and contribute to the county's economic growth;
- Ensuring that every child has an opportunity to engage in cultural activity;
- Ensuring that every adult has an opportunity to engage and volunteer;
- Achieving the most diversely funded and supported cultural services in the country;
- Delivering high quality cultural contributions to key events and commemorations, including 2014-18 First World War centenary, 2015 Magna Carta (800 years);
- High profile participation in selected national themed events, such as Domestic Violence Week, Mental Health Week, International Women's Day, Family Learning Week, National Book Day and Museums Month.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Notes the outcomes of the three PVRs and confirms these roll forward into a new strategy and vision for Cultural Services in Surrey, with detailed Service Improvement Plans in place by March 2013.
2. Agrees that a refreshed strategy and vision is developed for Cultural Services, including Libraries and Registration Services, which will position Surrey to become a leader for quality cultural activity in the country.
3. Requests that a feasibility study is undertaken to create options for the provision of a new cultural hub that would position Surrey at the forefront of culture nationally and internationally, to be brought back to Cabinet for decision.
4. Agrees that a detailed research and evaluation project is undertaken to assess the potential benefits and risks of a new approach to the delivery of Cultural Services through other business models.
5. Agrees that, following completion of the Service Improvement Plans, a follow-up report is presented to the Cabinet Member, detailing all financial implications for final decision.

REASON FOR RECOMMENDATIONS:

Carrying out the actions within this report will ensure SCC's cultural services create a framework to deliver an innovative cultural and learning offer that ensures value for money and establishes a leading cultural role for SCC nationally.

DETAILS:

The Public Value Review Process

1. On 14 July 2009 as part of its consideration of the paper Leading the Way: changing the way we do business the Cabinet agreed to undertake a three-year programme of Public Value Reviews (PVRs) to look at all services/functions provided by the Council.
2. All PVRs share a primary objective, which reflects the Council's ambition to deliver improved outcomes and value for money for the residents of Surrey.

The outcomes are expected to be services that offer improved performance and lower costs.

3. Two specific outputs from each review are a zero based budget and ensuring robust quality assurance systems are in place. A Steering Board oversees delivery of the overall programme.
4. Each review follows a standard PVR methodology:
 - *challenging* why, how and by whom a function/service is provided;
 - *comparing* performance with others;
 - *consulting* widely including with residents and specifically vulnerable groups and communities and with staff;
 - *collaborating* with partners and/or contractors; and
 - *testing the market* to see if the function/service could be delivered more efficiently, effectively or economically.

Background

5. The cultural strategy for the County “Taking Part in Surrey”, 2008-11 emphasised the importance of Cultural activities and services:-
 - Improving well-being, happiness and how we feel about our neighbours and how we live;
 - Improving our mental and physical health, making our communities safer, stronger and better places to live and preventing social isolation;
 - Providing thousands of jobs through our creative businesses that generate a huge amount of income for the county;
 - Supporting our stewardship of the built and natural environment and its impact upon the tourism economy.
6. Adult Community Learning (ACL), Surrey Arts and Surrey Heritage make a major contribution to this. They are recognised as well performing services that offer inspiring and life changing experiences for the people of Surrey and good value for money. This is evidenced by the external quality assurance frameworks that measure performance within the sectors e.g. OfSTED. Nationally these services are considered to be models of best practice within their professional fields.

Summary of Work Undertaken

7. The Cultural Services PVRs are at different stages. Reviews of both Libraries and Registration Services are complete and these services will be part of the integrated Cultural Services offer.
8. The review teams have undertaken considerable research and analysis to date, including:
 - Staff and management involvement
 - Member engagement, including member Reference Groups and Communities Select Committee
 - Union consultation
 - Stakeholder engagement
 - Benchmarking against other local authorities

- User consultation
 - Process review and improvement, e.g. LEAN
 - Option analysis
9. Drawing upon the above research and analysis the reviews have identified real benefits to be gained by these services working more closely together, whilst maximising their individual strengths. There are opportunities for cross-cutting improvements and efficiencies that will help deliver and extend the cultural offer. Annex 1, attached, sets out an initial Action Plan for both joint and individual service implementation. This will be further developed in Service Improvement Plans by March 2013, but the principal findings that have informed the recommendations for this report are summarised below.

Summary of Findings

10. The three reviews have identified common themes that suggest the following key cross-cutting principles for Cultural Services:
- Creating a cultural identity for Surrey to build a strong sense of place through cultural engagement;
 - Setting an ambitious pace - opportunity + innovation;
 - Raising the profile of Cultural Services to ensure a sustainable future;
 - Being the preferred choice for Cultural service provision in Surrey.
11. The Terms of Reference for the PVRs stated that they were seeking efficiencies that could enable existing resources to be more effective. The budgets for Surrey Arts and ACL are substantially derived from both external funding and generated income. One of the principle aims of the recommendations is to drive additional revenue generation as a basis for future service development, including addressing the public health, well being and social care agendas. This can only be achieved by implementing a more commercial approach to marketing and business development.

Recommendations

12. **Recommendation 1:** Cabinet notes the outcomes of the three PVRs and confirms these roll forward into a new strategy and vision for Cultural Services in Surrey, with detailed Service Improvement Plans in place by March 2013.
13. Individually, these are recognised as well performing services that offer inspiring and life changing experiences for the people of Surrey and good value for money. However, the findings of the three PVRs point to the considerable additional benefits that would accrue from working together within a clear Cultural Services framework, that also incorporates Libraries and Registration Services. This, and the realisation that many of the same issues have been identified for improvement and development in each service, suggested the integration of the final reporting of the reviews. In particular there is much common ground in the need to enhance the marketing practice and profile of the services, the need for more effective use of web presence, social media and on-line self-service options, and the need for the public to benefit from greater joint working between the services.
14. This joint report reflects the proposed move towards an integrated Cultural Service offer and the Service Improvement Plans that will be developed subsequently will reflect both shared actions and service-specific ones that

contribute to this, whilst preserving the individual excellence of the services themselves. It will be critical that the individual teams have ownership of all of these plans and that resources to deliver, and the necessary commitment from other SCC services, are in place.

15. **Recommendation 2:** Cabinet agrees that a refreshed strategy and vision is developed for Cultural Services, including Libraries and Registration Services, which will position Surrey to become a leader for quality cultural activity in the country.
16. Although there is a great deal of high quality activity, Surrey as a county does not currently have a clear and distinctive cultural identity to provide a strong basis for tourism or the enhancement of a sense of place and community. By creating a cohesive offer for its cultural services, SCC will enhance their individual standing and provide a greater impact on the wider cultural activity of the county. This will establish a leadership role for SCC, based on strong partnerships and a genuine customer focus. The services have the potential to champion events and festivals such as the centenary of the First World War, 800 years of the Magna Carta, and 150 years of Alice in Wonderland (2015). Promotion of services and learning opportunities for visitors to Surrey will support the development of cultural tourism and establish Surrey as a focus of international regard.
17. Strengthening of key partnerships that focus delivery on improved opportunities and outcomes for the people of Surrey needs to be at the heart of strategy development and delivery, incorporating the existing network of partners. Building on these relationships will be particularly critical in extending the targeted and preventative work that addresses social care and health agendas.
18. Cultural Services already provide a strong contribution to the county's economy through stimulating the growth of the cultural sector and the digital and creative industries; by generating new business start-ups and developing skills for those seeking employment. The enhanced partnership opportunities arising from an integrated strategy, and improved marketing to stimulate Surrey's cultural appeal to residents and tourists, will reinforce their contribution to continued economic growth.
19. The development of the Strategy itself will be an inclusive process seeking and reflecting the views of partners, service users and the wider people of Surrey. This approach will ensure not just that the strategy is firmly rooted in real opportunity, aspiration and need, but also that there is a strong and wide-ranging commitment to its sustainable success and to shared goals and vision.
20. The strategy will be underpinned by:
 - An overarching marketing strategy and plan, centred on an effective interactive web presence, to drive increased participation rates and income.
21. Each of these three services, and the library service, are well placed to engage significantly higher numbers and a greater diversity of people of Surrey through improved marketing, centred on the creation of effective interactive web presence. A key factor in achieving a much improved web

presence will be an innovative approach to the use of social media and mobile technology. An overarching marketing plan will be informed by greater shared understanding and employment of customer insight, market and demographic knowledge. Enhancing the cultural and learning profile internally and externally will enhance the service's customer base and influence.

22. The improved profile-raising needs to be extended to other SCC directorates and Members. The three Services are often under-utilised as delivery agents for other important county council priorities. The development of a higher profile cultural leadership role will embed understanding and awareness among stakeholders and potential partners.
23. Improved business development skills within the services will be critical in order to achieve the improved outcomes following increased investment in marketing.
 - A re-alignment of the organisational structure to support the delivery of the strategy, to achieve excellent outcomes for residents, and to enhance Surrey's reputation.
24. The management structures of the Services need to be revised. They should be made fit for purpose to meet the business need, to extend the reach of the Services, enable strategic leadership and offer career development opportunities. This will ensure teams are better aligned to deliver priorities, skills are employed to the best effect and partnership benefits maximized.
25. The PVRs have identified a specific shortfall in the effectiveness of marketing and promotion across all of these services. By adopting a more commercial, intelligence-led approach to marketing, there is considerable scope to raise the profile of the cultural services, improve customer experience and enhance income generation. This will enhance Value for Money and also generate funding that could be used to further service development, including the extension of the free and reduced cost offers to meet social need.
26. Improved systems and processes to enable greater efficiency and excellent customer experience will be facilitated by structural change to reduce overheads. There is a clear need for investment in achieving the necessary improvements in technology, infrastructure and other resources. Detailed and costed proposals will be presented as part of the Service Improvement Plans.
 - The development and implementation of a new performance and quality framework for Cultural Services.
27. The development of a framework that enables effective performance management and supplements external quality assurance will allow a clear understanding of the direction of travel and ensure that improvement opportunities are monitored and managed effectively. These services are subject to sector-specific requirements for quality measurement and reporting. The quality framework should drive the services to be outstanding providers in their respective fields.
28. **Recommendation 3:** Cabinet requests that a feasibility study is undertaken to create options for the provision of a new cultural hub that would position

Surrey at the forefront of culture nationally and internationally, to be brought back to Cabinet for decision.

29. An effective expression of the integrated cultural service offer would be the establishment of a new Hub as the central focus for culture in Surrey, linking the digital and creative industries and a virtual network to drive forward growth and economic recovery. This functional co-location of services and their facilities would meet practical service needs by enabling effective joint thinking, planning, commissioning and delivery that is customer-focused. It would also present the public with access to the range of cultural services and experience without artificial distinctions between the services, and provide a lasting and prestigious facility for the people of Surrey. It should be an exemplar model for the UK.
30. A key factor in establishing a Hub that provides excellence both for the county and more widely will be the commitment and involvement of key, high profile partners from the academic, private and cultural sectors. This will not only widen the service offer the Hub will make, but also establish it as centre for performance, exhibition and other cultural activity that heightens its profile and standing within the cultural arena.
31. **Recommendation 4:** Cabinet agrees that a detailed research and evaluation project is undertaken to assess the potential benefits and risks of a new approach to the delivery of Cultural Services through other business models
32. The consideration of other ways of delivering services is well established in some areas of local authority activity and there are a growing number of examples in cultural service delivery where Community Interest Companies, Trusts and Mutuels are being tested. There are potential opportunities arising from the greater freedoms of operation that such models may offer, and these would respond to some of the needs for improvement in business and commercial operation that have been identified in the PVRs. There are also significant risks, including continuity and quality of service and commercial sustainability. Evidence from those other authorities that have taken this route remains inconclusive, but these are generally at an early stage and will remain transitional for some time yet.
33. However, by becoming more fit for purpose through better business practice, clearer cost structures, and commercially informed marketing and service design, Surrey's Cultural Services will be in a better state of preparedness to consider alternative delivery and operation methods in the future. An evaluation of the benefits and risks of the various models that might be considered, informed by monitoring of how specific examples are faring in practice, and consideration of best practice in other service areas, will help to define the viability of this route for the Cultural Services. This research should also provide strong evidence to inform their continued improvement.
34. **Recommendation 5:** Following completion of the Service Improvement Plans, a follow-up report is presented to the Cabinet Member, detailing all financial implications for final decision.
35. The three reviews are at different stages of analysis and detailed costings of the proposals and actions and Zero Based Budgets have not yet been completed. As part of the development of detailed actions in the Service Improvement Plans, cost implications, income projections and identified

investment requirements will be defined. These, together with Zero Based Budgets, will be presented for agreement in early April 2013.

36. There is a positive case made across all three PVRs for the real benefits to be gained by re-investing funding from service efficiencies and enhanced income generation, particularly in relation to social, health and wellbeing impacts. Proposals will be presented to Cabinet Member for decision, subject to SCC financial position.

Budget information

37. Extract from Medium Term Financial Plan 2012-2017

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17
	£000s	£000s	£000s	£000s	£000s
Surrey Arts	1,696	1,466	1,550	1,619	1,690
Heritage	1,402	1,370	1,404	1,440	1,476
Adult & Community Learning	1,573	1,544	1,578	1,613	1,649
Revenue Expenditure	4,671	4,380	4,532	4,672	4,815
Grant Funding (Confirmed or estimated)					
Surrey Arts	(1,209)	(1,043)	(1,061)	(1,061)	(1,061)
Heritage	0	0	0	0	0
Adult & Community Learning	(2,420)	(2,420)	(2,420)	(2,420)	(2,420)
Grant funding	(3,629)	(3,463)	(3,481)	(3,481)	(3,481)

Figures do not include central costs incurred on behalf of services

Conclusion

21. ACL, Surrey Arts and Surrey Heritage are performing well; however the PVRs have highlighted elements that can be strengthened and opportunities for joint functional working, along with the other Cultural Services. A number of the recommendations put forward will set direction in the short, medium and longer term. Some recommendations ensure cross-functional working and others highlight how Services can increase cost recovery to drive forward value for money for the people of Surrey.

CONSULTATION:

22. Consultation was integral to the PVR methodology. Each PVR identified and engaged with key stakeholders to develop recommendations and new approaches. Face to face/telephone interviews, and online surveys were used to gather the views of the general public, key stakeholders and staff to inform the recommendations. Governance arrangements were put in place to ensure Select Committees, through Member Reference Groups, contributed to each of the reviews.

RISK MANAGEMENT AND IMPLICATIONS:

23. There are no direct risk management implications arising from this report.

24. Any risks associated with delivering identified improvements and savings will continue to be monitored through the Council's risk management arrangements.
25. Financial targets to be delivered by the implementation of the recommendations set out in the Action Plan, and Service Improvement Plans, will be monitored as part of Service budget monitoring.

Financial and Value for Money Implications

26. Following the amalgamation of the three reviews, detailed costings of the proposals and actions have not yet been completed, as each service is at a different stage of analysis. These will be detailed as part of the Service Improvement Plans to be developed by March 2013, and financial implications will be reported to the Cabinet Member in April 2013 for final decision.
27. The re-alignment of the organisational structures to support the delivery of the Cultural Services Strategy is already underway. The review of Heritage Services is at an advanced stage and a proposed restructure is under consultation and is expected to generate savings. All financial implications will be set out in the Service Improvement Plan and the Zero Based Budget and submitted for Cabinet Member approval. Adult Community Learning and Surrey Arts will follow the same approval process.
28. Implementing the PVR recommendations is expected to deliver increased income in all three of these services. At this stage estimates of this additional income are still being developed.

Section 151 Officer Commentary

29. The Section 151 Officer (Head of Finance) confirms that all material financial and business issues and risks have been considered / addressed.

Legal Implications – Monitoring Officer

30. There are no direct legal implications/legislative requirements arising from this report. Development of the Service Improvement Plans and the recommended research /evaluation projects (Recommendations c and d) will be subject to separate legal advice and scrutiny.

Equalities and Diversity

31. An initial Equality Impact Assessment, including a high-level assessment of the key shared areas for improvement, is included as Annex 2. Full Equality Impact Assessments will be completed for the actions in the Implementation Plans for each service.
32. No negative impacts are envisaged from the implementation of the PVR recommendations which integrate consideration of all protected characteristics and make strong connections into corporate needs assessments and objectives. Similarly, no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.

33. Positive outcomes for those with protected characteristics will derive from a greater understanding of the needs and requirements of individuals and communities, resulting in a better targeted offer, more flexible options for taking part and a greater choice of free or subsidised provision that supports social, health and skills needs.
34. Proposals relating to changes to structures and functions will provide positive benefits for the people of Surrey and should also improve the work experience for staff by releasing professional time through a more effective approach to administrative and support requirements.

WHAT HAPPENS NEXT:

36. Pending Cabinet approval of the report recommendations, the following will happen:
 - The next stage will be to develop associated Service Improvement Plans (Recommendation 1), Zero Based Budgets and Full Equality Impact Assessments (EIAs). These will build on the Action Plan and overarching EIA attached as Annexes 1 and 2.
 - Progress will be monitored through the Member Reference Group to ensure that recommendations are fully developed.
 - The Service Improvement Plans and Zero Based Budgets will be scrutinised by the Communities Select Committee and completed by March 2013.
 - A follow-up report, detailing financial implications, will be presented to the Cabinet Member for final decision in April 2013 (Recommendation 5).
 - A Cultural Strategy (Recommendation 2), that has been developed through robust consultation and engagement with partners, users and the people of Surrey, to be presented to Cabinet in March 2013.
 - Select Committees will continue to play a key role tracking improvements and savings through their monitoring and scrutiny role as the Service Improvement Plans, Strategy and related studies are implemented.
 - Reports, with recommendations, on the Cultural Hub (Recommendation 3) and alternative business models (Recommendation 4) to be brought back to Cabinet for decision by November 2013.

Contact Officer:

Peter Milton, Head of Cultural Services (020 8541 9950)

Consulted:

Cabinet Members
Public value Review Steering Board
Public Value Review lead officers

Annexes:

Annex 1 – PVR Action Plan
Annex 2 – Equalities Impact Assessment

Sources/background papers:

- Leader's report to Cabinet, Cabinet 29 June 2009
- Leading the Way: changing the way we do business, Cabinet 14 July 2009
- Public Value Reviews – Year One Report, Cabinet 13 July 2010

- Public Value Reviews and Rapid Improvement Events, Council Overview and Scrutiny Committee 6 July 2011
 - Public Value Reviews methodology – updated February 2012
 - Public Value Reviews – Year Two Report, Cabinet 27 September 2011
 - Individual Public Value Review final reports to the Cabinet March 2010 – November 2012 (<http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/public-value-reviews/completed-reviews>)
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Public Value Reviews of Arts, Heritage and Adult & Community Learning	Peter Milton, Head of Cultural Services
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Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strategic themes ²							
1	Develop a strategy and vision for Cultural Services that will position Surrey to become a leading centre for cultural activity in the country	1, 2, 3, 4, 5, 6	Review previous Surrey Cultural Strategy "Taking Part in Surrey 2008-2011"	HCS*	Nov 2012	Dec 2012	Cultural Services staff C&C Directorate Support	Efficiencies yet to be determined with a focus on releasing resources and generating income to drive development. The outcome will be a reduced cost offer to meet social need	
			Establish key themes across Cultural Services	HCS	Jan 2013	Jan 2013			
			Consultation with internal and external partners	HCS	Feb 2013	March 2013			
			Finalise and publish	HCS	April 2013	April 2013			
2	Undertake a feasibility study to create options for the provision of a new cultural hub that would position Surrey at the	1, 2, 3, 4, 5, 6	Establish the case and identify benefits / risks / opportunities	HCS	April 2013	Aug 2013	Cultural Services staff	Will require capital investment to be determined through the	
			Initial options appraisal on nature and location of virtual/physical Hub	HCS	Aug 2013	Nov 2013			

¹ This column is for future use to report on progress in delivering the recommendations

² The themes from the Corporate Strategy 2010-14 that each recommendation contributes to are listed using the following key: Residents (1); Value (2); Partnerships (3); Quality (4); People (5); and Stewardship (6).

* HCS= Head of Cultural Services, CSM = Cultural Services Manager, ALM = Adult Learning Manager, SAM = Surrey Arts Manager.

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

	forefront of culture in the country		Scope and initiate technical specification project	HCS	Nov 2013	Apr 2013	To include EPM, ICT etc. Cultural Services staff C&C Directorate Support	technical specification project.	
3	Develop an overarching marketing strategy and plan, centred on effective interactive web presence, to drive increased participation rates and income	1, 2, 3	Redevelop Web presence as a model of excellence that is responsive to public preferences and makes innovative use of web technology and drives income generation	HCS	Nov 2012 (underway)	Pilot by Apr 2013 Live by July 2013	Cultural Services staff, IMT staff and investment costs. Customer Services	Ref 1 above	
			Investigate and employ mobile technology and social media to increase public access to services	HCS	July 2013	Dec 2013	CSM/IMT staff and investment costs		
			Ensure that easy self-service options are available for customer convenience and to reduce administrative overheads	HCS	Jan 2013	July 2013	Cultural Services staff, IMT staff and investment costs		
			Ensure fit for purpose management information systems are in place, working alongside IMT. E.g. Paritor system for Surrey Arts.	HCS	Jan 2013	Dec 2013	Cultural Services staff, IMT staff and investment costs		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

Page 81			Ensure that all cultural services web pages are linked, employing intelligent search and other features that enhance the customer's journey where cost-effective	ALM	July 2013	Dec 2013	Cultural Services staff, IMT staff and investment costs		
			Improve marketing and promotion of the Surrey History Centre as a broader cultural and tourist facility and use other channels of delivery (online and onsite) to promote the multi-use of Surrey History Centre. Promote Surrey Heritage services to communities across Surrey	HM	Nov 2012	July 13 (in line with Marketing Strategy)	Heritage staff C7C Directorate Support IMT Communications	Increase income generation opportunities	
			Develop S-Net to raise the profile of the cultural services, including regular updates / briefings for Members	HCS	Nov 2012	March 2013	Cultural Services staff C&C Directorate Support. Communications		
			Agree programme of attendance at other Directorate Leadership Teams to ensure that cultural service opportunities are identified and taken up	HCS	Nov 2012	March 2013	Cultural Services staff		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

Page 82			Introduce a cultural services 'roadshow' to be used at internal and external events	HCS	Nov 2012	March 2013	Cultural Services staff C&C Directorate Support. Communicatio ns		
			Contribute to "One Team" review of Communications.	HCS	Nov 2012	July 2013	Cultural Services Staff		
			Using Mosaic, customer insight and other national and local data sources, build a cultural services profile of Surrey and its communities as an intelligent basis for individual and joint service delivery	HCS	Jan 2013	July 2013	Cultural Services staff Directorate Support CEO Performance and Research Team		
			Establish closer working links with Health, social care, community safety and other key agencies to identify and agree delivery to those communities, families and individuals in greatest need	HCS	Nov 2012	May 2013 (Linked to Strategy)	Cultural Services staff Adults, CSF, Public Health etc.		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

4	Re-align the organisational structure to support the delivery of the strategy, to achieve excellent outcomes for residents, and to enhance Surrey's reputation	1, 2, 3, 5	Design and introduce new staffing structures within ACL, Surrey Arts and Heritage Services that are responsive to need, benefit from specialised resources for business development and support, and allow greater time for professional and customer-focussed activity	HCS	Nov 2012	July 2013	Cultural Services staff time, HR. C&C Directorate Support	Ref 1, above	
			Establishment of "Promotional Teams" within staffing structures.	HCS	Jan 2013	June 2013	Cultural Services staff time only		
			Review the potential for cross-service working, including: <ul style="list-style-type: none"> Stronger links on service offers in common thematic areas, such as music, arts, nostalgia, history, tourism Greater joint use of facilities such as ACL centres Jointly planned delivery to specific communities or on specific topics and events Cross-service promotion to enhance customer experience and offer seamless transitions between the cultural services 	HCS	Nov 2012	July 2013	Cultural Services staff C&C Directorate Support		
			Managers to develop their commercial acumen by attending suitable training	HCS	Jan 2013	June 2013	Cultural Services team		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

Page 84			Invest in the capacity of Aqua v5 to improve flexible management of course filling during enrolment, minimising cancellations and maximising swift response to demand	ALM	Nov 2012	July 2013	ACL staff time IMT staff and investment costs (£tbc)	Increased income through greater efficiency / less cancellations	
			Further develop skills-based learning and grant-funded opportunities designed to support people into employment or further learning	ALM	Jan 2013	Sep 2013	ACL staff time	Increased income	
			Rapid Improvement Event on Surrey Arts customer journey	HCS	Jan 2013	Mar 2013	Surrey Arts staff time		
			Build commissioned learning offer to other deliverers, including the VCF sector where this will improve reach and effectiveness	HCS	Apr 2013	Dec 2013	Cultural Services staff time only		
			Rapid Improvement Event on ACL curriculum planning	HCS	Nov 2012	Nov 2012	ACL staff time Corp Policy		
			Deliver further Rapid Improvement Events within Cultural Services as identified in the Service Improvement Plans	Heads of Service as identified)	Apr 13	Apr 14	Cultural Services C&C Directorate Support		
5	Develop and implement a new performance and	4	Compare existing QA commitments within Customers and Communities framework	HCS	Jan 2013	Jan 2013	CSM staff time only	Ref 1, above	

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Re f	Description	Strateg ic themes 1							

Page 85	quality framework for Cultural Services		Agree core joint QA standards – Customer Promise, Web Standards etc.	HCS	Feb 2013	Mar 2013	Cultural Services, IMT, Customer Services, Communications		
			Harmonisation of related standards – teaching and learning, safeguarding, business continuity.	HCS	April 2013	July 2013			
			Research good practice examples – Partnership protocols, benchmarking etc.	HCS	Dec 2012	Dec 2102	CEO Policy Team, C&C Directorate Support		
			Develop an action plan for ACL against the Common Inspection Framework that will lead to an Outstanding grade assessment by 2014	ALM	April 2013	July 2013	ACL staff time		
6	Develop and implement Service Improvement Plans and Zero Based Budgets that will drive income expansion and cost efficiencies		Bring internal stakeholders and partners on board to develop Service Improvement Plans that deliver better outcomes for residents	HCS	Dec 2012	Mar 2013	Cultural Services and Finance staff time	Ref 1, above	
			Improved value for money delivered to People of Surrey by utilising business improvement techniques, to be detailed in the Service Improvement Plans.	HCS	Dec 12	Mar 13	Cultural Services staff C&C Directorate Support Member Reference Group		

Themes			Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strategic themes ₁							

Page 86			Review and extend the use of ACL facilities and resources towards an initial target of 50% capacity, through widening hours of delivery, nature of use and third party occupancy	ALM	Dec 2012	Review by July 2013 50% usage by 2015	ACL staff time Property Services? IMT? Communications?		
			Deliver the Internal Commercial Archaeology Audit Management Action Plan (MAP).	HM	Underway	Apr 13	Heritage staff C&C Directorate Support		
			Review facilities at Surrey History Centre and needs for additional archive and archaeological storage to ensure that facilities are appropriate and cost effective. As part of the long-term property strategy, review reception area, use of searchroom, other public areas and the IT provision that are available to the public	HM	Mar 13	Apr 15	Heritage staff Property Services IMT		
			ACL to develop and introduce a more flexible pricing model to encourage growth, maximise fee income and develop an offer that sits outside that funded through Skills Funding Agency.	ALM		Dec 2013	ACL staff time	Income generation opportunities?	

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strategic themes ₁							

Page 87			Introduce incentive and reward schemes and offers to encourage further use by existing ACL learners and as an incentive to recruit new ones	ALM		Dec 2013	ACL staff time	Income generation opportunities?	
			Introduce and develop ACL accredited learning offer	ALM		July 2013	ACL staff time		
			Establish Partnership Frameworks across Cultural Services (eg Music Hub, Community Learning, Countryside)	HCS	Feb 2013	March 2013	Cultural Services staff		
			Reach agreement with East Surrey College to improve learning opportunities across the whole county	ALM	Jan 2013	Sep 2013	ACL Staff time		
			Look at the potential to increase income through the selling of local products	HM	Jan 13	Dec 13	Heritage staff C&C Directorate Support		
			Publish family history records on line - Opportunity to generate income and also to have free use of the digitised and indexed records and provide enhanced access to the digitised material	HM	Underway	Subject to confirmation by commercial partner	Heritage staff	£100k income assured with future income to be determined based on number of website hits	
			Following Staff survey review income generation suggestions and implement best options.	SAM	Jan 2013	July 2014	Surrey Arts staff time		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Re f	Description	Strateg ic themes 1							

			Surrey Arts to develop music tuition pricing structure that maximises income.	SAM	Jan 2013	Sept 2013	Surrey Arts staff time		
			Extend "First Access" whole class music lessons at Key Stage 1 to all infant and primary schools in Surrey.	SAM	Jan 2013	July 2014	Surrey Arts staff time		
			Develop tools to inform programme and service design that considers cost-per-head on courses and events and provides an informed basis for planning, cost management and income projection	HCS	Apr 2013	Sep 2013	Cultural Services staff Finance		
7	Undertake a full and detailed research and evaluation project of alternative business models that positions Cultural Services to deliver sustainable solutions of a national standing		Review and assess alternative business models	HCS	Jan 2013	Mar 2013	Cultural Services staff C&C Directorate Support	Ref 1, above	
			Assess examples of actual or planned public service delivery through trusts, mutuals, social enterprises etc.	HCS	Feb 2103	Apr 2013	Cultural Services staff C&C Directorate Support Legal Services Finance		
			Develop options and recommendations	HCS	May 2013	July 2013	Cultural Services staff C&C Directorate Support Member Reference Group		

Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strateg ic themes 1							

Page 89			Undertake research into the potential of social enterprise and other business models, such as Community Interest companies, Trusts, mutuals, for future delivery of cultural services. Research to include monitoring of emerging examples, such as West Sussex ACL and Lincolnshire Heritage	HCS	Jan 2013	Nov 2013	Cultural Services staff, C&C Directorate Support, PPT, Procurement, Legal Services, Finance		
			Establish a clearer cost-base for support services recharged to SCC, including premises, HR and ICT	HCS	Apr 2013	Jun 2013	Cultural Services staff Finance, IMT Legal Services C&C Directorate Support		

Monitoring & reporting arrangements

The action plan will be delivered through service-specific Service Implementation Plans and joint delivery plans, and managed by the existing Cultural Services Leadership Team, which meets on a monthly basis. Progress against the plan will be a standard agenda item, and individual actions will form part of the separate Service Improvement Plans of Surrey Arts, Heritage and Adult & Community Learning.

Progress will be discussed with the separate Member Reference Groups prior to reporting to the Customers and Communities Select Committee.

Communications arrangements

Themes			Actions and key milestones	Accountable owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strategic themes ₁							

Recommendations in this action plan and ongoing progress will be communicated to relevant stakeholders via existing networks e.g. Surrey Arts E-Newsletter, Music Education Hub steering group, Arts Partnership Surrey, Surrey Culture and Leisure Officers Group



**Equality Impact Assessment
Cultural Services
(Surrey Arts, Heritage, Adult
Community Learning)**

EQUALITY IMPACT ASSESSMENT – Cultural Services

1. Topic of assessment

EIA title:	Cultural Services Public Value Reviews (including the Heritage, Surrey Arts, and Adult and Community Learning PVRs)
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EIA author:	Sally Wilson, Barrie Higham, Tracey Fottrell, Ian Dewar
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2. Approval

	Name	Date approved
Approved by¹	Peter Milton	

3. Quality control

Version number	1.2	EIA completed	
Date saved	22/10/12	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Sally Wilson	Corporate Planning and Improvement Manager	Surrey County Council	Heritage PVR Lead
Barrie Higham	Culture and Tourism Legacy Officer	Surrey County Council	Surrey Arts PVR Lead
Tracey Fottrell	Directorate Support Manager, Customers and Communities	Surrey County Council	Surrey Arts PVR Lead
Ian Dewar	Policy Manager, Customers and Communities.	Surrey County Council	ACL PVR Lead
Paul Hoffman	Adult Learning Manager	Surrey County Council	ACL PVR Lead
Nina Schuller	Policy Officer, Customers and Communities	Surrey County Council	Heritage and Surrey Arts PVR Project Officer
Vicki Eade	Policy Officer, Customers and Communities	Surrey County Council	Surrey Arts PVR Project Officer
Gregory Finneron	Policy Officer, Customers and Communities	Surrey County Council	ACL PVR Project Officer
Angeliki Humphries	Policy Officer (Equalities & Cohesion), Customers and Communities	Surrey County Council	Advisor on this EIA.

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

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The findings of the three PVRs pointed to the considerable additional benefits that would accrue from working together within a clear Cultural Services framework that also incorporates Libraries and Registration Services. This, and the realisation that many of the same issues have been identified for improvement and development in each service, suggested the integration of the final reporting of the reviews</p> <p>In keeping with this, the “Cultural Services” PVR EIA focuses on the equality implications of the commonalities and the potential synergies arising from the PVR findings and reflected in the combined report recommendations.</p> <p>There are separate detailed EIAs in relation to each of the cultural services PVRs and these provide more detail on the services being reviewed.</p>
<p>What proposals are you assessing?</p>	<p>The joint report on the three PVRs has four recommendations which will be delivered through joint and individual service actions to be detailed in the Service Improvement Plans:</p> <ul style="list-style-type: none"> (a) Notes the outcomes of the three PVRs and confirms these roll forward into a new strategy and vision for Cultural Services in Surrey, with detailed Service Improvement Plans in place by March 2013. (b) Agrees that a refreshed strategy and vision is developed for Cultural Services, including Libraries and Registration Services, which will position Surrey to become a leader for quality cultural activity in the country. (c) Requests that a feasibility study is undertaken to create options for the provision of a new cultural hub that would position Surrey at the forefront of culture nationally and internationally, to be brought back to Cabinet for decision. (d) Agrees that a detailed research and evaluation project is undertaken to assess the potential benefits and risks of a new approach to the delivery of Cultural Services through other business models. (e) Agrees that, following completion of the Service Improvement Plans, a follow-up report is presented to the Cabinet Member, detailing all financial implications for final decision. <p>Specific Equalities Impact Assessments will be undertaken as part of detailed implementation and delivery. For some recommendations, such as proposals for structural change, the inherently different characteristics of the individual services will require individual service-specific EIAs to be undertaken but, in keeping with the overall</p>

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	<p>direction towards a more cohesive approach to the development of Culture and Learning leadership for the county, cross-service assessments will be undertaken where appropriate.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>These Cultural Services already provide and tailor services to people with protected characteristics - detailed information on this is provided in the individual PVR EIAs.</p> <p>Specific service provision has been developed in relation to:</p> <ul style="list-style-type: none"> • Children and young people (including children on free school meals, looked after children, young carers and asylum seekers, those not in education and training, and children with SEN). • Older people. • Disabled people, including deaf people and people with learning difficulties. • Boys and young men. • Various ethnic groups, including Gypsy, Roma and Traveller groups. • LGBT groups. • Various faith groups. <p>Changes to these services could therefore have a particular impact on these groups. The expectation is that this will be positive since a greater awareness of, and response to, actual and potential need is integral to many of the PVRs' recommendations.</p> <p>Many services provided to these groups are currently commissioned by internal and external commissioning agencies. In some cases cultural services work in partnership with, and/or commission external agencies to deliver services to these groups. Such relationships have been considered within the cultural services PVRs.</p> <p>A review of these services raises further questions about how such groups are targeted by Cultural Services as a whole, and whether there are opportunities for more joining up of delivery, targeting, etc, on the basis of improved customer insight information which can be broken down by protected characteristic.</p> <p>Awareness of equalities issues is generally high amongst the staff of these services and all have attended Equality and Diversity training. Specialist support and advice is also provided by the Directorate and corporate policy teams.</p> <p>Staffing data (further data provided in the individual EIAs) suggests a relatively high level of homogeneity amongst staff in these services (the majority of staff are white (97%), female (84%), between 45 – 64 (63%), and have no disabilities (96%). Any changes in staffing structures could present opportunities to look for ways in which to encourage better representation of protected characteristics (i.e meeting workforce targets).</p>

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6. Sources of information

Engagement carried out

Comprehensive information on the data sources used in relation to each of the cultural services PVRs is set out in the individual PVRs EIAs.

This has included direct engagement with:

- All staff - including through one to one interviews; workshops; presentations to managers and other staff, and formal surveys.
- Large groups of stakeholders (as identified by the services themselves). Stakeholders included: partner organisations; representative groups, councillors; users; residents of Surrey. Methods of engagement have included one to one meetings (e.g with commissioners of services for people with various protected characteristics) and formal surveys. Hard copies and alternative formats were offered in relation to the surveys.
- Members - through the PVR members reference groups and Communities Scrutiny Committee.
- External challengers e.g from English Heritage, the Arts Council, CityLit etc.
- Trade Unions
- The Directorate Equalities Group.

Data used

The PVRs have included analysis of:

- Various quantitative data available on the services and national benchmarking processes. This has included some information on the protected characteristics of users (e.g in terms of use of the Surrey archive room) which has been integrated into the EIAs. It has also included SCC workforce data and targets, and data on volunteers.
- Various qualitative data available on the services e.g existing customer feedback on music education, Adult Learner feedback and evaluations of initiatives such as Exploring Surreys Past.
- Previous Cultural Service EIAs (from 2008).
- Existing SCC policies, including policies with equalities aspects e.g archive collection policies.
- Existing national policies and findings on how the protected characteristics engage with these services e.g percentages of people with particular protected characteristics volunteering in archive services.
- Some audits of existing facilities e.g venues used by the services.
- Comparisons with other authorities, including data collected, service provided, etc. This was collected through desk based research, telephone interviewing, and site visits.

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

There is real potential for a significant positive impact from the implementation of the PVR recommendations, both for the people of Surrey as a whole and particularly for those with protected characteristics. The outcomes will advance equal opportunities, eliminate discrimination and enable people with protected characteristics to benefit from much improved and more appropriate and accessible services. The integration of the cultural services will also enable people to take advantage of the range of opportunities without encountering artificial and unhelpful barriers.

Features of the recommendations that illustrate this include:

- A strong commitment to partnership and joint planning and delivery of services, within the context of a robust common strategy and vision, that enables the service offer to be strengthened and diversified and engages the expertise of other service providers more directly
- Greater understanding of the needs and characteristics of Surrey's people and communities, service users and those that do not currently engage, that informs what the services offer and how this will best enable take-up and involvement
- Improvements in service structures and processes that have a direct beneficial impact on the customer's experience and options for engaging with and taking part in cultural activity
- Improved promotion and marketing, including targeted work with people with protected characteristics, that enhances awareness of what is available and extends and simplifies options for accessing information, enrolment and payment
- Enhanced resources, including additional revenue generation, as a basis for future service development, including free and subsidised services that address the public health, well being and social care agendas.

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

The joint report on the three PVRs has five recommendations which will be delivered through joint and individual service actions to be detailed in the Service Improvement Plans:

- (a) Notes the outcomes of the three PVRs and confirms these roll forward into a new strategy and vision for Cultural Services in Surrey, with detailed Service Improvement Plans in place by March 2013.
- (b) Requests that a feasibility study is undertaken to create options for the provision of a new cultural hub that would position Surrey at the forefront of culture nationally and internationally, to be brought back to Cabinet for decision.
- (c) Requests a feasibility study is undertaken to create options for the provision of a new cultural hub that would position Surrey at the forefront of culture in the country, which is brought back to Cabinet for decision.
- (d) Agrees that a detailed research and evaluation project is undertaken to assess the potential benefits and risks of a new approach to the delivery of Cultural Services through other business models.
- (e) Agrees that, following completion of the Service Improvement Plans, a follow-up report is presented to the Leader, detailing all financial implications for final decision.

The Service Improvement Plans will be finalised by March 2013 and will require specific Equalities Impact Assessments to be undertaken as part of detailed implementation and delivery. For some recommendations, such as proposals for structural change, the inherently different characteristics of the individual services will require more service-specific EIAs to be undertaken but, in keeping with the overall direction towards a more cohesive approach to the development of Culture and Learning leadership for the county, cross-service assessments will be undertaken where appropriate.

For the purposes of this combined EIA, much of the specific action will be developed in relation to Recommendation (b) and there follows a more detailed assessment of the impacts of four themes of proposed change that are reflected across all three services and will be taken forward jointly:

1. The creation of a shared Culture strategy and vision
2. Developing a strong business culture that enhances income generation
3. Improved advocacy of the health, well-being and community benefits of Cultural Services
4. General overview of impacts of Staff restructure (These will be service-specific and indicative detail will vary as individual EIAs are developed)

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Theme 1. The creation of a shared Culture strategy and vision

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p style="text-align: center;">Age</p>	<p>For all protected characteristics, the development of a Culture Strategy, and the implementation of the PVR recommendations is expected to have a positive effect, enhancing the understanding of needs and the most appropriate way to meet them, improving income generation that will create greater cross-subsidy for delivery targeted on need and disadvantage, and improving the visibility and access to services for all.</p> <p>Cultural Services, including Heritage, ACL and Surrey Arts, are universal providers and, between them, deliver to all age groups, although ACL by definition is focussed on 18+. They also deliver a range of services aimed at improving various social outcomes, including disadvantage groups. A shared Culture strategy will build upon this.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>Evidence of local need in relation to particular age groups is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group Analysis, and JSNA.</p> <p>Age-related evidence from the individual PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • The majority of Surrey Arts clients (particularly music education) are children and young people. This includes provision to disadvantaged groups as identified through needs assessment. There is also some limited adult education provision. • The majority of people volunteering and accessing the Surrey archive centre are over 45 years old. • The majority of people participating in community archaeology are children and young people. • ACL is intentionally focussed on adult learners (18+) and has a

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

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	<p>Age data is collected as part of much of the customer contact, and could be used more effectively for monitoring and assessment of service use, and improving age-related service development and promotion. There is only limited use made of customer insight at present</p> <p>Across the three services, there can be issues around transition between age-specific delivery and a unified approach would help to improve the customer experience in this journey. Use of common needs assessments (to ensure targeting of those with the highest need), working with both children’s and adult commissioners, and appropriate joined up information, marketing and service access will enhance this.</p>		<p>typical demographic that is weighted more towards the older age range. Currently the service offers a discount on course fees to learners aged 60+</p>
<p style="text-align: center;">Disability</p>	<p>Much of the comment relating to Age is equally applicable for disability. All the cultural services work closely with disabled people’s groups, and some provide specific services for these groups.</p> <p>Disability information is collected as part of customer interaction, such as enrolment onto ACL courses where this is used to inform risk assessment and agree any</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>Evidence of local need in relation to disabled people is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group Analysis, and JSNA.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • Surrey Arts (both music education and arts) work with disabled groups, particularly people with learning

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	<p>provisions needed.</p> <p>Surrey Arts, Surrey Heritage and ACL have dedicated programmes of work with Learning Disabled people. An overall cultural strategy and related policies will provide a framework for a more integrated approach to services that benefit people with disabilities and establish greater equality of access. The improved business culture will also enable greater cross subsidy to ensure that more provision can be made for disabilities and other specific needs at reduced or no charge.</p>		<p>difficulties and children with special educational needs.</p> <ul style="list-style-type: none"> • Heritage data shows that disabled people are accessing community archaeology, archives and exploring Surrey's past. • ACL delivers supported targeted learning for people with Learning Disabilities or mental health issues and there is also a high level of take-up of the mainstream course offer from this group. (In 2011/12 there were 851 learners with declared conditions - which represents 9% of all learners - of whom 462 were on targeted programmes).
<p>Gender reassignment</p>	<p>There is very limited information on how cultural services are assessing or meeting the needs of people who are going through or have undergone gender reassignment.</p> <p>However it is envisaged that there will be positive impacts from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>There is very limited evidence available from local needs analysis or cultural services on how people with this protected characteristic engage with cultural services.</p>

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<p style="text-align: center;">Pregnancy and maternity</p>	<p>There is very limited information on how cultural services are engaging with pregnant women and young mothers, however there is some targeting of provision for children and families (e.g connections into sure start as well as some music provision for babies and toddlers).</p> <p>Some enhanced benefit for mothers may also derive from the proposed extension of ACL provision to include other time slots that may be more conducive to home or work commitments, and potential for more widespread provision of crèche or child-minding facilities</p> <p>However it is envisaged that there will be positive impacts from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>Evidence of local need in relation to pregnancy and maternity is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group Analysis, and JSNA.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • Surrey Arts are developing provision in relation to early years • Heritage are developing “learning” provision that engages with sure start • ACL Family Learning targets parents and children in priority Children Centres in schools with relatively poor attainment – 1443 Learners
<p style="text-align: center;">Race</p>	<p>Although there is evidence that the cultural services are delivering some targeted projects (e.g Roma Routes), there is limited evidence on how cultural services are being used to promote race equality and improve social outcomes for the</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative</p>	<p>The Surrey Fairness and Respect Vulnerable Groups needs analysis identifies that BME groups may be more isolated and less likely to participate in arts, cultural and other activities. Further issues are also identified in the above analysis e.g. health and wellbeing</p>

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	<p>most disadvantaged groups as identified in local needs assessments. ACL does include the provision of ESOL learning which is a direct benefit to people from other national backgrounds.</p> <p>Similarly although data is captured on race e.g user surveys, there is limited data on how different ethnic groups are accessing general services being delivered, and again there is limited evidence that available data is being used for customer insight.</p> <p>An overall cultural strategy and related policies could seek to increase accessible and engagement of different ethnic groups across cultural services functions eg use of common needs assessments (to ensure targeting of those with the highest need), appropriate joined up advertising and resourcing, monitoring and responding to changes in service use by different ethnic groups, etc.</p>	<p>impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p> <p>Areas of potential negative impact, that will need to be avoided, include:</p> <ol style="list-style-type: none"> 1. <u>Lack of customer insight</u> and failure to tailor services and contact to racial / cultural / religious characteristics 2. Links between ethnic group and <u>poverty/deprivation</u> 3. <u>Inappropriate Marketing</u> including sympathetic approach to particular characteristics such as gender roles 4. <u>Lack of digital access</u> 5. Difficulties in <u>accessible</u> locations 6. <u>Venues and facilities</u> which are not accessible or appropriate for particular groups. 	<p>outcomes.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • Surrey Arts are developing provision of a wide variety of music genres, including world music as part of the development of the music education hub. • It is known that the Heritage Service works with different ethnic groups e.g. Roma Routes. However Heritage survey data shows that around 100% of archive search room users are white. The survey was a Public Service Quality Group (PSQG) held over a 2 week period • ACL has a high level of engagement with people of various minority ethnicities, especially people from Asian backgrounds. In 2011/12 24% of learners were from minority ethnic groups. Specific focus groups have been run with Asian people. Black and Minority Ethnic participation in Family Learning programmes was 31.8% (399)
<p>Religion and belief</p>	<p>There is very limited information on how cultural services are assessing or meeting the needs of people with different religions and beliefs.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and</p>	<p>Evidence of local need in relation to particular religious groups is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group</p>

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	<p>However it is envisaged that there will be positive impacts from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives.</p>	<p>makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p> <p>Much of what is identified in race, above, applies here as well</p>	<p>Analysis, and JSNA.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • Pupils with specific faiths, such as Muslims, may have restrictions on the times they can learn music. Music is closely linked to religious worship in many cultures, and so opportunity for music tuition to support pupils’ religious education. This may be especially pertinent to Surrey’s faith schools. • Heritage have been working with specific religious groups (e.g Muslim groups) to encourage them to deposit archives. • Muslim women have been specifically targeted as part of the ACL Family learning and Community Learning programmes. Cultural Diversity Week promotes different faith’s impacts on our learning
<p>Sex</p>	<p>The Cultural Services are universal providers and work with both genders.</p> <p>Data collected on customers/users includes capturing data on gender. Evidence suggests that females are more likely than males to engage with cultural services than females.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework</p>	<p>Evidence of local need in relation to gender is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group Analysis, and JSNA.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> • Boys are less likely to want to learn a music instrument than girls,

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	<p>An overall cultural strategy and related policies could seek to increase accessible and engagement of genders across cultural services functions eg use of common needs assessments (to ensure targeting of those with the highest need), appropriate joined up advertising and resourcing, monitoring and responding to changes in service use by the genders, etc</p>	<p>and partnership which supports this approach.</p>	<p>representing 43% of pupils as at September 2012. The service already has a strong focus on increasing take up among boys.</p> <ul style="list-style-type: none"> Local data suggests usage of the Heritage Service by men and women (e.g volunteers and archive users) that is relatively close to being representative for the local population. ACL has a much higher proportion of female learners (77%) than male (23%)
<p>Page 105</p> <p>Sexual orientation</p>	<p>It is known that Cultural Services works with LGBT groups. However there is no specific data available from the Heritage Service in relation to this protected characteristic.</p> <p>However it is envisaged that there will be positive impacts from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>Evidence of local need in relation to sexual orientation is included in Surrey needs analysis e.g the Fairness and Respect – Vulnerable Group Analysis, and JSNA.</p> <p>Evidence from the full PVR EIAs identifies that:</p> <ul style="list-style-type: none"> Heritage have delivered projects targeted at LGBT groups. ACL and Surrey Arts do not currently have any information relating to LGBT characteristics
<p>Marriage and civil partnerships</p>	<p>Surrey Arts, Heritage, and Surrey Arts do not provide specific provision for this protected characteristic.</p>	<p>No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into</p>	<p>Some limited data on marriage and civil partnership is including in Surrey needs analysis e.g. the Fairness and Respect – Vulnerable Group Analysis.</p>

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	<p>However it is envisaged that there will be positive impacts from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives.</p>	<p>corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>There is very limited evidence available on how people with this protected characteristic engage with cultural services.</p>
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Theme 2. Developing a strong business culture that enhances income generation.

(n.b.: This should be read in conjunction with Section 1, above (Cultural Strategy), since much of the evidence and comment applies equally and is not repeated)

Protected characteristic ³	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>For all protected characteristics the drive towards an improved business culture for the Cultural Services is expected to have a beneficial effect. This will result primarily from:</p> <ul style="list-style-type: none"> Improved market knowledge, use of customer insight and other data that will ensure the more effective shaping and targeting of the service offer More accessible and user-friendly web-presence, and comms, including diversity of access to services and key interfaces such as enrolment, bookings and awareness of cultural events and 	<p>There may be negative impacts relate to potential barriers faced by particular age groups in terms of accessing services.</p> <p>This could include:</p> <ol style="list-style-type: none"> Insufficient useful customer insight information (e.g user satisfaction gathered by a range of appropriate methods), may mean that the service (including universal provision) is not tailored to their needs or improved. Links between age and poverty / deprivation may mean that people on a low income cannot access a service due to the level of fees/charges. Marketing may not be appropriate, 	<p><u>1. Lack of Customer Insight Information:</u> There is very little local evidence from any of the PVR EIAs on this being consistently gathered <u>or used to inform decisions</u>. User satisfaction surveying is conducted in all three services to some extent. ACL :</p> <ul style="list-style-type: none"> ACL surveys all learners at mid and end of course as part of the necessary return for the Skills Funding Agency. Annual focus groups are also held Surrey Arts parents survey feedback identified that raising fees could lead to some parents withdrawing their children from music lessons

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³ More information on the definitions of these groups can be found [here](#).

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	<p>opportunities</p> <ul style="list-style-type: none"> • An increased potential for informed income generation that will in turn provide greater cross subsidy to enhance the subsidised or free availability of mainstream and tailored service provision for those with specific needs • Increased access, engagement and satisfaction for those with protected characteristics as a result. 	<p>or possible, to access all age groups, may be discriminatory in nature, or indicates business choices that may have an implicit disadvantage for some.</p> <p>4. Lack of digital access to the internet and other digital technologies, particularly for older people, and the potential resource costs of maintaining sufficient alternatives.</p> <p>5. Difficulties in accessing locations or facilities due to distance, lack of public transport, or internal barriers to access and use.</p>	<ul style="list-style-type: none"> • Heritage surveys all visitors to the archives over a 2 week period to provide data/feedback on age; disability; gender; access to facilities. etc <p>However, much of this data does not include the demographic details needed to provide evidence for specific characteristics</p> <p><u>2. Poverty and Deprivation:</u> The SCC Fairness and Respect vulnerable group needs analysis identified that young people, especially those between 20-24 years old have been disproportionately affected by the recent recession. IMD data shows that 17.79% of older people living in Surrey have incomes in the bottom 50% of incomes in England and are described as suffering from income deprivation. Areas of Surrey where this is higher than the County average include Woking, Guildford and Runnymede.</p> <p>ACL offers discounts to benefit claimants and to learners aged over 60 but course fees</p> <p>Surrey Arts provides access to free group tuition, free hire of a musical instrument (subject to availability) and free access to ensembles for children on Free School Meals, Looked After Children, Young Carers and Asylum</p>
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			<p>Seekers, .</p> <p><u>3. Marketing:</u> There is no specific local information on marketing issues, although there is national information on targeting appropriate marketing and promotion to different groups.</p> <p><u>4. Digital exclusion</u> is still an issue for some groups in society e.g those on low income. Internet use is linked to various socio-economic and demographic characteristics, such as age, disability, location and earnings. Adults who were more likely to have never used the Internet included the over 65s, disabled people and the widowed (Office for National Statistics 2011). In Surrey it is estimated that around 124,033 adults have never accessed the internet; and 30,004 children have no home internet access.</p> <p><u>5. Physical accessibility:</u> the Libraries PVR included maps considering physical accessibility. However similar maps have not yet been produced for the other cultural services PVRs. The SCC Fairness and Respect vulnerable group needs analysis identifies that 86% of Surrey Households have one or more car, and that the high level of car ownership can mean that those without a car can find themselves isolated from accessing services.</p> <p><u>6. Venues:</u> Accessibility audits have been undertaken on existing cultural</p>
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			services venues e.g libraries, ACL and heritage, but not aware of any for Surrey Arts premises
Disability	See the comments in Age, above	<p>Potential negative impacts relate to potential barriers faced by disabled people in terms of accessing services. This could include:</p> <ol style="list-style-type: none"> 1. <u>Lack of customer insight</u> 2. Links between disability and <u>poverty/deprivation</u> 3. <u>Inappropriate Marketing</u> 4. <u>Lack of digital access</u> 4. Difficulties in <u>accessing</u> locations 5. <u>Venues and facilities</u> which are not internally accessible for people with disabilities. <p>(see previous section on Age above for more detail)</p>	<p><u>1. Lack of Customer Insight Information:</u> As for “Age” above.</p> <p><u>2. Poverty and Deprivation:</u> The SCC Fairness and Respect vulnerable group needs analysis identified that it is estimated that only half of disabled people of working age are in employment in comparison to four fifths of non-disabled people. For those who do work, their income is, on average, less than half that earners by non-disabled people. In addition, national estimates state that 55% of families with a disable child are living in or at the margins of poverty, as many parents of disabled children are less likely to be in work due additional caring responsibilities.</p> <p><u>3. Marketing:</u> As for Age above.</p> <p><u>4. Digital exclusion:</u> As for Age above.</p> <p><u>5. Physical accessibility:</u> As for Age above</p> <p><u>6. Venues:</u> As for Age above</p>
Gender reassignment	See the comments in Age, above	Any potentially negative impacts are most likely to relate to inappropriate marketing, issues of confidentiality or attitude / behaviour of other users.	<p><u>1. Lack of Customer Insight Information:</u> As for “Age” above.</p> <p><u>2. Poverty and Deprivation:</u> No information available in the local SCC Fairness and Respect vulnerable group needs analysis relating to gender</p>

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			<p>reassignment.</p> <p><u>3. Marketing:</u> As for age above</p> <p><u>4. Digital exclusion:</u> As for age above</p> <p><u>5. Physical accessibility:</u> As for age above</p> <p><u>6. Venues:</u> As for Age above</p>
<p>Page 110</p> <p>Pregnancy and maternity</p>	<p>See the comments in Age, above. Additionally there is potential benefit for Pregnant women and those with young families from the possible development of more targeted service delivery, based on identified need and delivered sympathetically to their circumstances.</p>	<p>No negative impacts are envisaged beyond those highlighted in age, above. With specific reference to this protected characteristic, the provision of support facilities, such as crèches, baby changing rooms will be necessary and the availability of service will need to be influenced by those times and venues best suited to people with young families or during pregnancy. Where services are charged, the cost may be a barrier for some who are not able to take advantage of benefit-related discounts. Additional cost reductions related to this characteristic could alleviate this.</p>	<p><u>1. Lack of Customer Insight Information:</u> As for “Age” above.</p> <p><u>2. Poverty and Deprivation:</u> See information on differences in income for gender identified by the SCC Fairness and Respect vulnerable group needs analysis (in gender section below). The differences in full time earning could impact significantly on lone parent households of which there are 17,339 in Surrey (4.02% of households) as Surrey has a high number of female single parents in full time work (29% of female single parents).</p> <p><u>3. Marketing:</u> As for Age above.</p> <p><u>4. Digital exclusion:</u> No data available at this stage</p> <p><u>5. Physical accessibility:</u> Baby changing facilities in service buildings but no other specific provision identified</p> <p><u>6. Venues:</u> ACL venues and Surrey History Centre provide baby changing facilities but there are no established crèche facilities. The Guildford Centre hosts a playgroup that may provide scope for partnership.</p>

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<p>Race</p>	<p>See the comments in Age, above. There is a considerable body of targeted work with ethnic minority groups evident in all three services and this will developed as a positive enhancement of the service that this characteristic receives.</p>	<p>Potential negative impacts relate to failure to alleviate or remove barriers faced by particular ethnic minorities in terms of accessing services. This could include:</p> <ol style="list-style-type: none"> 1. <u>Lack of customer insight</u> and failure to tailor services and contact to racial / cultural / religious characteristics 2. Links between ethnic group and <u>poverty/deprivation</u> 3. <u>Inappropriate Marketing</u> including sympathetic approach to particular characteristics such as gender roles 4. <u>Lack of digital access</u> 5. Difficulties in <u>accessible</u> locations 6. <u>Venues and facilities</u> which are not accessible or appropriate for particular groups. <p>See also previous section on Age for more detail.</p>	<ol style="list-style-type: none"> 1. <u>Lack of Customer Insight Information:</u> As for “Age” above. 2. <u>Poverty and Deprivation:</u> The JSNA suggests all ethnic minority groups in the UK have a higher proportions of poverty compared to the majority white population. Poverty differs among ethnic groups. The SCC Fairness and Respect vulnerable group needs identified children from ethnic minority groups are at greater risk of having a worse start in life, being more likely to experience poverty. 3. <u>Marketing:</u> See Age above. 4. <u>Digital exclusion:</u> No specific data available at this stage 5. <u>Physical accessibility:</u> No specific data available at this stage 6. <u>Venues:</u> No specific data available at this stage
<p>Religion and belief</p>	<p>See the comments in sections on Age, and Race, above</p>	<p>Potential negative impacts relate to potential barriers faced by faith and belief groups in terms of accessing services. This could include:</p> <ol style="list-style-type: none"> 1. <u>Lack of customer insight</u> 2. Links between ethnicity, religion, and <u>poverty/deprivation</u> 3. <u>Inappropriate marketing</u> 4. <u>Lack of digital access</u> 4. Difficulties in <u>accessible</u> locations 	<ol style="list-style-type: none"> 1. <u>Lack of Customer Insight Information:</u> As for “Age” above. 2. <u>Poverty and Deprivation:</u> Indicative data drawing correlation between Religion / belief and income / deprivation to be built in from 2012 census once released 3. <u>Marketing:</u> As for Age. 4. <u>Digital exclusion:</u> No specific data available at this stage 5. <u>Physical accessibility:</u> No specific data available at this stage

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		<p>5. <u>Venues and facilities</u> which are not accessible.</p> <p>See sections on Age, and race, above for more detail.</p>	<p>6. <u>Venues</u>: No specific data available at this stage</p>
<p>Sex</p>	<p>See the comments in Age, above</p>	<p>Potential negative impacts relate to potential barriers faced by particular genders in terms of accessing services. This could include:</p> <ol style="list-style-type: none"> 1. <u>Lack of customer insight</u> 2. Links between gender and <u>low wages</u>. 3. <u>Inappropriate Marketing</u> that does not give proper consideration of how to access different age groups, and/or is ageist in nature. <p>See section on Age above for more detail.</p>	<p><u>1. Lack of Customer Insight Information:</u> As for “Age” above. Boys are less likely to want to learn a music instrument than girls, representing 43% of pupils as at September 2012. The service already has a strong focus on increasing take up among boys.</p> <p><u>2. Poverty and Deprivation:</u> The SCC Fairness and Respect vulnerable group needs analysis identifies that the County has different rates of economic inactivity between genders with 27.8% of women in Surrey classified as economically inactive compared to 13.4% of men (similar to national findings). Men working full time earn an average of £716.10 per week in comparison to the average weekly wage for women working full time which is £522.</p> <p><u>3. Marketing:</u> See section on Age above.</p> <p><u>4. Digital exclusion:</u> No specific data available at this stage</p> <p><u>5. Physical accessibility:</u> the Libraries PVR included maps considering physical accessibility. However similar maps have not yet been produced for the other cultural services PVRs. And</p>

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			safety of venues (e.g in terms of domestic violence issues). 6. <u>Venues</u> : See section on Age above.
Sexual orientation	See the comments in Age, above	Potential negative impacts relate to potential barriers faced by sexual orientations in terms of accessing services. This could include: 1. <u>Lack of customer insight</u> 2. <u>Inappropriate marketing</u> See section on Age above.	1. <u>Lack of Customer Insight Information</u> : As for “Age” above. 2. <u>Poverty and Deprivation</u> : No specific data available at this stage 3. <u>Marketing</u> : See section on age above. 4. <u>Digital exclusion</u> : No specific data available at this stage 5. <u>Physical accessibility</u> : No specific data available at this stage 6. <u>Venues</u> No specific data available at this stage.
Marriage and civil partnerships	See the comments in Age, above	Potential negative impacts relate to potential barriers related to marital / civil partnership status in terms of accessing services. This could include: 1. <u>Lack of customer insight</u> 2. <u>Marketing</u> See section on Age above.	1. <u>Lack of Customer Insight Information</u> : See section on Age above. 2. <u>Poverty and Deprivation</u> : No specific data available at this stage 3. <u>Marketing</u> : See section on age above. 4. <u>Digital exclusion</u> : No specific data available at this stage 5. <u>Physical accessibility</u> : No specific data available at this stage 6. <u>Venues</u> No specific data available at this stage.

Theme 3. Improved advocacy of the health, well-being and community benefits of Cultural Services.

(nb: This should be read in conjunction with Section 1, above (Cultural Strategy), since much of the evidence and comment applies equally and is not repeated)

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Protected characteristic ⁴	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>There is considerable informal evidence of the social and health benefits derived by older people participating in cultural and learning activities, particularly as part of groups, which may be their principal social contact. All three services are committed to recognising and developing these benefits, including enhanced close working with other care and health professionals to maximise the therapeutic and preventative benefits.</p>	<p>The proposals seek to ensure that service design, development and delivery is informed by a greater understanding of the customers' needs. The risks for this protected characteristic, should this not be applied, would include:</p> <ul style="list-style-type: none"> • Unsatisfactory access to information and processes such as enrolment and payment • Lack of appropriate opportunities for a given age-group • Location, timing and style of service delivery that excludes certain age groups • Physical barriers to access within buildings • Lack of appropriate support equipment, including furniture, hearing loops and mobility aids, that restrict participation • Prohibitive costs, particularly for older people with less disposable income 	<p>There is little formal evidence of the benefits of cultural activity on health and well-being arising from the services themselves, though informal feedback provides a strong indication that learning, arts and music are seen as a key factor in recovery, restoration and prevention of more acute conditions and social isolation. There is, however, a growing body of research evidence that demonstrates this link: Recent scientific studies have explored how people learn and there is the suggestion that although formal rote learning using the working memory is problematic for people with learning difficulties and for those who have experienced major memory loss due to ageing, there can be the potential for them to engage in creative activities. This in turn may have positive developmental effects. The American Cancer Society states that art therapy has not undergone rigorous scientific study to determine its therapeutic value for people with cancer, but many clinicians have observed and documented significant benefits among people who have participated in art therapy</p>

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

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			<p>The physical benefits of dance therapy as exercise are well documented. Experts have shown that physical activity is known to increase special neurotransmitter substances in the brain (endorphins), which create a state of well-being.</p> <p>Scientific studies have shown the positive value of music therapy on the body, mind, and spirit of children and adults.</p> <p>Music and arts can also help to:</p> <ul style="list-style-type: none"> • Relieve stress, apprehension and fear • Improve mood • Lower heart rate, blood pressure and breathing rate • Relieve depression • Relieve sleeplessness • Relieve muscle tension and provide relaxation
Disability	<p>Opportunities for people with physical, mental and learning disabilities are well-established in all three services and will be enhanced and improved as the recommendations are implemented. As with age, there is considerable social and health benefit to people with disabilities engaging through targeted activities or supported participation in the wider service. Extending Supported learning will enable more people with learning</p>	<p>See Age, above, which applies equally to disability.</p>	<p>See evidence statement for Age, above</p>

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	<p>disabilities to take greater advantage of the wider service offer. Specific benefits for some disabilities will derive from greater opportunities to take part in activities that offer enhanced sensory, manual; dexterity and therapeutic impacts</p>		
Gender reassignment	<p>There is very limited information on how cultural services are assessing or meeting the needs of people who are going through or have undergone gender reassignment. However, as part of an informed approach to protected characteristics, positive benefits should be achieved</p>	<p>No negative impacts are envisaged from the implementation of these recommendations, which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p>	<p>See evidence statement for Age, above</p>
Pregnancy and maternity	<p>Positive benefits will derive from a more targeted approach to pregnant mothers and young families, including the possible development of specific learning and cultural programmes, and a more informed approach to venue and scheduling that meets their needs. Health outcomes will most clearly be achieved from enhanced social contact, opportunities for exercise and play-based activities and improved understanding of</p>	<p>No negative impacts are envisaged and the offer should enhance the experience and opportunity of pregnant women and young families. The potential negative impacts will derive from a failure to accommodate the demands of the other parts of their lives, preventing them from taking a full part in the services offered. This might mean inappropriate times and venues for service delivery, failure to provide necessary support and facilities, such as crèches, and no targeted provision</p>	<p>See evidence statement for Age, above</p>

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	child and maternity focussed learning.	to meet specific needs and interests.	
Race	A more informed approach to designing, marketing and delivery of services that will enable ethnic minority groups to take greater opportunities would be expected to have a positive impact on individual and community well-being. For some the opportunity to engage in mixed-race activities may prove a beneficial experience whilst, for others, the provision of dedicated activities for particular ethnic or religious groups may be more acceptable. The Cultural service offer will seek to enable both approaches.	No negative impacts are envisaged and the offer should enhance the experience and opportunity of people from ethnic minorities to take advantage of the cultural service offer. Potential negative impacts relate to failure to alleviate or remove barriers faced by particular ethnic minority groups in terms of accessing services.	See evidence statement for Age, above
Religion and belief	See Race, above	No negative impacts are envisaged from the creation of an overall cultural strategy which integrates consideration of all protected characteristics and makes strong connections into corporate needs assessments and objectives. Similarly no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach. Much of what is identified in race, above, applies here as well	See evidence statement for Age, above

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Sex	<p>Use of Cultural Services is, at present, more prevalent among females than males. Improved marketing and service offers should enhance the attraction of the services to males, as well as widening age and minority participation. In doing so males will benefit from greater opportunities and options than at present</p>	<p>The proposals seek to ensure that service design, development and delivery is informed by a greater understanding of the customers' needs. There is an identified need to attract greater involvement from males and this will require specific marketing approaches and the development of a more attractive service offer for this demographic.</p> <p>The potential negative impact is that we fail to enthuse the wider population, including males and younger females, to get involved, denying them the strong health, well-being and learning opportunities that the service offers. Since many of these are increasingly linked with educational and employment attainment, this would be a tangible dis-benefit for individual and community economic and social development, as well as Quality of Life.</p>	See evidence statement for Age, above
Sexual orientation	<p>See Gender Reassignment, above. There are no evident positive or negative impacts</p>	<p>No negative impacts are envisaged – see also Gender Reassignment,.</p>	See evidence statement for Age, above
Marriage and civil partnerships	<p>There are currently no identified barriers to use of services resulting from marital or civil partnership status, which should not alter as a result of these recommendations</p>	<p>No negative impacts are envisaged that relate to marital or civil partnership status</p>	See evidence statement for Age, above

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

Theme 4. General overview of impacts of Staff restructure (Detail will be service specific).

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence – Most recently available (August 2012) Workforce data for Cultural Services as a whole.																											
Age	<p>Any restructure could seek to improve representation of younger age groups in the cultural services workforce.</p> <p>Currently cultural services representation of the 15-24 year age group is around 8%, while the SCC and Directorate target is 10% (from August 2012 SCC Workforce data)</p>	<p>Changes in conditions due to a restructure or change in location, could act as a barrier to some groups e.g difficulties in accessing a new location or office, need for flexible working arrangements in order to undertake caring responsibilities, etc.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #008000; color: white;"> <th>Age Analysis</th> <th>Culture</th> </tr> </thead> <tbody> <tr><td>15-19 %</td><td>3.97</td></tr> <tr><td>20-24 %</td><td>4.18</td></tr> <tr><td>25-29 %</td><td>3.76</td></tr> <tr><td>30-34 %</td><td>5.95</td></tr> <tr><td>35-39 %</td><td>5.64</td></tr> <tr><td>40-44 %</td><td>8.46</td></tr> <tr><td>45-49 %</td><td>11.59</td></tr> <tr><td>50-54 %</td><td>17.22</td></tr> <tr><td>55-59 %</td><td>19.83</td></tr> <tr><td>60-64 %</td><td>14.20</td></tr> <tr><td>65-69 %</td><td>3.97</td></tr> <tr><td>70-75 %</td><td>1.15</td></tr> </tbody> </table>	Age Analysis	Culture	15-19 %	3.97	20-24 %	4.18	25-29 %	3.76	30-34 %	5.95	35-39 %	5.64	40-44 %	8.46	45-49 %	11.59	50-54 %	17.22	55-59 %	19.83	60-64 %	14.20	65-69 %	3.97	70-75 %	1.15	
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70-75 %	1.15																													
Disability	<p>Any restructure could seek to improve representation of disabled people in the cultural services workforce.</p> <p>Current cultural services workforce representation is 3.55%, while the SCC and Directorate target is 4%.</p>	<p>Changes in conditions due to a restructure or change in location, could act as a barrier to some groups e.g difficulties in accessing a new location or office, or need for flexible working arrangements, relating to reasonable adjustments, etc.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #008000; color: white;"> <th>Disability Analysis</th> <th>Culture</th> </tr> </thead> <tbody> <tr><td>Disabled Headcount %</td><td>3.55</td></tr> <tr><td>Disabled Front Line Staff %</td><td>3.38</td></tr> <tr><td>Disabled Team Leaders %</td><td>3.57</td></tr> <tr><td>Disabled Middle Mgr %</td><td>5.13</td></tr> <tr><td>Disabled Senior Mgr %</td><td>16.67</td></tr> </tbody> </table>	Disability Analysis	Culture	Disabled Headcount %	3.55	Disabled Front Line Staff %	3.38	Disabled Team Leaders %	3.57	Disabled Middle Mgr %	5.13	Disabled Senior Mgr %	16.67															
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	Current senior management representation is 17%, while the SCC and Directorate target is 8%.	There is legislation in relation to changes in working conditions and disability.													
Gender reassignment	There is no benchmark data for this group.	Changes in conditions due to a restructure or change in location, could act as a barrier e.g need for flexible working arrangements during the gender reassignment process.	No general data available, and may not be known to managers in many cases.												
Pregnancy and maternity	There is no benchmark data for this group.	Changes in conditions due to a restructure or change in location, could act as a barrier e.g need for flexible working arrangements. There is legislation in relation to changes in working conditions and maternity.	No general data available, but managers will be aware of which of their staff this will apply to if any restructure takes place, and they will need to take the relevant legislation into account.												
Race	Any restructure could seek to improve representation of BME groups in the cultural services workforce. Currently cultural services representation of the BME groups is around 3.24%, while the SCC and Directorate target is 9%.	Not know at this point.	<table border="1"> <thead> <tr> <th style="background-color: #008000; color: white;">Ethnicity Analysis</th> <th style="background-color: #008000; color: white;">Culture</th> </tr> </thead> <tbody> <tr> <td style="background-color: #90EE90;">BME Headcount %</td> <td style="background-color: #90EE90;">3.24</td> </tr> <tr> <td style="background-color: #90EE90;">BME Front Line Staff %</td> <td style="background-color: #90EE90;">3.50</td> </tr> <tr> <td style="background-color: #90EE90;">BME Team Leaders %</td> <td style="background-color: #90EE90;">0.00</td> </tr> <tr> <td style="background-color: #90EE90;">BME Middle Mgr %</td> <td style="background-color: #90EE90;">5.13</td> </tr> <tr> <td style="background-color: #90EE90;">BME Senior Mgr %</td> <td style="background-color: #90EE90;">0.00</td> </tr> </tbody> </table>	Ethnicity Analysis	Culture	BME Headcount %	3.24	BME Front Line Staff %	3.50	BME Team Leaders %	0.00	BME Middle Mgr %	5.13	BME Senior Mgr %	0.00
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	Currently there is no senior management representation, while the SCC and Directorate target is 6%.																														
Religion and belief	<p>Any restructure could seek to improve representation of religious and belief groups in the cultural services workforce.</p> <p>Currently SCC and Directorate target to increase representation of religion and belief.</p>	Changes in conditions due to a restructure or change in location, could act as a barrier e.g need for pray space and flexible working to participate in religious festivals and practices.	<table border="1"> <thead> <tr> <th>Religion</th> <th>Culture</th> </tr> </thead> <tbody> <tr> <td>Any other religion %</td> <td>2.51</td> </tr> <tr> <td>Buddhist %</td> <td>0.31</td> </tr> <tr> <td>Christian - all faiths %</td> <td>34.55</td> </tr> <tr> <td>Hindu %</td> <td>0.63</td> </tr> <tr> <td>Jewish %</td> <td>0.00</td> </tr> <tr> <td>Muslim %</td> <td>0.63</td> </tr> <tr> <td>No Faith / Religion %</td> <td>16.81</td> </tr> <tr> <td>Sikh %</td> <td>0.31</td> </tr> <tr> <td>Not Stated %</td> <td>44.26</td> </tr> </tbody> </table>	Religion	Culture	Any other religion %	2.51	Buddhist %	0.31	Christian - all faiths %	34.55	Hindu %	0.63	Jewish %	0.00	Muslim %	0.63	No Faith / Religion %	16.81	Sikh %	0.31	Not Stated %	44.26								
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Sex	<p>Any restructure could seek to improve representation of gender in the cultural services workforce.</p> <p>Currently cultural services representation of female team leaders around 69%, while the SCC and Directorate target is 60%.</p> <p>Currently cultural services representation of female senior managers around 33%, while the SCC and Directorate target is 48%.</p>	Not known at this point, although there are relationships between gender and care giving e.g need for flexible working arrangements.	<table border="1"> <thead> <tr> <th>Gender Analysis</th> <th>Culture</th> </tr> </thead> <tbody> <tr> <td>Female %</td> <td>83.92</td> </tr> <tr> <td>Male %</td> <td>16.08</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>Female Front Line Staff %</td> <td>86.61</td> </tr> <tr> <td>Female Team Leaders %</td> <td>69.05</td> </tr> <tr> <td>Female Middle Mgr %</td> <td>66.67</td> </tr> <tr> <td>Female Senior Mgr %</td> <td>33.33</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <th>Full Time / Part Time</th> <th>Culture</th> </tr> <tr> <td>FT Female %</td> <td>20.02</td> </tr> <tr> <td>PT Female %</td> <td>79.98</td> </tr> <tr> <td>FT Male %</td> <td>53.25</td> </tr> <tr> <td>PT Male %</td> <td>46.75</td> </tr> </tbody> </table>	Gender Analysis	Culture	Female %	83.92	Male %	16.08			Female Front Line Staff %	86.61	Female Team Leaders %	69.05	Female Middle Mgr %	66.67	Female Senior Mgr %	33.33			Full Time / Part Time	Culture	FT Female %	20.02	PT Female %	79.98	FT Male %	53.25	PT Male %	46.75
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Sexual orientation	<p>Any restructure could seek to improve representation of religious and belief groups in the cultural services workforce.</p> <p>Currently SCC and Directorate target to increase representation of LGBT groups.</p>	Not known at this point.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #008000; color: white;"> <th style="text-align: left;">Sexual Orientation</th> <th style="text-align: left;">Culture</th> </tr> </thead> <tbody> <tr style="background-color: #e0ffe0;"> <td>Bisexual %</td> <td style="text-align: right;">0.42</td> </tr> <tr style="background-color: #e0ffe0;"> <td>Gay Man %</td> <td style="text-align: right;">0.73</td> </tr> <tr style="background-color: #e0ffe0;"> <td>Heterosexual %</td> <td style="text-align: right;">45.62</td> </tr> <tr style="background-color: #e0ffe0;"> <td>Lesbian %</td> <td style="text-align: right;">0.10</td> </tr> <tr style="background-color: #e0ffe0;"> <td>Prefer Not to Say %</td> <td style="text-align: right;">23.80</td> </tr> <tr style="background-color: #e0ffe0;"> <td>Not Stated %</td> <td style="text-align: right;">29.33</td> </tr> </tbody> </table>	Sexual Orientation	Culture	Bisexual %	0.42	Gay Man %	0.73	Heterosexual %	45.62	Lesbian %	0.10	Prefer Not to Say %	23.80	Not Stated %	29.33
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Marriage and civil partnerships	There is no benchmark data for this group.	Changes in conditions due to a restructure or change in location, could act as a barrier e.g need for flexible working arrangements.	There is marriage workforce data available														

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8. Amendments to the proposals

No anticipated impacts that require a change in the proposed direction have been identified at this stage. This will need to be kept under review and the development of action-specific EIAs in delivering the Operational Improvement Plans will identify and address any changes that further evidence, consultation or implementation demands suggest.

Change	Reason for change
None identified	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Not applicable			

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>Comprehensive research into data sources has underpinned the PVR research and has contributed to this EIA. The findings emphasise very strongly the positive benefits that can be expected from the approach reflected in the PVR recommendations, especially in relation to protected characteristics and the wider well-being and Quality of Life impacts of cultural activity.</p> <p>The research information has included quantitative data, both national and domestic, including demographic and profiling data from census, deprivation indices and other sources such as Mosaic. Qualitative data, including evidence from customer feedback, professional assessment and learner / service user achievement has been sought and assessed. Evidence has also been developed through comparison and benchmarking with other authorities, collected through desk based research, telephone interviewing, and site visits, and</p>
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EQUALITY IMPACT ASSESSMENT – Cultural Services

	<p>audits of existing venues.</p> <p>Engagement has been extensive and has included:</p> <ul style="list-style-type: none"> • All staff - including through one to one interviews; workshops; presentations to managers and other staff, and formal surveys. • Large groups of stakeholders such as partner organisations; representative groups, councillors; users; residents of Surrey. • Members - through the PVR members reference groups and Communities Scrutiny Committee. • External challengers e.g from English Heritage, the Arts Council, CityLit etc. • Trade Unions • The Directorate Equalities Group
Key impacts (positive and/or negative) on people with protected characteristics	<p>No negative impacts are envisaged from the implementation of the PVR recommendations which integrate consideration of all protected characteristics and make strong connections into corporate needs assessments and objectives. Similarly, no negative impacts are envisaged in relation to a performance management framework and partnership working which supports this approach.</p> <p>Positive outcomes for those with protected characteristics will derive from a greater understanding of the needs and requirements of individuals and communities, resulting in a better targeted offer, more flexible options for taking part and a greater choice of free or subsidised provision that supports social, health and skills needs.</p> <p>Proposals relating to changes to structures and functions will provide positive benefits for the people of Surrey and should also improve the work experience for staff by releasing professional time through a better approach to administrative and support requirements.</p>
Changes you have made to the proposal as a result of the EIA	Not applicable
Key mitigating actions planned to address any outstanding negative impacts	Not applicable
Potential negative impacts that cannot be mitigated	Not applicable