

## Notice of Meeting

# Communities Select Committee



**Date & time**  
**Wednesday, 16**  
**January 2013**  
**at 10.00 am**

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

**Contact**  
Jisa Prasannan or Andrew  
Spragg  
Room 122, County Hall  
Tel 020 8542 0280 or 020  
8213 2673

**Chief Executive**  
David McNulty

jisa.prasannan@surreycc.gov.uk  
or  
andrew.spragg@surreycc.gov.uk

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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 Jisa Prasannan or Andrew Spragg on 020 8213 2694 or 020 8213 2673.

### Members

Mr Steve Cossar (Chairman), Mr Chris Norman (Deputy Chairman), Mr Mike Bennison, Mr Graham Ellwood, Mrs Angela Fraser, Denis Fuller, Mr David Ivison, Mrs Jan Mason, 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**

### **2 MINUTES OF THE PREVIOUS MEETING: 14 NOVEMBER 2012 & 21 NOVEMBER 2012**

(Pages 1  
- 16)

To agree the minutes as a true record of the meeting.

### **3 DECLARATIONS OF INTEREST**

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

#### **Notes:**

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

### **4 QUESTIONS AND PETITIONS**

To receive any questions or petitions.

#### **Notes:**

1. The deadline for Member's questions is 12.00pm four working days before the meeting (10 January 2013).
2. The deadline for public questions is seven days before the meeting (9 January 2013).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE**

(Pages  
17 - 22)

To provide feedback from Cabinet on issues and comments raised by the Communities Select Committee at its meetings on 14 November 2012 and 21 November 2012.

### **6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME**

(Pages  
23 - 30)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

- 7 SCRUTINY OF COMMUNITY SAFETY AND THE ELECTION OF A POLICE & CRIME COMMISSIONER FOR SURREY** (Pages 31 - 38)

**Purpose of report:** Policy Development and Review

The purpose of this report is to a) provide the Committee with a summary of the community safety landscape following the election of a Police & Crime Commissioner for Surrey, and (b) following the election consider how the Committee might best deliver its duty to scrutinise community safety.

- 8 SURREY FIRE AND RESCUE SERVICE UPDATE: 2011-13 ACTION PLAN REVIEW AND 2013-16 ACTION PLAN PROPOSALS** (Pages 39 - 56)

**Purpose of report:** Policy Development and Review

The second action plan in support of the Public Safety Plan is currently under consultation. This process includes a review of the 2 year action plan for 2011-13 and also the proposals for a 3 year action plan from 2013-16. This report provides an overview of progress against the first action plan and also details the intended actions and targets for the second action plan.

- 9 EXTRACTING VALUE FROM CUSTOMER FEEDBACK** (Pages 57 - 68)

**Purpose of report:** Overview of Customer Services.

This report describes how customer feedback is captured; how it is shared with stakeholders; how it is used by Customer Services; and its potential for improving service delivery, informing policy and strategy and new ways of delivering services that align with customer expectations.

- 10 OUTCOMES-BASED FUNDING FOR VOLUNTARY, COMMUNITY AND FAITH SECTOR INFRASTRUCTURE IN SURREY** (Pages 69 - 94)

**Purpose of report:** Policy Development and Review

To update the Committee on (i) progress to develop a new approach to support for Voluntary, Community and Faith Sector (VCFS) infrastructure, designed to improve outcomes for Surrey residents; (ii) 2012/13 and 2013/14 funding allocations to VCFS infrastructure groups and the impacts on delivery; and (iii) the Surrey Compact.

## 11 OLYMPIC GAMES COST BENEFIT ANALYSIS AND LEGACY

(Pages  
95 - 106)

**Purpose of report:** Policy Development and Review

The Select Committee is invited to consider the Cost Benefit Analysis of the work undertaken by Surrey County Council before and during the London 2012 Olympic and Paralympic Games.

This will be followed by a brief presentation and discussion on the legacy of the London 2012 Olympic and Paralympic Games in Surrey.

## 12 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10am on 21 March 2013.

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

Published: Date Not Specified

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

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- Mean that you miss a key part of the discussion

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*Thank you for your co-operation*

**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 2.00 pm on 14 November 2012 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 16 January 2013.

**Elected Members:**

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

**Ex officio Members:**

- \* Mrs Lavinia Sealy, Chairman of the County Council  
Mr David Munro, Vice Chairman of the County Council

**Substitute Members:**

- \* Mr Richard Walsh
- \* Mrs Hazel Watson
- \* Dr Lynne Hack

**In attendance:**

Mrs Helyn Clack, Cabinet Member for Community Services and the 2012 Games

## **50/12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Denis Fuller, Graham Ellwood, Colin Taylor and Michael Sydney. Richard Walsh, Lynne Hack and Hazel Watson substituted respectively.

## **51/12 DECLARATIONS OF INTEREST [Item 2]**

There were no declarations of interests. However it was noted that Steve Cosser, John Orrick, Chris Norman and Michael Bennison's wife were all members of the National Trust. It was also noted that Mrs Angela Fraser was a member of the CPRE.

## **52/12 SUPPORT FOR NATIONAL MAGNA CARTA 800TH ANNIVERSARY CELEBRATIONS [Item 3]**

**Declarations of interest:** None.

### **Witnesses:**

Cllr Hugh Meares, Vice Chair of Corporate Management - Runnymede and one of RBC's representatives on the Magna Carta Committee  
Paul Turrel, Chief Executive – Runnymede  
Mario Leo, Head of Governance – Runnymede  
Sarah Walsh, Project Officer – Runnymede  
Andrew Telford, Campaign to Protect Rural England  
Nic Durston, National Trust  
Mrs Lynne Bates, Lead petitioner  
Yvonna Lay, County Councillor Runnymede  
Mel Few, County Councillor Runnymede  
Helyn Clack, Cabinet Member for Community Services & the 2012 Games  
Susie Kemp, Assistant Chief Executive – Surrey County Council  
Peter Milton, Head of Cultural Services – Surrey County Council  
David Stempfer, Major Schemes Manager – Surrey County Council

### **Key points raised during the discussion:**

1. The Chairman began by giving a brief explanation of the Call In procedure for the benefit of members of the public who were not familiar with detailed Council processes.
2. The Chairman explained that he had submitted the Call In in consultation with the Vice Chairman and that the detail was in the papers that had been published in advance of the meeting. The Chairman stated that the Call In did not relate to the celebration of the Magna Carta as they fully supported this. He went on to say that it was in response to concerns expressed by individuals and organisations about:
  - the visitor centre and in particular the business case which it was felt lacked detail; and that
  - the benefits to Surrey more widely had not been clearly stated.

3. The meeting was then opened up to the witnesses to speak and put their case. Runnymede Borough Council were invited to speak first.
4. It was explained that the main objectives of this project related to creating a legacy for Surrey for many decades to come, improving the local economy, as well as providing increased recreational opportunities.
5. The Committee were informed that the creation of the visitor centre would provide a focal point for one of the most important events in English history. A feasibility study had been commissioned and following a tender evaluation exercise, preferred bidders had been selected. The Borough was in discussions with the County Council about governance arrangements.
6. The Chairman then opened up the meeting for questions from members of the Select Committee.

### **The Business Plan, Project Costs and Liability**

7. The robustness of the business plan was questioned by the Committee. It was noted that the plans had been considered by the Borough Council as a Part 2 confidential item which meant that members of the public were excluded from hearing the business plan proposals.
8. The Committee questioned whether the sustainability of the tourism trade in the years following the Magna Carta anniversary had been factored into the business case. They also questioned who would bear the financial risk if there was a shortfall in projected income from tourism.
9. Mr Andrew Telford suggested that the County Council had not been made aware that any income generated could not be used outside of the pleasure ground. Mr Mel Few stated the Land was the property of Runnymede Playground Trust who would make the financial profit.
10. The Runnymede Borough Council witnesses confirmed that although work had commenced on the business plan (including benchmarking charging policies) and it did include financial information, a due diligence exercise had yet to be carried out. It was acknowledged that timescales were tight.
11. It was noted that the Heritage Lottery Fund had turned down an application for funding and the reasons were questioned. The Runnymede Borough Council witnesses went on to explain that the Heritage Lottery Fund tends to support refurbishment rather than new build and they felt it was important for the Committee to note that point.
12. A more detailed breakdown of the project costs was requested and in particular the amount which had been earmarked for road and traffic improvements. On a related point, it was suggested that the local roundabout would be unable to cope with the increased traffic and

there would also be issues with the feeder road becoming congested. It was suggested by a witness that as a consequence, there would be an increase in accidents.

13. The Borough was also asked clarify its financial contribution. The Runnymede Borough Council witnesses explained that rather than making a direct financial contribution the Borough was seeking sponsorship from the private sector.
14. In response to a question about financial liability should the compressed timescales not be met given that costs had already been incurred, the Runnymede Borough Council witnesses confirmed that the total liability would be £250,000 and that the County would bear £180,000 this amount.
15. It was noted by Mr Mel Few who questioned the business case that the contribution by the County Council was equivalent to almost 1% of the council tax yield. It was suggested that this money would be better spent on key services for example those related to Adult Social Care or Children's Services.

### **The Visitor Centre and Surrounding Area**

16. The Runnymede Borough Council witnesses confirmed to the Committee that sustainability had been a factor in choosing the design of the building. The Runnymede Borough Council witnesses confirmed that they were able to share a concept design of the visitor centre with the Committee and this was circulated. The County Council's views would be taken into account when making a decision.
17. The Runnymede Borough Council witnesses confirmed that a decision had not yet been made about which organisation would run the visitor centre. Discussions were being held with the County Council over this matter.
18. It was also confirmed that catering facilities were not intended to be in competition with the existing National Trust who had not raised this as a concern.
19. Concerns were expressed by witnesses that the proposals required the demolition of properties and in particular people's homes.
20. Witnesses, including Mr Andrew Telford and Mrs Lynne Bates suggested that Egham Museum should be the preferred site for the visitor centre and it was noted that this was in close proximity to the Common. It was felt that this offered more potential for celebrating the anniversary and at a lower cost. The view was also expressed that by siting the visitor centre in the town, local businesses would be boosted. It was felt that the Runnymede Borough Council proposals would not encourage tourists to visit other parts of Surrey, rather they would travel to nearby Windsor.



21. Mr Mel Few also suggested that Runnymede Borough Council could partner with the National Trust on developing a proposal. The National Trust confirmed that they were not opposed to the Runnymede Borough Council proposals and that they would be open to considering working together on other ideas.
22. The mitigating measures for flood risk were also touched on by both the Committee and witnesses.
23. It was confirmed that although surrounded by common land, the proposed site was on 'uncommon land'. Other sites, including some owned by the National Trust, had been considered but rejected as they were not suitable.

### **Environmental Impact Assessment**

24. The Runnymede Borough Council witnesses confirmed that the completed work included an Extended Phase One habitat assessment. They also confirmed that the Borough wished to maintain the atmosphere of the site and hoped to open parkland to members of the public.

### **Public Consultation**

25. The Committee and witnesses, including Mrs Lynne Bates and Mrs Yvonna Lay, suggested that the evidence showed there had been limited public consultation and asked how confident Runnymede Borough Council were that they had the public view. Mrs Yvonna Lay, who is a Runnymede Borough Council Member and resident, confirmed that she had not received notification of the public consultation.
26. The Runnymede Borough Council witnesses responded that there had been 2 public consultations, one of which was classed as formal consultation. Methodologies included visiting County Shows and an on-line questionnaire. It was felt that the consultation exercises had been sufficient to the needs of the project and those consulted overwhelmingly endorsed opening a visitor centre on the proposed site using minimal public funding.
27. The Chairman thanked all of the witnesses and welcomed the Cabinet Members and senior members of staff.
28. The Cabinet Member thanked the witnesses and Committee. The Cabinet Member went on to emphasise the importance of the Magna Carta Celebrations to the UK and the rest of the world. She stated that the visitor centre would help to raise the profile of Surrey and that tourism would impact positively on the economy. The Cabinet Member confirmed that the proposal was based on sound financial management information and appropriate governance arrangements would be put in place.

### **The Business Case and Governance**

29. In response to a question from the Committee, she also stated that this was an 'in principle' decision subject to appropriate governance arrangements being developed as well as a robust business case. The governance arrangements would include a least 3 layers and, as with the Olympics, there would be consultation with Members.
30. Mrs Susie Kemp confirmed that there was still a lot of work to be done to establish a sound business case and planning was a key issue. It was confirmed that this was a capital rather than a revenue project.
31. In response to a question, the Cabinet Member confirmed that she had not seen the JDD Report. Mr Peter Milton confirmed that this was being made available to Surrey.
32. The Cabinet Member reiterated that this was an 'in principle' decision subject to a sound business case and governance arrangements that would be developed by a cross-party group of Members. If the business case was not feasible then this would be reported back to Cabinet.
33. Mrs Susie Kemp confirmed that Runnymede Borough Council were clear that if the timeline was not met, including the provision of evidence that there was match funding, that the County Council would not go ahead with the proposal. The timeline was confirmed as by the end of December 2012.

#### **Funding and the Site**

34. A Member questioned why Surrey was not making a case for a share of the profits from the visitor centre to recoup its loan costs. Mrs Susie Kemp confirmed that there still needed to be discussions with Runnymede Borough Council about the funding as well as the management arrangements.

#### **Access and Highways**

35. A Member questioned whether other sites had been considered and whether the Cabinet were satisfied with road safety arrangements. Mr David Stempfer confirmed that a Road Impact Report would be produced and that the County had been intent on improving the Runnymede Borough Council roundabout for some time and a bid was being made in a paper to Cabinet in November. It was also confirmed that County Engineering staff were working closely with the police on developing proposals for the road network.
36. The Chairman thanked the Cabinet Member and witness for attending.
37. The Chairman confirmed that Members of the Committee all supported celebrations of the anniversary of the Magna Carta.
38. Mr Mel Few also asked for it to be put on the permanent record that he recognised the importance of the anniversary.
39. The Chairman confirmed that the purpose of the Call in was in response to anxieties about the Cabinet committing to tight timescales

without the usual level of scrutiny and enquiry and consideration of alternatives. He confirmed that the Committee understood this was an 'in principle' decision. The Chairman said that he would like Members of the Committee to each give their views and the conclusions they had drawn from the evidence today.

40. The key themes from the evidence – views of the Committee:

- In difficult financial circumstances, with many County Council services under strain £5,000,000 (which represents nearly 1% of our annual Council tax yield) it was felt that it was perhaps better spent on other key Council services.
- Whatever benefits may accrue from this development will principally benefit the Borough of Runnymede yet the Borough Council is making no direct financial contribution towards the estimated £8,000,000 costs. This might reasonably be considered to be unbalanced by the many Council Tax payers in other parts of Surrey who will bear most of the costs.
- Many of the financial arguments advanced in favour of the development seemed to be based on untested and potentially optimistic assumptions about tourism numbers and employment. It was of concern that no detailed business case or environmental impact assessment had been prepared or considered by Cabinet before this decision was taken. Consideration should be given to asking the Council Overview and Scrutiny Committee to undertake an investigation of the financial assumptions underlying this proposal before approval of any County Council funds is given.
- There is little clarity about exactly how the £8,000,000 figure had been arrived at and exactly what the County Council would be getting for its investment. The Cabinet Report also referred to the need for 'requisite local improvements to the highways'. It was unclear if this expenditure was in addition to the £8,000,000 project cost. It was also unclear if it was a reference to fairly minor local highways expenditure or major roundabout works, costing several £million, which it had been argued would be necessary if the Visitor Centre project went ahead. There was a need for transparency on this point so that any impacts on the County's overall highways budgets and priorities could be assessed.
- There did not seem to have been proper consideration given to other alternative proposals which would be less costly and potentially more appropriate in celebrating the 800th Anniversary celebrations. (Details of some of these were included in the written representations made to the Select Committee). Attention was also drawn to the fact that this project was rejected for funding by the Heritage Lottery Fund as it was considered 'not a strong match' against the necessary criteria of conservation, learning, participation benefits, need and value for money. It was suggested that the Cabinet should seek further information on this assessment as part of its own reconsideration of support for the project.

- Representations made to the Select Committee suggested very limited consultation with local people and growing opposition to the proposal (on grounds of cost, feasibility and loss of a valued local open space) now that it was clear that the Visitor Centre proposal involves somewhat more than the 'minimal public funding' it was stated would be used in the Borough Council 2012 questionnaire.
  - Runnymede had accepted that there were significant risks in completing this project in accordance with the compressed timescale for the building. There were also potentially linked problems and challenges in connection with use of open space and the common land running along side the site which presented further risks. The Cabinet should seek legal and other appropriate officer advice on these matters so that any risks could be properly calculated and the Cabinet could satisfy itself that investment of such a significant sum of public money was appropriate.
41. A Member of the Committee expressed support for the idea as it was an 'in principle' decision that the Cabinet should be trusted to take.
42. The Committee took a vote and resolved to support the Call In and refer the decision back to Cabinet for reconsideration. The vote was 9 Members in support of the Call In and one Member against supporting the Call In.

**Select Committee next steps:**

The Committee will consider any future issues in relation to the visitor centre as and when the matter comes up.

**53/12 DATE OF NEXT MEETING [Item 4]**

The Committee noted that the next meeting of the Committee would take place on 21 November 2012.

Meeting ended at: 5.10 pm

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**Chairman**

**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00 am on 21 November 2012 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 16 January 2013.

**Elected Members:**

- \* Mr Steve Cosser (Chairman)
- \* Mr Mike Bennison
- A 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
- \* Mr David Wood

**Ex officio Members:**

- \* Mrs Lavinia Sealy, Chairman of the County Council
- Mr David Munro, Vice Chairman of the County Council

**54/12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Graham Ellwood and Helyn Clack (Cabinet Member for Community Services & the 2012 Games). There were no substitutions.

**55/12 MINUTES OF THE PREVIOUS MEETINGS: 12 JULY 2012 & 16 AUGUST 2012 [Item 2]**

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

**56/12 DECLARATIONS OF INTEREST [Item 3]**

There were no declarations of interests.

**57/12 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions.

**58/12 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 5]**

**Declarations of interest:**

None.

**Witnesses:**

None.

**Key points raised during the discussion:**

1. The Committee were informed that the Engagement with High Need Areas in Surrey Task Group has been deferred until after May 2013 in order to enable the work to be completed to an appropriate level of detail.

**Actions/further information to be provided:**

None.

**Recommendations:**

None.

**Select Committee next steps:**

None.

**59/12 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 6]**

The Committee made no referrals to Cabinet so there are no responses to report.

## **60/12 FIRE AND RESCUE SERVICE ADVISORY GROUP (FRAG) [Item 7]**

### **Declarations of interest:**

None.

### **Witnesses:**

None.

### **Key points raised during the discussion:**

1. Following an agenda item at the Communities Select Committee meeting on 12 July 2012 the Chairman had prepared a report proposing a clarification of the arrangements between FRAG and the Communities Select Committee. Three recommendations were being proposed with the intention that they would emphasise the importance of effective scrutiny arrangements, while also aiming to reduce any duplication of work between the Committee and FRAG.
2. Members of the Committee discussed concerns about the potential for an divide between advice for the Cabinet Member and advice for Select Committee. The Chairman said that the intention behind the recommendations was to ensure that there was transparency in the decision making and scrutiny process. Notes were kept during the FRAG meetings and these would be available to the Communities Select Committee.

### **Actions/further information to be provided:**

None.

### **Recommendations:**

- a) 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
- b) 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.
- c) That this report be presented to the Select Committee Chairman's Group for information and any comments.

**Select Committee next steps:**

None.

**61/12 COMMUNITY PARTNERSHIPS PUBLIC VALUE REVIEW [Item 8]**

**Declarations of interest:**

None.

**Witnesses:**

Mark Irons     Head of Customer Services & Customers and Communities  
                    Directorate Support

**Key points raised during the discussion:**

1. The Committee were informed about the outcomes of the Community Partnerships Public Value Review (PVR). The PVR had set out the importance of flexibility in the proposed framework, which will enable Local Committees to adopt the model which best suits their local circumstances.
2. Members discussed concerns that the PVR had proposals around development of a Joint Committee model and particular anxieties around this being imposed on Local Committees. The lead officer on the PVR outlined that the proposal was based on Member Reference Group feedback. The intention behind the proposal was to enable those Local Committees who wished to implement the Joint Committee model to do so. The Committee recognised that there was a clear emphasis on enabling flexible models for Local Committees and that this would enable them to undertake their work with a greater efficacy.
3. Members acknowledged that District and Borough representatives could enhance discussion within Local Committees as they bring a more local perspective. It was stated that there was scope to develop a greater sense of partnership however there would also need to be a suitable provision to ensure the partnership was a suitably mutual one. The Committee recognised the need to reconsider the role of District and Borough representatives in relation to voting rights and contribution of resources and services.
4. The Committee discussed the role of Local Committee meetings in presenting an opportunity to showcase the work done by the County Council. It was recognised that in some cases resident engagement and attendance could be improved and that this could be stimulated by providing extra resource to publicise the work of the Committees. The Committee discussed the need to ensure that public expectation was set appropriately around the role of the Local Committees and how best they could engage with the process.
5. The Committee acknowledged that there were clear links between the Community Partnerships PVR and the Localism Task Group Report. It



was expressed that the PVR's recommendations were welcomed and officers were praised for their work on preparing the report.

**Actions/further information to be provided:**

None.

**Recommendations:**

- a) That now that the Community Partnership PVR has concluded, promised discussions (from the April 2012 Cabinet meeting which considered the Localism Task Group report), are initiated between the portfolio holder, the Chairman of the Select Committee and officers to enable the Task Group recommendations also to be taken forward.
- b) The importance of retaining the flexibility of the Local Committee structures as outlined in the PVR Report is taken forward and supported.
- c) That discussions are facilitated with District and Borough partners to consider which of their services and resources could come under the umbrella of the Local Committees with a view to promoting a more unified local approach.
- d) That further consideration should be given to the resources available to Local Committees, particularly around communications and media, for example through release of resource from the centre or as part of the One Team Review of Communications.

**Select Committee next steps:**

None.

**62/12 CULTURAL SERVICES PUBLIC VALUE REVIEW [Item 9]**

**Declarations of interest:**

None.

**Witnesses:**

Susie Kemp Assistant Chief Executive  
Peter Milton Head of Cultural Services

Lavinia Sealy Chairman of the Council

**Key points raised during the discussion:**

- 1. The Committee were informed that the Cultural Services PVR report had combined three strands of work being undertaken by the following PVRs: Surrey Arts, Heritage Service and Adult and Community Learning. It had been felt that while there had been a great deal of positive work on the individual PVRs there had also been a great deal

of commonality. The Assistant Chief Executive expressed the view that that she wished to reassure Members that the detail of the individual strands would not be lost in the wider context of the work going forward.

2. The Head of Cultural Services outlined that the Service Improvement Plan for Cultural Services would provide more specialised analysis. Member Reference Groups would continue to be a very active part of the process.
3. Concern was expressed by some Members over the potential move to unite all cultural activity and services under one business model. It was felt that this had the potential to create an adverse impact on the quality and specialism of individual services. Music was highlighted as a particular example. It was also outlined that there was a need to think about how services operated on a local level, as well as in a County-wide sense.
4. Members felt that Surrey's strategy on tourism was unclear and it was agreed that this was an area which required further consideration.
5. It was noted that there was a need for clarity about the creation of a new 'cultural hub,' as it was not apparent whether this referred to a new location and/or a virtual offer. Officers outlined that there was a dual concept being developed in both a physical and virtual sense. The intention to look at the feasibility of a cultural hub was partly guided by the need to relocate Surrey Arts.
6. Members reiterated the need to raise the profile and awareness of the good work highlighted by the Cultural Services PVR. Cultural Services were praised for its ability to offer considerable public value by the Committee. It was further stated the need to ensure that these specific positives were not lost in the continuing development of the service.

**Actions/further information to be provided:**

None.

**Recommendations:**

- a) That arrangements are put in place to ensure that the high quality and good practices within small but excellent services are not lost in a combined Cultural Service.
- b) That Members continue to be involved through Member Reference Groups in the development and recommendations of the individual PVRs as well as in monitoring the combined Cultural Services PVR.

**Select Committee next steps:**

None.

**63/12 DATE OF NEXT MEETING [Item 10]**

The Committee noted that the next meeting of the Committee would be on 16 January 2013.

Meeting ended at: 12.14 pm

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**Chairman**

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**CABINET 27 NOVEMBER 2012****CABINET MEMBER RESPONSE TO COMMUNITIES SELECT COMMITTEE WITH REGARD TO THE CULTURAL SERVICES PVR FINAL REPORT**

The Cabinet Member for Community Services and the 2012 Games welcomes the comments of the Communities Select Committee on the report regarding the Cultural Services PVR, and the concerns contained therein.

In response to those concerns, and the specific recommendations made by the Communities Select Committee:

**Recommendation 1: That arrangements are put in place to ensure that the high quality and good practices within small but excellent services are not lost in a combined Cultural Service.**

Concern was expressed by some members over moving all cultural services under one umbrella due to the potential adverse impact on the quality and specialism of individual services. Music was highlighted as a particular example.

The Cabinet Member notes the concerns of the Select Committee with respect to retaining the specialism of individual services. The combined PVR report is a strategic summary of the three outstanding PVRs within Cultural Services - and the details of recommendations for individual service areas will be addressed in separate Service Improvement Plans which will be formally reported to me as Cabinet Member reports. Furthermore, all services will continue to produce their individual Service Plans as part of the SCC service planning process.

The Cabinet Member recognises the need for clarity about both tourism strategy and the creation of a new 'Cultural Hub'. The Hub is envisaged as a physical development but ways in which cultural services can be integrated using new technology would be explored to raise the profile of individual services and encourage wider use by the people of Surrey. There will be further work undertaken in the form of a Cultural Strategy, which will bring together a vision and ambition for all areas of services within Cultural Services, and also consideration of Tourism issues within the Legacy report. Both reports will be shared with the Committee before being brought to Cabinet for consideration in the new year.

**Recommendation 2: That Members continue to be involved through Member Reference Groups in the development and recommendations of the individual PVRs as well as in monitoring the combined Cultural Services PVR.**

The Cabinet Member recognises the importance of continued member involvement and confirms that Member Reference Groups will play their part in the completion of individual PVRs as well in the implementation of the combined Cultural Services PVR.

The Cabinet Report proposes that there will be continued member involvement in sign off the individual Service Improvement Plans resulting from the three service specific PVRs, as well as with the implementation of the combined Cultural Services PVR.

The Cabinet Member is passionate about the need for cultural services in our society and the well being they bring to their communities. All of the PVR studies have confirmed that these are high performing services and the intention is to further improve their performance and the value and benefit to residents across all areas of delivery, and to raise their profile.

**Helyn Clack**  
**Cabinet Member for Community Services and the 2012 Games**  
**27 November 2012**

## CABINET 27 NOVEMBER 2012

### **CABINET MEMBER RESPONSE TO THE COMMUNITIES SELECT COMMITTEE WITH REGARD TO THE PUBLIC VALUE REVIEW (PVR) OF COMMUNITY PARTNERSHIP**

The Cabinet Member for Community Services and the 2012 Games is pleased to note that the Communities Select Committee generally welcomed the PVR's recommendations and felt that the review had been informed by effective consultation with Members and other stakeholders.

In response to the specific recommendations made by the Communities Select Committee:

**Recommendation 1: That now the Community Partnership PVR has concluded, promised discussions (from the April 2012 Cabinet meeting which considered the Localism Task Group report), are initiated between the portfolio holder, the Chairman of the Select Committee and officers to enable the Task Group recommendations also to be taken forward.**

The Cabinet Member is grateful for the work of Steve Cosser and the other members of the Localism Task Group, Eber Kington, Sally Marks and John Orrick which has informed the recommendations in the final PVR report.

The Cabinet Member has committed to work with the Local Committee Chairmen and would also be pleased to work with the Chairman of the Select Committee and officers to take the PVR's recommendations forward.

**Recommendation 2: The importance of retaining the flexibility of the Local Committee structures as outlined in the PVR Report is taken forward and supported.**

The Cabinet Member agrees that it is important to recognise the need for some local differences between each Local Committee. The Cabinet Member believes that the recommendations made in the PVR report have created a flexible framework which will allow each Local Committee to operate in a way which best suits local need whilst, ensuring processes remain efficient and offer value for money.

**Recommendation 3: That discussions are facilitated with District and Borough partners to consider which of their services and resources could come under the umbrella of the Local Committees with a view to promoting a more unified local approach.**

The Cabinet Member agrees that it is very important to continue to work together with our partners in the Districts and Boroughs to deliver the best possible outcomes for residents.

The decision to pass functions to the Local Committee would clearly be a matter for each District and Borough to consider individually. During the course of the PVR there was some interest expressed in pooling resources and sharing more decisions to achieve improved outcomes for residents.

If the desire to share functions becomes stronger the Council may wish to consider Joint Committees as a model, as recommended in the PVR report. Adoption of a Joint Committee model would allow the Local Committee to consider both County and District and Borough functions.

**Recommendation 4: That further consideration should be given to the resources available to Local Committees, particularly around communications and media, for example through release of resource from the centre or as part of the One Team Review of Communications.**

The Cabinet Member agrees that improving communications with local residents, businesses and partners is a vital part of supporting Members in their role as community leaders and champions.

The PVR's recommendation to implement an e-communication strategy, based upon the recommendation in the Localism Task Group Report, will support councillors in doing this. Improving local communications will also be considered as part of the 'One Team Review' of Communications.

In addition, the efficiency recommendations made in this report and the improvements to local web pages will enable the Community Partnership team to spend more time supporting local engagement activity.

The Cabinet Member thanks the Communities Localism Task Group's work and contribution to the PVR report.

**Helyn Clack**  
**Cabinet Member for Community Services and the 2012 Games**  
**27 November 2012**



## **CABINET – 27 NOVEMBER 2012**

### **CABINET MEMBER COMMUNITY SERVICES AND 2012 GAMES RESPONSE REGARDING THE COMMUNITIES SELECT COMMITTEE CALL-IN AND THE PROPOSED MAGNA CARTA VISITOR CENTRE.**

I have taken on board the points raised by the Communities Select Committee and would remind Cabinet colleagues that our report to Cabinet on 23 October 2012 very clearly stated that our support for the proposed visitor centre was "in principle" to investing £5 million in the project.

As this is public money, we are taking steps to ensure that the residents of Surrey obtain value for money from this potential investment. Further consideration of many aspects of detail will need to be made before a final commitment is given. This due diligence is currently being undertaken. This is a highly responsible and appropriate course of action. My officers are currently reviewing the Business Case, Risk Management and all matters pertinent to the proposed visitor centre, and its development and its future operational sustainability: the extent of community support/engagement for the project.

While SCC is looking into these matters, Runnymede BC are looking into one of SCC's key conditions - the raising of the balance of the funds necessary - £3 million - from other sources....as the SCC offer was conditional on a match of £3 million to complete the scheme and allow it to proceed.

*When the Barons and King John met in Runnymede to seal the Magna Carta in 1215, even they could not have predicted the significance that it would still play eight centuries later. It is a document of fundamental historical importance not just in Surrey, where it came into being, but for the free world. The Magna Carta is a cornerstone upon which modern democracies are built, and we in Surrey should be tremendously proud of our heritage. To this day, The Magna Carta is taught as a fundamental principle of freedom in American schools.*

For a number of years there has been some concern at the quality of the visitor experience at this historically important site in Runnymede. One of the key ambitions for the 2015 anniversary (at both local and national level) is to provide new visitor facilities and arrangements (and improved site presentation/interpretation arrangements) at a standard consistent with the significance of the site. The Runnymede vision is for a visitor centre as an appropriate way of marking the immense historical significance of the site. I am passionate that everyone in Surrey, especially our young people should reconnect with this important part of their heritage. My worry is that the Magna Carta's relevance is being lost in the country of its birth.

The Runnymede Borough vision is bold and ambitious and Surrey County Council should provide strategic leadership to assist with this ambition. We have always been clear that there was a need for improved understanding of the Magna Carta. Surrey's vision is for a state of the art facility within an architecturally distinguished landmark building, with impressive sustainability credentials that will tell the story of the Magna to both local and international visitors. This will ensure that the history of one of mankind's most important defining moments is preserved for future generations to understand it better.

In response to some of the specific points raised by the Select Committee I must confirm that the proposed contribution to this project is from capital - not revenue.

Whilst the Magna Carta celebrations will have a focus on Runnymede we believe that, like 2012 Olympics cycle event, it will be a matter of pride to all Surrey residents to be closely associated with this national, indeed international occasion.

Runnymede BC have estimated project costs at £8 million - in summary this comprises:

£4.5 million build costs  
£1 million professional fees  
£1 million international provision

With the balance of £1.5m on marketing promotion, community engagement programmes and contingency.

Although the resources of Runnymede B.C do not allow it to invest a capital sum in the project, they have commendably grappled with major a international celebration, expended a great deal of resource in feasibility and preparatory work in order to develop their proposals thus far.

The Runnymede Roundabout is one of the most congested traffic hot spots in the county and has been identified as an essential priority for the county. This scheme is already included in our current plans for major highways projects, subject to agreement to its priority in a separate paper to this Cabinet meeting. Any requirement for other minor local highway improvements arising as a consequence of this project would be identified and assessed as part of the planning process for the centre. The highways costs are currently excluded from the £8million but the relevant costs will be identified as part of the planning process and the outcome of the work of a traffic and transport consultant.

Building a Magna Carta visitor centre ready for 2015 will help raise the profile of Surrey, and reinforce the important role that the county played 800 years ago. I would like a building and a visitor experience that welcomes visitors from around the world to come and learn about this historic document, and recognise that Surrey is its birthplace. 2015 will see the opening not just of the visitor centre, but also we will be encouraging a range of celebrations to mark this incredibly significant event.

Because of the critical deadline of the 2015 anniversary, we aim to have completed our evaluation of the project by the end of the year. The scheme will still be subject to the usual planning application procedures. I will be scrutinising the project every step of the way, ensuring there are proper governance structures in place. County Councillors, advisers and officers will be working together to ensure that if we go ahead with this project it is delivered successfully and that any money we finally commit to spend is spent wisely.

**Helyn Clack**  
**Cabinet Member for Community Services and the 2012 Games**  
**27 November 2012**

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

<b>Date</b>	<b>Proposed Item</b>	<b>Why is this item proposed?</b>	<b>Contact Officer / Member</b>	<b>Proposed Method of Handling</b>
<b>16 January</b>				
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
16/01/13	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 Committte
<b>21 March</b>				
21/03/13	Youth Justice	To scrutinise the Surrey Youth Justice Strategic Plan	Ben Byrne Kay Hammond	Report to the Committee
21/03/13	Cultural Services Strategy	To scrutinise the Cultural Services Strategy report	Peter Milton and Susie Kemp	Report to the Committee
21/03/12	Sport in Surrey	Update on Sport options within Surrey (12/7 follow up paper)	Campbell Livingston Martin Cusselle Helyn Clack	Report to Committee
21/03/13	Good Practice within the services	Good practice within the services being recognised by the Communities Select Committee.	Steve Cosser	Presentation and lunch

**To Be Scheduled**

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
TBC	Trading Standards	Scrutiny of Trading Standards' Annual Report (Regulation of Investigatory Powers Act) (moved from 21/03/13)	Steve Ruddy Kay Hammond	Report to the Committee

**COMMUNITIES SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED JANUARY 2013**

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.

<b>Date of meeting</b>	<b>Item</b>	<b>Recommendations/ Actions</b>	<b>Responsible officer or member</b>	<b>Response</b>	<b>Next progress check:</b>
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 was referred back to Cabinet on 27 November 2012 and a response is included in the papers.	Complete
14/11/12	SUPPORT FOR NATIONAL MAGNA CARTA 800TH ANNIVERSARY CELEBRATIONS [Item 3]	The Communities Select Committee asks the Cabinet to review its decision with a view to supporting these celebrations in a way that involves a very significantly reduced financial contribution from the County Council.	Chairman	This issue was referred to Cabinet on 27 November 2012 and a response is included in the paper.	Complete

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
21/11/12	FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]	<p>That the Cabinet Member for Community Safety is requested to share the following information regarding FRAG on a regular basis:</p> <ul style="list-style-type: none"> <li>a. Any changes of membership</li> <li>b. All report papers for meetings</li> <li>c. Any significant changes such as changes of terms of reference</li> </ul>	James Stanton (Scrutiny Officer has asked Cabinet Business Manager to pass request on to Cabinet Member).	An update will be provided at the meeting.	16/01/13
21/11/12	FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]	<p>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.</p>	Scrutiny Officer/Chris Norman (Chair of Member Reference Group) – responsible for notifying Member Reference Group.	An update will be provided at the meeting.	16/01/13

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
21/11/12	FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]	That this report be presented to the Select Committee Chairman's Group for information and any comments.	Chairman	This issue was referred to the Select Committee Chairman's group at their meeting on 5 December 2012.	Complete
21/11/13	COMMUNITY PARTNERSHIP PUBLIC VALUE REVIEW [Item 8]	That now the Community Partnership PVR has concluded, promised discussions (from the April 2012 Cabinet meeting which considered the Localism Task Group report), are initiated between the portfolio holder, the Chairman of the Select Committee and officers to enable the Task Group recommendations also to be taken forward.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete
21/11/13	COMMUNITY PARTNERSHIP PUBLIC VALUE REVIEW [Item 8]	The importance of retaining the flexibility of the Local Committee structures as outlined in the PVR Report is taken forward and supported.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete

<b>Date of meeting</b>	<b>Item</b>	<b>Recommendations/ Actions</b>	<b>Responsible officer or member</b>	<b>Response</b>	<b>Next progress check:</b>
21/11/13	COMMUNITY PARTNERSHIP PUBLIC VALUE REVIEW [Item 8]	That discussions are facilitated with District and Borough partners to consider which of their services and resources could come under the umbrella of the Local Committees with a view to promoting a more unified local approach.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete
21/11/13	COMMUNITY PARTNERSHIP PUBLIC VALUE REVIEW [Item 8]	That further consideration should be given to the resources available to Local Committees, particularly around communications and media, for example through release of resource from the centre or as part of the One Team Review of Communications.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete
21/11/13	CULTURAL SERVICES PVR [Item 9]	That arrangements are put in place to ensure that the high quality and good practices within small but excellent services are not lost in a combined Cultural Service.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete



Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
21/11/13	CULTURAL SERVICES PVR [Item 9]	That Members continue to be involved through Member Reference Groups in the development and recommendations of the individual PVRs as well as in monitoring the combined Cultural Services PVR.	Chairman	This issue was referred to Cabinet on 27 November 2012. A response is included in the agenda papers.	Complete

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Communities Select Committee  
16 January 2013

**Scrutiny of Community Safety and the Election of  
a Police & Crime Commissioner for Surrey**

**Purpose of the report:** Policy Development and Review

The purpose of this report is to a) provide the Committee with a summary of the community safety landscape following the election of a Police & Crime Commissioner for Surrey, and (b) following the election consider how the Committee might best deliver its duty to scrutinise community safety.

**Introduction:**

1. Following the election of the Police & Crime Commissioner (PCC) for Surrey there is a need to review the Communities Select Committees role in the scrutiny of community safety. This report describes the position to date and offers a possible way forward in the future that is intended to be of mutual interest and avoids duplication.
2. The information in **appendix one** describes the community safety landscape prior to the appointment of the Police & Crime Panel (PCP) and the election of the Surrey PCC in November. **Appendix two** describes the key bodies that exist following the election of the PCC. It is envisaged that in the coming year to 18 months that there will be some rationalisation of the bodies and their functions.

**Scrutiny – current position:**

3. Each of the community safety partnerships (CSPs) is accountable under the crime and disorder scrutiny provisions as set out in the Police & Justice Act 2006 and therefore they have been scrutinised by the relevant overview and scrutiny committee in each of the district or borough councils. The Surrey County Council Communities Select Committee has undertaken an annual county wide scrutiny of community safety that has involved Councillors from the districts and boroughs and taken information and witnesses from key agencies including the Police, Probation, and the County Council Cabinet Member.

4. The PCC is not a responsible authority<sup>1</sup> on a CSP and therefore, the overview and scrutiny committees will not be able to directly scrutinise or hold to account the PCC – this will be the role of the PCP.
5. The role of the PCP is to hold to account and assist the PCC in the way they exercise their role. The Panel consists of one elected member from each of the twelve local authorities in Surrey and two independent co-opted people. The Panel will have responsibility for:
  - a) reviewing the PCC's draft police and crime plan;
  - b) reviewing the PCC's annual report; and
  - c) holding confirmation hearings for key PCC appointments, for example, deputy PCC.
6. They will also have the power to veto (on a two thirds majority) the PCC's proposed precept and the proposed appointment of a chief constable.
7. The Police Reform and Social Responsibility Act, the legislation that created PCCs, places a mutual duty on PCCs and responsible authorities in CSPs to cooperate to reduce crime, disorder and reoffending. This reciprocal duty requires a PCCs police and crime plan to 'have regard to' the priorities of each CSP and in turn CSPs must have regard to the priorities established by the PCC in their police and crime plan.
8. The Surrey Community Safety Unit (SCSU) has coordinated this single crime and disorder strategic assessment, supported by a multi-agency project group, in collaboration with community safety colleagues across the county including staff from the now Office of the PCC for Surrey.
9. The purpose of a strategic assessment is to provide knowledge and understanding of key community safety issues that will enable partners to set clear and robust priorities for their location, develop activities driven by reliable evidence that meet the needs of communities, and deploy resources effectively, presenting value for money. In practice, the outcomes from this document in Surrey are the identification of a set of countywide priorities to be led by the Community and Public Safety Board (CPSB), and borough and district priorities for inclusion by CSPs in their partnership plans.
10. It is likely that the PCC's forthcoming police and crime plan will be influenced by the single strategic assessment. It is envisaged that in future the two processes could be aligned to deliver clarity and opportunities for joint working, commissioning, economies of scale and investment.

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<sup>1</sup> CSPs are made up of representatives from the police and police authority, the local council, and the fire, health and probation services. These agencies are known as the 'responsible authorities'. The responsible authorities were defined by the Crime and Disorder Act (1998) and as amended by the Police and Criminal Justice Act 2002, the Police and Justice Act 2006 and associated regulations.

## **Scrutiny - options for in the future:**

11. Following the Police and Justice Act 2006, Local Authorities are required to undertake annual scrutiny of the local CSPs. Surrey County Council's Communities Select Committee can meet the requirements of the Act as it has legal power to scrutinise and make reports or recommendations regarding the functioning of the responsible authorities that comprise a CSP.
12. There is not a route for the Communities Select Committee to directly scrutinise the PCC as this is the function of the PCP. However the Select Committee can scrutinise issues which fall within its remit including community safety and relations with the Police and this might well involve asking questions of the PCC.
13. Given that PCCs will have the power to make grants to CSPs there is the potential for CSP scrutiny to cut across areas of the PCP's responsibility.
14. However, given the likely alignment of the single strategic assessment, its priorities and the actions that flow for CSPs and partners, and the PCC's police and crime plan there would seem to be an opportunity for the Committee to involve the PCC in future scrutiny sessions.

## **Conclusions:**

15. The option not to change the current scrutiny arrangements is unrealistic and in recognition of the changing community safety landscape it is recommended that the Select Committee continues to exercise its statutory function to scrutinise community safety but does so using a different starting point, that of the annual single strategic assessment. It should also consider how to involve the PCC in future scrutiny arrangements, identifying areas of mutual interest and concern to avoid duplication and achieve common outcomes.

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

16. Continued scrutiny of CSPs and where possible joint scrutiny with the PCC will ensure that public funds invested in community safety are monitored to ensure that monies are being used effectively and efficiently and making a difference for the residents of Surrey.

### **Equalities Implications**

17. CSPs across Surrey work with a range of vulnerable people and those who are the victims of crime including, young people, victims of domestic violence, those experiencing anti-social behaviour and those who feel vulnerable. The work CSPs do with these groups and the community as a whole in making both their areas safer and residents feel safer contributes to the County being safer and feeling safer for all residents.

### **Risk Management Implications**

18. Surrey is one of the safest places to live and work and has the highest public confidence figures (police and local councils working together to reduce crime) in

the Country. A great deal of effort will continue to be invested to ensure that this position is maintained but the increasing pressure of an economic downturn and greatly reduced public expenditure makes this a real challenge.

### **Implications for the Council's Priorities or Community Strategy**

19. In maintaining and amending the scrutiny process that the Select Committee undertakes will ensure that information made available to the public on the effectiveness of community safety in the County is clear and transparent, demonstrates value for money and shows the value of working together in partnership.

<b>Recommendations:</b>
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20. Scrutinise the single strategic assessment:

- a) The Committee scrutinises the effectiveness of the delivery by the partners against those issues identified in the assessment. Such a scrutiny offers an opportunity to involve the PCC in scrutinising the effectiveness of the CSPs. The PCC has the ability to call the Chairs of CSPs to a meeting to discuss strategic priorities. Using the strategic assessment provides for a county wide view to be taken by both parties, elected councillors and the elected PCC, and the consideration of mutually beneficial recommendations and desired outcomes.
- b) To ensure the effectiveness of the recommendation and to avoid duplication of work by all parties concerned, discussions need to be started to identify issues of mutual interest and concern and selecting the best forum and timing that is advantageous to all to investigate those issues.

<b>Proposed next steps:</b>
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Officers to contact and discuss the principles and practicalities with the PCC's Office and bring back a report to a future meeting of the Committee on progress.

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**Report contact:** Gordon Falconer, Senior Manager Community Safety, Customers & Communities

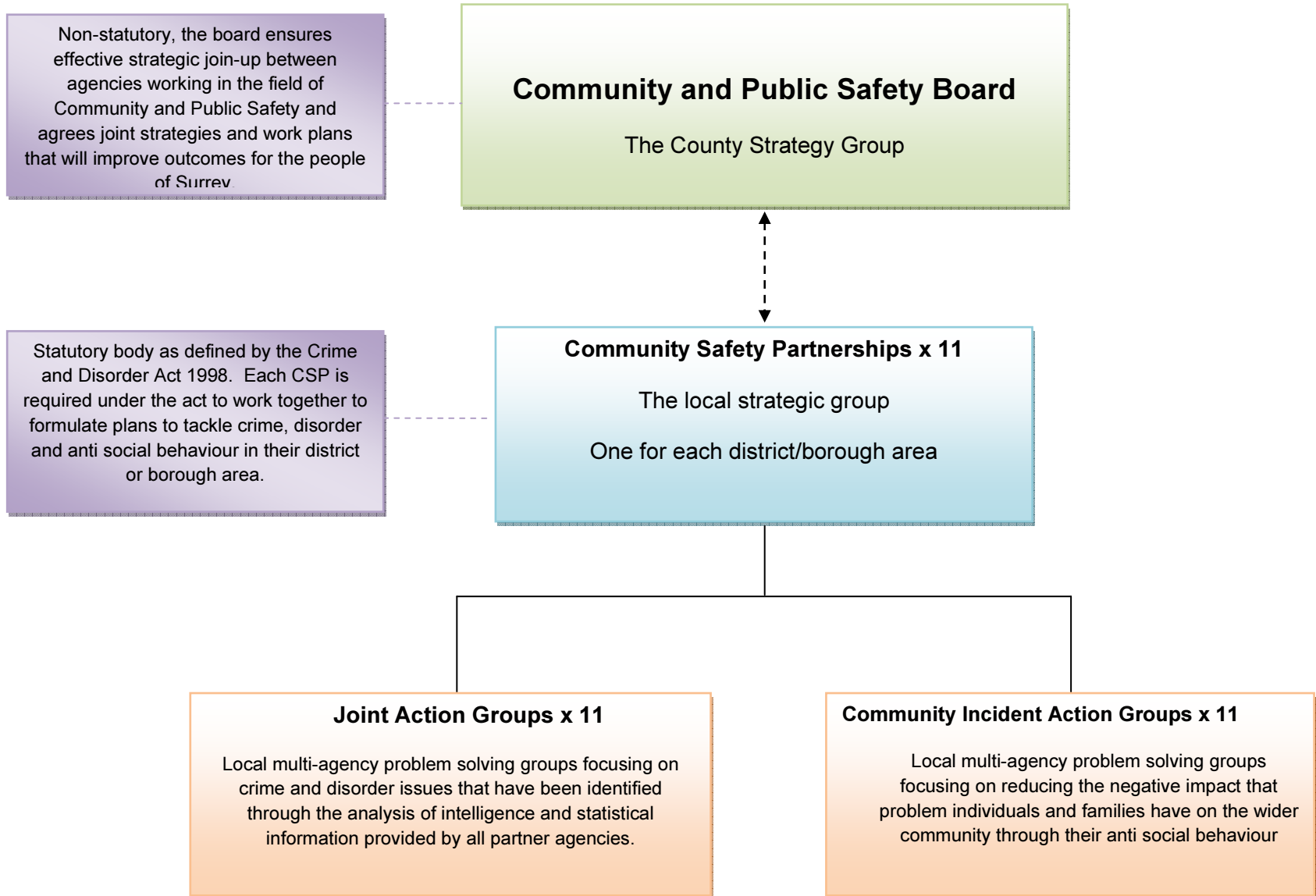
**Contact details:** 0208 541 7296, [gordon.falconer@surreycc.gov.uk](mailto:gordon.falconer@surreycc.gov.uk)

**Sources/background papers:**

- 'Police and crime panels - A guide to scrutiny', Local Government Association & Centre for Public Scrutiny publication.  
[http://www.local.gov.uk/c/document\\_library/get\\_file?uuid=8d1c912f-eb6d-47ac-bbfd-6e6eeec7cac6&groupId=10171](http://www.local.gov.uk/c/document_library/get_file?uuid=8d1c912f-eb6d-47ac-bbfd-6e6eeec7cac6&groupId=10171)
- 'Police and crime commissioners - A guide for community safety partnerships', Local Government Association publication.  
[http://www.local.gov.uk/c/document\\_library/get\\_file?uuid=fa66031e-07a6-4bc6-a6de-f8f1bc6f996d&groupId=101](http://www.local.gov.uk/c/document_library/get_file?uuid=fa66031e-07a6-4bc6-a6de-f8f1bc6f996d&groupId=101)

**Appendix 1**

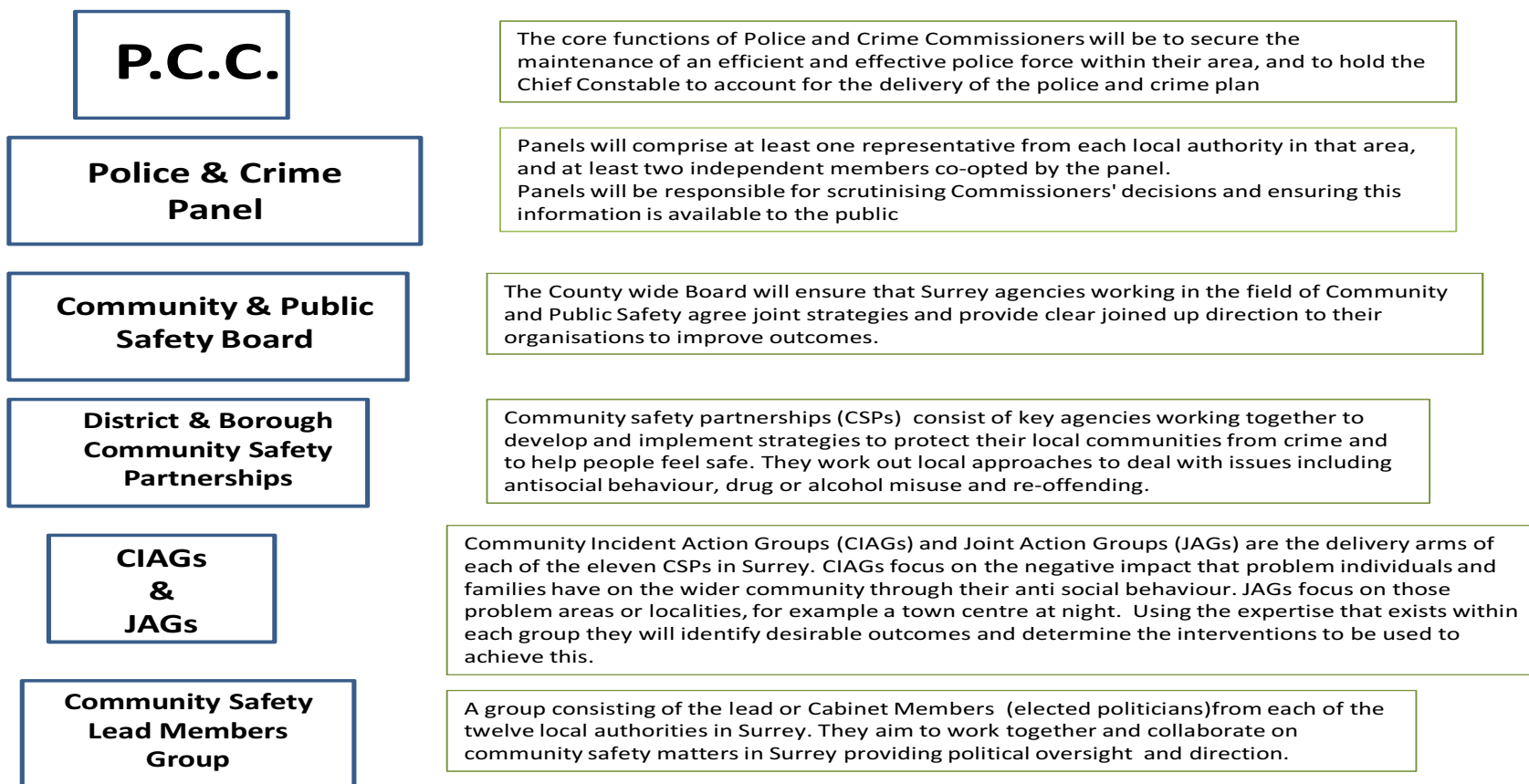
**The Structure of Community Safety in Surrey – pre election of the PCC**



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## Current community safety landscape post PCC election



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Communities Select Committee  
16 January 2013

**Surrey Fire and Rescue Service Update  
2011-13 Action Plan Review  
2013-16 Action Plan Proposals**

**Purpose of the report:** Scrutiny of Policy Development and Review

The second action plan in support of the Public Safety Plan is currently under consultation. This process includes a review of the 2 year action plan for 2011-13 and also the proposals for a 3 year action plan from 2013-16.

**Introduction:**

1. The Public Safety Plan 2011-20 is supported by a series of action plans, detailing the specific targets and actions for the current period.
2. The first action plan covers the period between June 2011 and March 2013.
3. The second action plan, covering the period between April 2013 and March 2016 is currently under consultation, in readiness for publication in April 2013.
4. This report provides an overview of progress against the first action plan and also details the intended actions and targets for the second action plan.

**Public Safety Plan Action Plan 2011-13 Review**

5. The first action plan supporting the PSP will conclude in March 2013. A number of the actions have been completed, including several that indicated the commencement of projects. There are a number of items that will be carried forward into the next action plan.
6. Several of these items were 'enabling items' to allow more significant changes to be made in the following action plan, notably the development of new Wholetime duty systems.

7. The development of new Wholetime duty systems has been commenced but in a different format than was initially proposed, having been superseded by the property changes prompted by the Horley issue and the requirements of the Medium Term Final Plan.
8. As a consequence it must continue to be noted that the provision of new locations for a number of fire stations is critical to the delivery of the savings required.
9. **Surrey Response Standard:** The Response Standard is embedded and the reporting mechanism is continuing to be improved. This is now business as usual. **Item complete**
10. **Mutual Assistance:** The arrangements with neighbouring Fire and Rescue Services under sections 13 and 16 of the Fire and Rescue Services Act have been reviewed and revised where appropriate. The agreement with West Sussex following the intended cessation of the ceded area arrangement is being reviewed again. **Item complete.** Notably, the revised agreement with London has been accompanied by a number of discussions at Chief Fire Officer level to establish improved response cover in the areas that border Surrey and London.
11. **Reform of the On-Call duty system:** Revised contracts and a new availability planning system will be in place by April 2013. A phased transition for staff will be implemented during 2013. Item will be completed.

There are a number of actions that are linked to the on-call duty system project:

- 24 hour provision at Cranleigh: This is a deliverable from the main duty system project.
  - Revised service delivery at Gomshall. The Service is continuing to develop the options for Gomshall and the staff based there. This may include crewing a special appliance.
  - Removal of 2<sup>nd</sup> appliances from Cranleigh, Godalming, Haslemere, and Oxted: The removal of the second appliances is also linked to the implementation phasing of the revised contracts. These appliances will not be available for emergency response but may stay in their locations to provide resilience.
12. **Wholetime duty system changes:** The requirement to provide resources to address the removal of the West Sussex fire engine from Horley and the acceleration of the plans for rationalisation in Elmbridge and Spelthorne has delayed the commencement of the work to reform the Wholetime duty system as described in the Public Safety Plan. Work has been refocused in order to provide a new model for firefighters to provide additional shifts in order to maintain cover against a reducing establishment. This element is expected to be delivered before the end of March 2013. This item will be **carried forward** in the next action plan.
  13. **Location of Fire Stations:** This is an ongoing item; specific details are covered in the Action Plan 2013-16 section of this paper.

14. **Fire station facilities:** Review ongoing, with incremental implementation subject to budget availability. A number of fire stations are now being shared by Surrey Police and/or South East Coast Ambulance Service creating revenue income and operational benefits. The CFO is meeting with the new Surrey Police and Crime Commissioner and Deputy (designate) soon to further embed joint working principles.
15. **7 day a week working:** The Middle Management Review reduced the establishment of Middle Managers from fifty to forty and introduced a new working pattern to increase managerial availability at the weekends. **Item complete.**
16. **Operational Assurance:** Good progress is being made, with the second phase of operational audits currently underway. The revised post event review process is being implemented and the organisational learning and Service improvement packages are being delivered. This item will be **carried forward** into the next action plan.
17. **Increased Use of Volunteers:** The Service has increased the number of volunteers to 80 from a figure of fewer than 10 in 2011, and has established a framework for the increase in number of and use of volunteers across a wide range of activity. **Objective being achieved.**
18. **Review of Response/Call Challenge/Charging:** Not complete, this item is dependent upon a pan regional project as detailed in the 2013-16 plan.
19. **Development of sponsorship:** Initial research indicated that this item would require specialist assistance. New post created and appointed to in order to manage this element. Commences in January 2013.
20. **Governance review** - As set out in the initial action plan, work commenced. Seconded from the Department for Communities and Local Government appointed to lead on this project. The review will be broken down into 4 workstreams - analysis of the impact of current arrangements; review of possible models; assessment of future influencing factors; and an assessment of options for the future. It is envisaged that the work will develop options by end 2013. The next action plan will include the delivery of the review findings. **Item complete.**
21. **Analysis of data:** The revised Community Risk Profile will be published in April 2013. The annual review/revision of this item becomes business as usual. **Item complete.**
22. **Partnership review:** Partnership review completed with revised register/risk assessment. **Item complete.**
23. **London 2012:** Planning and exercising for the Olympics was completed in time. Significant Service commitment during the Olympics supported the successful delivery of the games, notably the road cycling events and the Olympic Rowing Village at Royal Holloway College. **Item complete.**

## Public Safety Plan Action Plan 2013-16

24. The Service intends to develop a 3 year action plan, to commence in April 2013. This will then encompass a longer period of the Medium Term Financial Plan and enable the Service to provide direction on a number of significant projects, mostly relating to property/location changes.
- 25. Fire station locations:**
26. In January 2012, Surrey Fire and Rescue Service presented a report to the Select Committee to review the location and suitability for operational purposes of SFRS fire stations.
27. The report described the potential developments required but was also clear that this may be subject to change;

### *10.8 Phasing of implementation*

*It is important to recognise that the implementation of the PSP will be subject to a number of external factors and influences and therefore may not accord exactly with the phases as described in the PSP.*

28. A number of external factors have contributed to the requirement for Surrey Fire and Rescue Service (SFRS) to engage with station relocations additional to those described within the Public Safety Plan. As a consequence, and in line with the budget planning for the Service, the phasing for implementation has now changed.

## Epsom & Ewell and Reigate & Banstead

29. West Sussex Fire and Rescue Authority (FRA) have decided to remove the fire engine from their Horley station in April 2013, as a result of their Fire Redesign consultation process. This affects the fire emergency response arrangements in Surrey as this fire engine was often the quickest response to incidents in the Horley area.
30. The West Sussex FRA has decided that the risk in their area and level of demand for the Horley fire engine is outweighed by the cost of basing that resource there. The majority of the incidents attended by that fire engine are actually located within Surrey and formal arrangements are in place so the quickest response is mobilised to calls for assistance. This formal agreement means that West Sussex Fire and Rescue Service (FRS) will receive emergency calls and mobilise resources to a specific "ceded" area around Horley on behalf of Surrey, for which an annual fee is paid.
31. Although West Sussex FRA will remove the Horley fire engine from April 2013, they plan to continue to base their technical rescue vehicles and other specialist vehicles at this site. They have also offered the

- opportunity for Surrey FRS to lease part of the site and base a fire engine there to assist with the provision of fire cover in the area.
32. SFRS have been in regular contact with West Sussex FRS during the consultation discussing the potential implications and options for addressing this change.
  33. Our mission is to provide a professional and well supported fire and rescue service, which reduces community risk in order to save lives, relieve suffering and protect the environment and property. This needs to continue in Horley as a result of the pending change in West Sussex but it must also be maintained across the remainder of Surrey.
  34. An options analysis has been undertaken to consider a range of potential courses of action in response to the change proposed by West Sussex. These included doing nothing, relocating existing resources or funding additional resources from a range of sources and availability options. The options were considered in relation to their impact on emergency response performance, cost, achievability within time and resource constraints as well as anticipated public acceptability and conformity with the principles agreed under the Surrey Fire and Rescue Authority [Public Safety Plan 2011-2020](#). More detail on the options analysis is available in Appendix A.
  35. Public consultation is being undertaken to inform the options analysis, concluding on 1 Feb. In practice there are likely to be separate short-term (from 1 April 2013) and longer-term solutions. The financial factors and any necessary funding decisions will be integrated into that decision process.
  36. The preferred option is to create a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead. This would mean relocating the 2<sup>nd</sup> fire engines from Epsom and Reigate fire stations to new optimal locations in the Burgh Heath and Salfords areas and redistributing existing staff, where possible on a voluntary basis, to crew these vehicles. This should result in improvements to the average 1<sup>st</sup> fire engine response to all emergencies and should minimise the impact on the Surrey response standard.
  37. The revenue costs are achievable within the revised medium term financial plan; however capital costs are still to be established. This option is in accordance with the PSP principles and public opinion will be gauged through the forthcoming consultation process.
  38. It should also be noted that the PSP indicated the potential to reduce the level of cover available from Epsom fire station to 1 x 24hour fire engine and one daytime only fire engine. The revised plan removes the creation of a daytime only fire engine and retains 4 Surrey Fire and Rescue engines within the two boroughs.
  39. However, it is recognised that this may not be achievable within the current timeframe, especially in relation to the change at Horley. Therefore it is proposed that temporarily the fire stations would be established at a potential site in Banstead which is being evaluated and

the current Horley fire station on an interim basis whilst a more permanent move to the Burgh Heath and Salfords areas is arranged. Direct access on to the Brighton Road (A217) in Banstead from the potential site would need to be established.

40. In view of the short timescale associated with this change, parallel planning will be put into place to enable implementation in relation to Horley by 1<sup>st</sup> April 2013; subject to the decision of the Fire and Rescue Authority following feedback received during the consultation, which runs from 10<sup>th</sup> December 2012 to 1<sup>st</sup> February 2013.
41. The Burgh Heath element of the plan will also be included in this consultation to ensure that stakeholders are able to understand the overall plan for response cover through Epsom & Ewell and Reigate & Banstead.
42. Members are requested to provide feedback through this committee and also through the consultation mechanism.
43. The three consultation papers are attached as annexes to this report.

## **Woking**

44. In September 2012, Surrey County Council's Cabinet agreed to form part of the Woking Town Centre development company and consequently agreed to the relocation of the fire station from its current site in Causey Way.
45. Woking fire station is a relatively modern station that occupies a small footprint. This necessitated the building being set over a number of floors, which creates a number of functional and operational issues. The small footprint also limits the area available for practical training and also for car parking. The impact on training is obvious, whilst the limited car parking capacity negates the opportunity to create an 'on-call' unit at the station, which is an option that SFRS would wish to explore.
46. The location of the current fire station is considered to be very close to the optimal operational location, with a corridor of optimal sites which runs along Victoria Way down to Quadrant Court.
47. SFRS have been working with Property Services colleagues and Woking Borough Council to identify alternative locations. Several sites have been identified and assessed for suitability both in terms of location and footprint. This has been achieved through the use of emergency response cover modelling and also by using the Guildford fire station plans as the basis for assessing the suitability of the site footprint/layout.
48. A proposed site has been given provisional approval by Fire and Rescue based upon operational requirements. At the time of writing the location of the site was subject to the requirement for confidentiality due to commercial/contractual reasons.



49. The Service are currently considering contingency plans for an interim relocation should this be necessary.
50. Public consultation is ongoing, although the impact on the Surrey response standard is minimal and there are no significant planning issues with the proposed site.
51. The cost is fully funded within the redevelopment plan.
52. Target date for completion: **March 2014**

## Guildford

53. Guildford Fire Station is being replaced due to the condition of the existing building. The timescale from the consultants is for early works to begin January 2013 with start of construction on site by May 2013.
54. Detailed work is being done on the working at height and road traffic collision training at present with the consultants and firefighters at the fire station.
55. Preparatory works are being carried out on the properties due to be demolished in January 2013, as part of the enabling works. Jacobs are currently working with SCC Highways concerning the necessary works required on Ladymead, and regular design meetings on the different aspects of the build such as structures, external fabric, external works and internal finishes are currently taking place.
56. Property Services target date for completion: **July 2014**.
57. Phase 2 of the PSP is described as follows;

*9.2 It will be this second phase of changes that allow us to make the majority of the savings that have been identified in the current medium term financial plan. It will also provide the opportunity to improve our first fire engine response time to particular areas of the county. Due to the complexity of the factors outlined above, we cannot be explicit about where we think our fire stations will be and we are mindful that other opportunities to change may arise. However our current aspirations include the following:*

- a) *A fire engine located more centrally in Spelthorne. This would impact on the fire engines at Staines and Sunbury.*
- b) *A rationalisation of the number of fire stations in Elmbridge.*

## Spelthorne

58. The current provision within Spelthorne is one pump at Sunbury and one pump at Staines. These stations are located at either end of the borough. For Staines this means that the fire station is very close to the border

with London, with Feltham Fire Station situated approximately 3 miles away.

59. An optimal location in the Ashford Common area has been identified by Property Services and initial scoping work has commenced.
60. Property Services target date for completion: **March 2015**

### **Elmbridge**

61. The current provision within Elmbridge is one pump at Painshill, one pump at Esher and two pumps at Walton (1 variable crew, 1 on-call). Painshill is situated in an optimal location but there is the potential to rationalise the resources at Walton and Esher into a suitable site in the Hersham area.
62. Property Services target date for completion: **March 2016**

### **PSP Phase 1 works**

63. The paper to Select Committee in January 2012 described the requirement for an upgrade to the facilities at three stations, to facilitate the implementation of day crews.

63.1 The three stations are;

- a) Chobham
- b) Godalming
- c) Oxted

These items have been through the first stage of the investment panel capital planning process.

63.2 Further work is also required at Walton to enable the station to accommodate the change to 24hour Wholetime crewing.

64. The implementation of day crews at these stations will not be realised for some time, and at certain locations the plan may be revised due to other developments. This will be dealt with through the appropriate consultation and decision making process.

65. As a consequence this item is not being progressed at this time.

#### **66. Income generation**

Details the plan to increase the generation of income through a range of options.

#### **67. Review of Response/Call Challenge/Charging**

This is an item carried forward from the 2011-13 plan and is dependant upon the delivery of the products from the Fire and Rescue collaborative partnership. This partnership is developing standardised operational procedures and the supporting elements, such as risk assessments, task

analysis and training packages. Central government funding has enabled the establishment of a hub, to be based at Reigate, to accelerate the completion of this work and to form the basis of a steady state mechanism for review and revision of the documents.

The Service has already introduced the Incident Types that the partnership has produced, as has the Isle of Wight and has now commenced implementation of the Standard Operating Procedures.

During the 3 year plan the Service will seek from the Fire Authority confirmation of the requirement to continue to respond to incidents that do not form part of the statutory duty detailed by the Fire and Rescue Service Act 2004. This includes incident types such as animal rescue.

Confirmation of the response requirement will also enable the Fire Authority to consider the charging regime applied to emergency response where appropriate.

**68. Reform of Wholetime duty systems**

In order to support the further improvement in staffing flexibility and resilience, the Service will progress the development of Wholetime duty systems by the end of this action plan.

**69. Review of Governance**

The review of governance will deliver its findings during this action plan period. This will initiate a project to implement the recommendations following receipt of the appropriate approvals.

**70. Emergency response cover disposition**

The PSP contained a model of the potential disposition of fire engines as a result of the implementation of Phase 1 of the plan. Whilst the rationale behind this disposition plan has not changed, there is a change to the phasing of implementation, prompted in part by the external factors of Horley and Woking. This means that some of the potential disposition changes may not happen due, for example, to a change in fire station locations. This is the case for Epsom, where the implementation of a day crew is likely to be superseded by the establishment of a fire station in the Burgh Heath area.

The PSP also proposed the implementation of day crewed fire engines at Oxted, Godalming and Chobham. Whilst this remains an aspiration for the Service it is clear that due to the other planned changes described previously this is not a priority action. The implementation of the revised on-call duty system and associated availability requirements will be reviewed and revised where appropriate.

71. The PSP described the creation of additional capacity to support training and community safety activity. The requirement for this capacity remains but the Service will continue to examine the most appropriate method for delivery.

72. The PSP also described the intention to match resources to demand. This involved redressing the imbalance between night time, when currently there is more cover but less demand, and day time when the reverse is true. This remains the intention and the changes in the availability of the on-call duty system will see the first steps in achieving this.

73. The Service understands how valued both the Youth Engagement Scheme and Safe Drive Stay Alive are, and continues to deliver both of these schemes successfully. There are significant resource implications from these that must also be considered in future planning.

**74. Provision of Specialist Capability/Contingency Crewing**

During this action plan the Service will be implementing a one year pilot scheme during 2013 for the provision of a contingency crewing capability to provide fire and rescue response during periods of staff shortages. This is with a Dorking based company, Specialist Group International Ltd. This meets the statutory requirement as confirmed in the Fire and Rescue Service National Framework.

In addition to the contingency crewing element, the contract also incorporates the provision of specialist services, incorporating a wide range of special rescue activity, including rescues from surface and sub-surface water, confined spaces and heights. One of the recommendations from the Cabinet Paper which initiated this contract is for a thorough review to be undertaken during the period of the pilot. This review will report its findings to the Communities Select Committee.

**75. Reviews of Action Plan 2011-13 items.**

Items completed during the previous action plan will be reviewed where necessary. This will include the reforms of the On-Call duty system.

<b>Update on the Isle of Wight</b>
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**76.** Statement from Steve Apter, the Chief Fire Officer of the Isle of Wight Fire and Rescue Service, regarding the mobilising contract provided for the Isle of Wight by Surrey Fire and Rescue.

*'Despite natural early concerns by some members of staff and the community, it is clear that the mobilising partnership between the Isle of Wight Fire and Rescue Service and Surrey Fire and Rescue Service has already proved very successful. Unlike Surrey FRS, we cannot easily seek support from neighbouring Services for additional appliances and therefore have finite resources. This means our system of availability, particularly for Retained staff, fluctuates greatly and provides its own unique set of challenges for mobilising staff when dealing with incidents.*

*Despite this, the mobilising of all our appliances and the general movement of vehicles and staff is controlled in a seamless fashion from Surrey FRS, our staff are now used to this mobilising arrangement and procedures are fully embedded to deal with any response issues that have or may arise.*

*Surrey FRS and ourselves meet on a regular basis to monitor and manage the performance of this arrangement, this has seen changes and improvements for both parties through a formalised change management process. More importantly the performance of emergency response has not worsened for the Island, indeed improvements have been made in some areas. We are currently reviewing our response strategy and look forward to continuing this positive business arrangement for the benefit of the Service and our community.'*

## **Conclusions:**

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

77. The cost and timing assumptions set out above are being taken into account in preparing the proposed 2013-18 Medium Term Financial Plan. It is worth emphasising that any additional costs which may be associated with the change in arrangements for Horley have not yet been allowed for, pending consultation; and that the timing of other changes in station location is the single most critical factor to delivering the savings required.

### **Equalities Implications**

78. The proposed location changes will be subject to staff and public consultation. Equalities Impact assessments will be completed where necessary.

### **Risk Management Implications**

79. The Medium Term Financial Plan savings are based upon the delivery of the station rationalisations as described. The delivery of these savings remain as a risk.

80. The property strategy for SFRS mitigates community risk as it provides improved facilities in more appropriate locations.

### **Implications for the Council's Priorities or Community Strategy**

81. The continued provision of an effective Fire and Rescue Service supports all of the key priorities

## **Recommendations:**

82. a) The Communities Select Committee note the progress against the action plan for 2011-13.

b) The Communities Select Committee consider the proposed items in the action plan for 2103-16.

c) The Communities Select Committee continue to provide feedback as part of the consultation process on emergency response cover in Epsom & Ewell and Reigate & Banstead.

<b>Next steps:</b>
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The Communities Select Committee will be kept updated as the proposed actions are implemented.

The aforementioned station location changes will all be subject to public consultation. The Select Committee will be made aware of these consultations prior to their commencement.

Regular reporting against the 2013-16 Action Plan will be delivered through the Programme Management board of SFRS.

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**Report contact:** Gavin Watts, Area Manager – Operational Development  
**Contact details:** Tel: 07968-834580 e-mail: [gavin.watts@surreycc.gov.uk](mailto:gavin.watts@surreycc.gov.uk)

**Annexes:**

**1: Consultation on changes to fire engine deployment in the boroughs of Epsom & Ewell and Reigate & Banstead**

**2: What does this mean for Epsom & Ewell?**

**3: What does this mean for Reigate & Banstead?**

**Sources/background papers:**

Surrey Fire and Rescue Authority Public Safety Plan 2011-20  
Public Safety Plan Action Plan 2011-13



## Consultation on changes to fire engine deployment in the boroughs of Epsom & Ewell and Reigate & Banstead.

**Current situation:** Within the boroughs of Epsom & Ewell (E&E) and Reigate & Banstead (R&B), Surrey Fire and Rescue Service (FRS) have four fire engines; two based in Epsom and two in Reigate. We also had a formal agreement with West Sussex FRS to use their fire engine based in Horley, as this fire engine was often the quickest response to Surrey incidents in that area.

West Sussex Fire and Rescue Authority (FRA) has decided to remove the fire engine from their Horley station in April 2013, as a result of their [Fire Redesign](#) consultation process. This means that we need to review our implementation of the Surrey FRA [Public Safety Plan \(PSP\) 2011-2020](#).

**What we considered:** Our mission is to provide a professional and well supported fire and rescue service, which reduces community risk in order to save lives, relieve suffering and protect the environment and property. This needs to continue in Horley after the relocation of the West Sussex fire engine but it must also be maintained across the rest of Surrey. Therefore we took the opportunity to try to improve our response times to other areas where it is difficult to meet our standard, for example in the Kingswood area. We have considered a range of options, which included doing nothing, relocating existing resources or funding additional resources from a range of sources and availability options.

We evaluated each option in relation to its impact on emergency response performance, cost, achievability within time and resource constraints as well as anticipated public acceptability and conformity with the principles agreed under the Surrey PSP. This options analysis, linked with our understanding of the risk profile and from our experience of providing a fire and rescue service, helps to shape our professional opinion on the most appropriate course of action.

**Our preferred option** is to create a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead.

**Proposal 1:** Relocate one fire engine from Reigate to Horley Fire Station by agreement with West Sussex FRA on an interim basis from April 2013 whilst a more permanent second stage solution is created at a new optimal location in the Salfords area with a target date of the end of 2013.

**Proposal 2:** Relocate one fire engine from Epsom to a new optimal location in the Burgh Heath area with a target date of summer 2014.

**Rationale:** This should result in the first fire engine reaching emergencies more quickly on average than they do now and should minimise the impact on the Surrey response standard, see the table over the page. The costs which are likely to arise have been identified within the council's medium term financial planning process and the funding will be established as part of the development of the solution. This option is in accordance with the PSP principles and public opinion is being gauged through this consultation process. Some information is provided overleaf and further detail to support our proposals is available at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp).

### Have your say

Residents are being encouraged to have their say on how fire and rescue services are provided and these proposals, along with further information, are detailed in an [online questionnaire](#) which runs until 1 February 2013.

The consultation relates to the Surrey PSP which focuses on preventing emergencies occurring in the first place, ensuring that an effective and well-balanced emergency response is provided across Surrey, and that fire and rescue resources are matched to demand.

### How can I take part in the consultation process?

- By completing the online questionnaire at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)
- By emailing comments to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk)
- By writing to: Public Safety Plan Team, Surrey Fire and Rescue Service, Croydon Road, Reigate, Surrey RH2 0EJ
- By telephone: 03456 009 009                      SMS: 07527 182 861
- By fax: 01737 222857                                Minicom: 020 8541 9698

If you would like this information in large print, Braille, on tape or in another language please contact us.

### Making a decision

We need to put the interim changes in place by 1<sup>st</sup> April 2013 to ensure no adverse impact to emergency response cover in Horley. We will therefore be planning for this change while we consult with you. On 26 February 2013, we will be asking Surrey County Council's Cabinet, as Fire and Rescue Authority, to approve our proposal based on our analysis and your feedback.



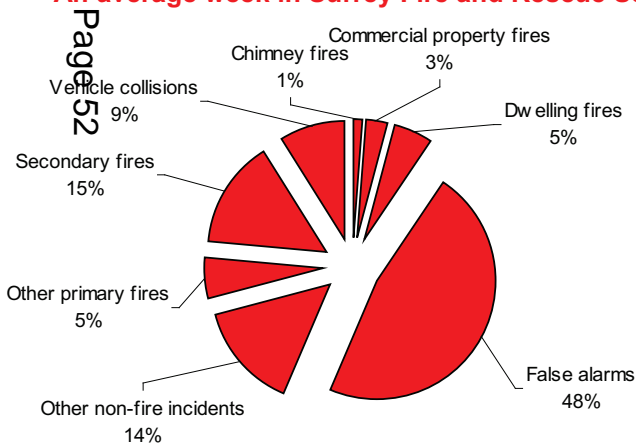
Consultation on changes to fire engine deployment in the boroughs of Epsom & Ewell and Reigate & Banstead.

Response Modelling<sup>1</sup> - summary

Response standard		1st response to all 2+ fire engine incidents		2nd response to all 2+ fire engine incidents		1st response to other emergencies
		Average	%in10mins	Average	%in10mins	% in 16 mins
Current situation	Surrey	07:25s	80.7%	10:03s	90.3%	98.1%
	E&E	05:16s	94.0%	06:12s	96.2%	98.5%
	R&B	08:36s	69.2%	10:21s	90.1%	97.5%
Preferred option	Surrey	07:17s	82.5%	10:27s	90.5%	98.3%
	E&E	06:07s	87.1%	11:48s	91.4%	97.7%
	R&B	07:18s	82.7%	10:35s	92.5%	98.8%

The anticipated improvement in first fire engine response cover is explained below.

An average week in Surrey Fire and Rescue Service



If there had been such a thing as an average week for Surrey in 2011/12, we would have had about 206 incidents, about 97 of which would have been false alarms. There would have been about 12 fires in a dwelling; 18 in other property and about 31 non-property (secondary) fires, such as rubbish or grass alight. We would have needed to deal with about 19 vehicle collisions and about 29 other incidents (special services), which could be flooding or animals trapped, etc. The fire engines would also have been used as required to standby at other locations to maintain emergency response cover across the County as required.

Drive time modelling

We have modelled<sup>2</sup> the average time to drive between fire station locations, and during the rush hour periods this can be between 25-35 minutes from Epsom to Reigate and again from Reigate to Horley. During the day these journeys average at about 20 minutes each and overnight they are about 15 minutes each. This is considerably in excess of our emergency response standard. The journey time between the new optimal location at Salfords and the Horley fire station is less than 10 minutes on average during the day and about 5 minutes at night.



**LEGEND**

- Wholtime Crewed Pump (24/7)
- Retained Crewed Pump
- Over The Border Wholtime Pump (24/7)
- No Fire Engine Deployed
- Local Authority Boundary
- Estimated 10 Minute Response Time

<sup>1</sup> For further information on emergency response modelling, visit [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)

<sup>2</sup> For further information on drive time modelling, visit [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)



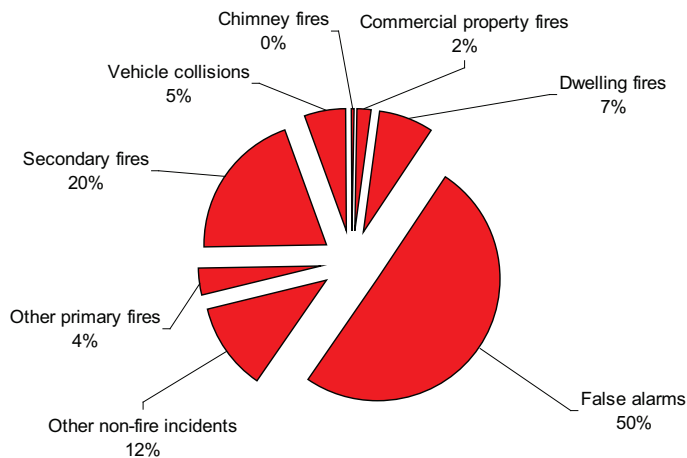


## What does this mean for Epsom & Ewell?

**The issue:** From April 2013, there will no longer be a fire engine based at Horley Fire Station, which is operated by West Sussex. This consultation is about how Surrey Fire and Rescue Service intend to alter the deployment of fire engines in order to maintain effective emergency response arrangements in accordance with the Public Safety Plan<sup>1</sup>.

**Current situation:** We provide emergency response cover with up to 35 fire engines, which are supported by a range of other specialist resources of our own and neighbouring services. Two of these fire engines are currently based at Epsom Fire Station but they are not resources dedicated to the Borough. This means that these fire engines will respond to incidents outside Epsom & Ewell. Similarly we can use resources from across the county to deal effectively with emergencies in the Borough, as we did in 2009 when more than four fire engines attended the fire at the LA Fitness centre.

### An average week in Epsom & Ewell

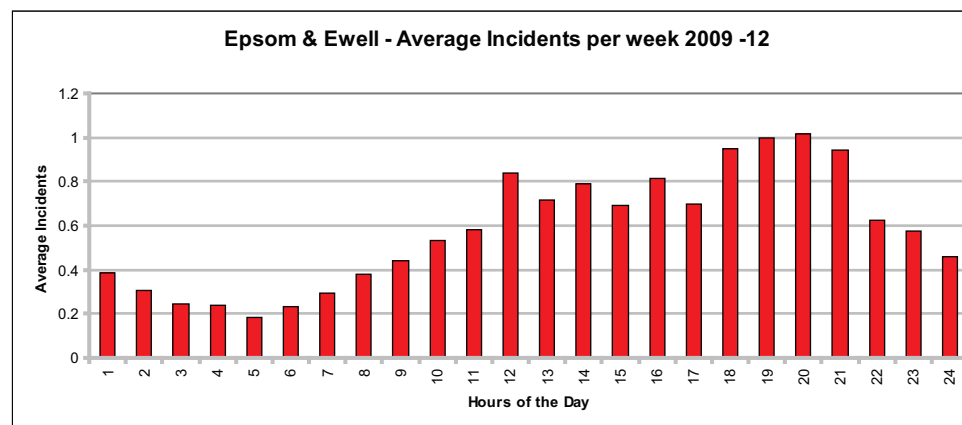


If there had been such a thing as an average week for Epsom & Ewell in 2011/12, we would have had about 14 incidents, 7 of which would have been false alarms. There would have been about one fire in a dwelling, about one in other property and about three non-property (secondary) fires, such as rubbish or grass alight. We would have needed to

deal with about one vehicle collision and 2 other incidents (special services), which could be flooding or animals trapped, etc. The fire engines would also have

been used as required to standby at other locations to maintain emergency response cover across the county as required.

**Demand Profile:** From 2009-12 there were an average of 439 incidents during the day (7am to 7pm); during the evening and overnight there were 286 incidents (7pm to 7am).



The spread of incidents across the 24-hour period in Epsom and Ewell is similar to the Surrey trend and on average about 58% of incidents occur during the day.

As stated in our response standard, we will send the quickest appropriate response to an emergency and for you that may not be a fire engine from Epsom Fire Station. That is current practice and it will not change under the proposals put forward for consultation.

<sup>1</sup> Available at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)



Consultation on changes to fire engine deployment in the boroughs of Epsom & Ewell and Reigate & Banstead.

## What does this mean for Epsom & Ewell?

**The Proposals:** If implemented, there would be a change to the availability of the fire engines based at Epsom. Currently there are two fire engines crewed by staff to provide an immediate response 24 hours a day. Our proposal is to base only one fire engine at Epsom and base a second fire engine at a new location in the Burgh Heath area with a target date of summer 2014. This will mean that some firefighters currently based at Epsom will need to work from other locations within Surrey. This is linked with other changes at Reigate fire station that will create a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead.

**Emergency response cover:** Epsom and Ewell is surrounded by many other fire service resources based at Reigate and Leatherhead fire stations in Surrey, plus others based in London. We have modelled<sup>2</sup> the effects of our proposals and identified their potential impact. We predict that there would be a slight increase in the average response times for the first fire engine to arrive at an incident in Epsom and Ewell if the proposals are implemented. It would also mean that the second fire engine is likely to take longer to arrive at an incident in the Borough, but the average would still be well within the Surrey emergency response standard.

**The benefits** of the proposals would create a more efficient use of resources across the county. In Epsom & Ewell, the first fire engine will be attending incidents on average in about six minutes and in many cases that will be sufficient to deal with the emergency safely and effectively. For life and property risk incidents, additional resources will be on their way to provide the required support for the first crew attending. The first fire crew on scene will assess the scale of the incident and can request more resources if they are needed.

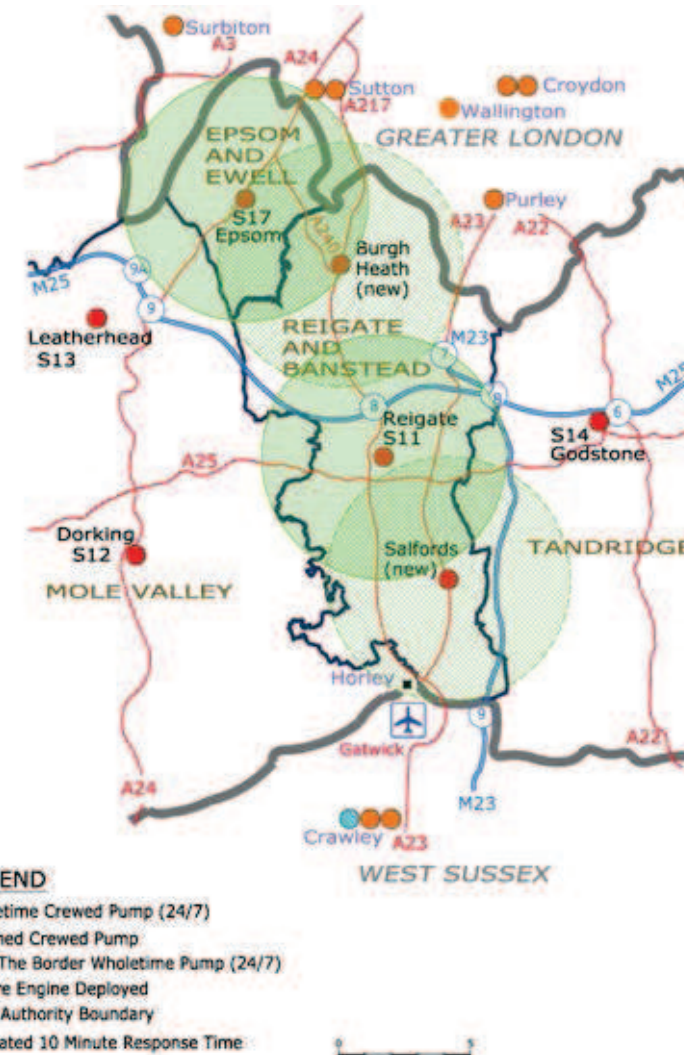
**Have your say:** We encourage residents to have their say on how fire and rescue services are provided. These proposals, along with further information, are detailed in an [online questionnaire](#) which runs until 1 February 2013. The consultation relates to Surrey PSP which focuses on preventing emergencies occurring in the first place, ensuring that an effective and well-balanced emergency response is provided across Surrey, and that fire and rescue resources are matched to demand.

### How can I take part in the consultation process?

- By completing the online questionnaire at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)
- By emailing comments to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk)
- By writing to: PSP Team, Surrey Fire and Rescue Service, Croydon Road, Reigate, Surrey, RH2 0EJ
- By telephone: 03456 009 009 SMS: 07527 182 861
- By fax: 01737 222857 Minicom: 020 8541 9698

If you would like this information in large print, Braille, on tape or in another language please contact us.

**Making a decision:** On 26 February 2013, we will be asking Surrey County Council's Cabinet, as Fire and Rescue Authority, to approve our proposal based on our analysis and your feedback.



<sup>2</sup> For further information on emergency response modelling, visit [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)

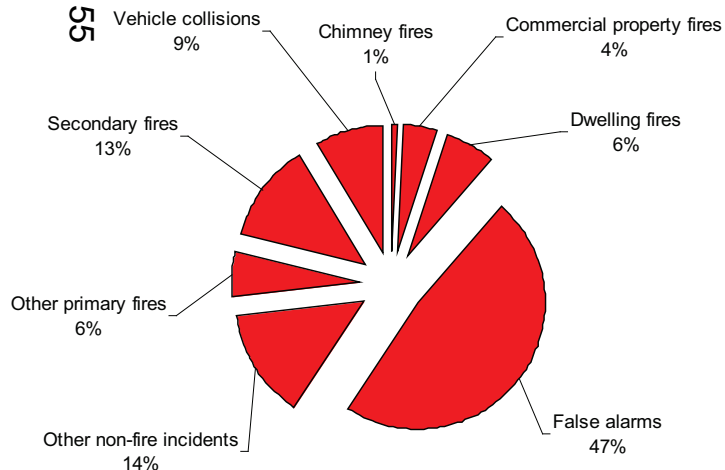


## What does this mean for Reigate & Banstead?

**The issue:** From April 2013, there will no longer be a fire engine based at Horley Fire Station, which is operated by West Sussex. This consultation is about how Surrey Fire and Rescue Service intend to alter the deployment of fire engines in order to maintain effective emergency response arrangements in accordance with the Public Safety Plan<sup>1</sup>.

**Current situation:** We provide emergency response cover with up to 35 fire engines, which are supported by a range of other specialist resources of our own and neighbouring services. Two of these fire engines are currently based at Reigate Fire Station but they are not resources dedicated to the Borough. This means that these fire engines will respond to incidents outside Reigate & Banstead. Similarly we can use resources from across the county to deal effectively with emergencies in the Borough, as we did in 2008 when more than 16 fire engines attended the fire in Banstead Waitrose.

### An average week in Reigate & Banstead

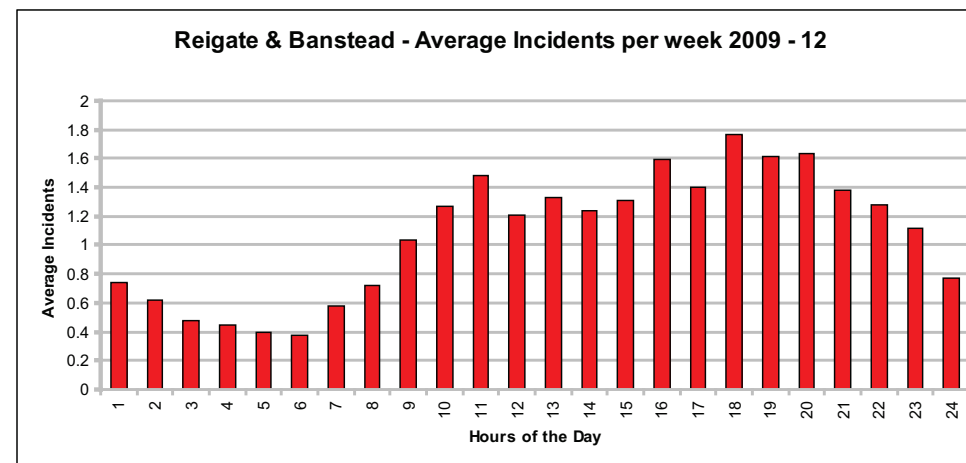


If there had been such a thing as an average week for Reigate & Banstead in 2011/12, we would have had about 25 incidents, about 12 of which would have been false alarms. There would have been 1½ fires in a dwelling; 2½ in other property and about 3½ non-property (secondary) fires, such as rubbish or grass alight. We would have needed to

deal with about 2 vehicle collisions and about 3½ other incidents (special services), which could be flooding or animals trapped, etc. The fire engines would

also have been used as required to standby at other locations to maintain emergency response cover across the county as required.

**Demand Profile:** From 2009-12 there were an average of 831 incidents during the day (7am to 7pm); during the evening and overnight there were 510 incidents (7pm to 7am) per year.



The spread of incidents across the 24-hour period in Reigate & Banstead is similar to the Surrey trend and on average about 62% of incidents occur during the day.

As stated in our response standard, we will send the quickest appropriate response to an emergency and for you that may not be a fire engine from Reigate Fire Station. That is current practice and it will not change under the proposals put forward for consultation.

<sup>1</sup> Available at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)



Consultation on changes to fire engine deployment in the boroughs of Epsom & Ewell and Reigate & Banstead.

## What does this mean for Reigate & Banstead?

**The Proposals:** If implemented, there would be a change to the availability of the fire engines based at Reigate. Currently there are two fire engines crewed by staff to provide an immediate response 24 hours a day. Our proposal is to base only one fire engine at Reigate and base a second fire engine at a new location in the Salfords area with a target date of the end of 2013. Whilst we establish the permanent site for this we plan to operate an interim fire station at the current Horley Fire Station by agreement with West Sussex. We also plan to base another fire engine at a new location in the Burgh Heath area with a target date of summer 2014. This will mean that some firefighters currently based at Reigate will need to work from other locations within Surrey.

**Emergency response cover:** Reigate & Banstead is surrounded by many other fire service resources based at Dorking, Leatherhead, Epsom and Godstone fire stations in Surrey, plus others based in London and West Sussex. We have modelled<sup>2</sup> the effects of our proposals and identified their potential impact. We predict that the average response time for the first fire engine to arrive at an incident in Reigate & Banstead overall would improve significantly if all the proposals were implemented. It would also mean that the second fire engine is likely to take longer to arrive at an incident in the Borough, but the average would still be well within the Surrey emergency response standard.

**The benefits** of the proposals would create a more efficient use of resources across the county as well as within Reigate & Banstead. The first fire engine will be attending incidents on average in about seven and a half minutes and in many cases that will be sufficient to deal with the emergency safely and effectively. For life and property risk incidents, additional resources will be on their way to provide the required support for the first crew attending. The first fire crew on scene will assess the scale of the incident and can request more resources if they are needed.

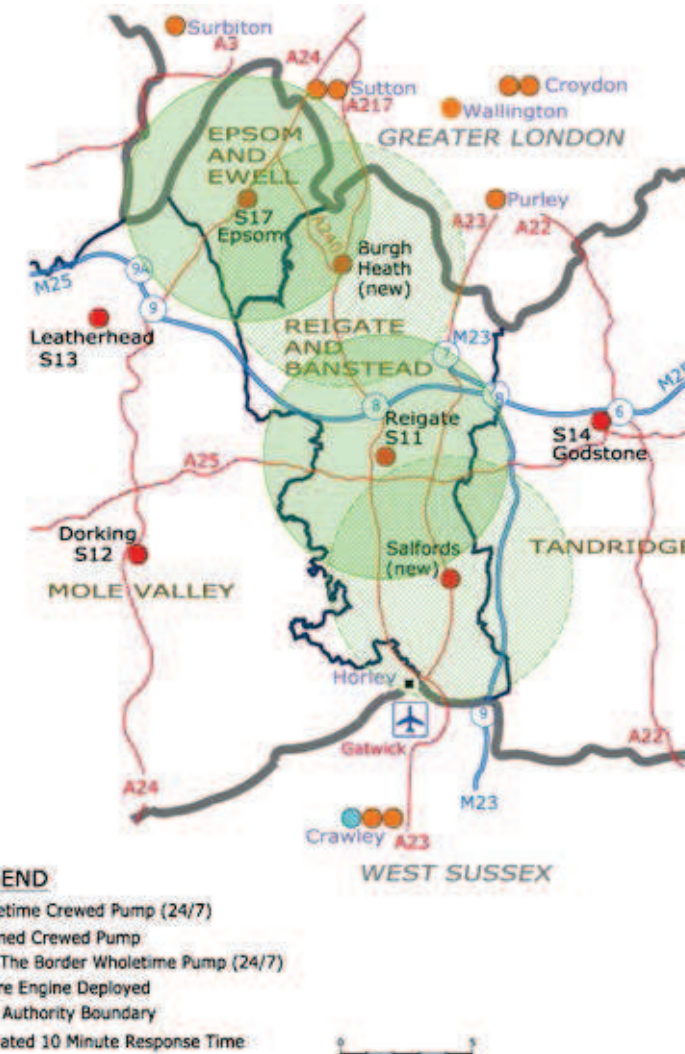
**Have your say:** We encourage residents to have their say on how fire and rescue services are provided. These proposals, along with further information, are detailed in an [online questionnaire](#) which runs until 1 February 2013. The consultation relates to Surrey PSP which focuses on preventing emergencies occurring in the first place, ensuring that an effective and well-balanced emergency response is provided across Surrey, and that fire and rescue resources are matched to demand.

### How can I take part in the consultation process?

- By completing the online questionnaire at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)
- By emailing comments to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk)
- By writing to: PSP Team, Surrey Fire and Rescue Service, Croydon Road, Reigate, Surrey, RH2 0EJ
- By telephone: 03456 009 009 SMS: 07527 182 861
- By fax: 01737 222857 Minicom: 020 8541 9698

If you would like this information in large print, Braille, on tape or in another language please contact us.

**Making a decision:** On 26 February 2013, we will be asking Surrey County Council's Cabinet, as Fire and Rescue Authority, to approve our proposal based on our analysis and your feedback.



<sup>2</sup> For further information on emergency response modelling, visit [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)



Communities Select Committee  
16 January 2013

**Extracting value from customer feedback**

**Purpose of the report:** Overview of Customer Services – this report describes how customer feedback is captured; how it is shared with stakeholders; how it is used by Customer Services; and its potential for improving service delivery, informing policy and strategy and new ways of delivering services that align with customer expectations.

The report has been prepared at the request of the Committee.

**Introduction:**

- 1) The Committee is concerned that there is a perception by some Surrey residents that the council does not listen to the public.
- 2) The report concentrates on one-to-one contacts between individual customers and the council; their choices, behaviours and opinions, and how these can highlight trends and inform change. Although, residents and service users can engage formally with the council to express their views through consultations, surveys, public meetings and petitions, these are out of scope of this report.
- 3) The Contact Centre, Web Operations and Customer Relations provide the first point of contact and access to many council services and handle thousands of contacts from the public each working day.
- 4) The attached report describes how the feedback from these contacts is captured, evaluated and used to make a difference.

**Financial and value for money implications**

- 5) None

**Equalities Implications**

- 6) None.

**Risk Management Implications**

7) None.

### **Implications for the Council's Priorities or Community Strategy**

8) The recommendations of this report support a key action of the One Council, One Team Corporate Strategy 2012-2017,

“We will involve more and more service users in designing and delivering effective services.”

<b>Recommendations:</b>
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9) The [Customer Service Excellence Standard](#) enables an organisation to discover how focussed it really is in delivering services for and influenced by its customers. It is a practical tool for focused change which examines five key areas –

- a) Customer insight
- b) Culture of the organisation
- c) Information and access
- d) Delivery
- e) Timeliness and quality of service

Successful completion leads to external accreditation as validation of achievement.

10) Customer Services propose to undergo this evaluation process and achieve the standard. Following accreditation they will be well placed to encourage and support other Services to achieve the standard, developing a county-wide culture of excellence in putting the customer at the centre of everything we do.

11) It is recommended that the Committee support this initiative

<b>Next steps:</b>
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*To be agreed.*

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**Report contact:** Nigel Bartlett-Twivey, Customer Service Improvement Manager, Customer Services.

**Contact details:** 020 8541 9463, [nigel.bartlettwivey@surreycc.gov.uk](mailto:nigel.bartlettwivey@surreycc.gov.uk)

## Extracting value from customer feedback – a Customer Services perspective

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*Report to Communities Select Committee - January 2013*

# Extracting value from customer feedback – a Customer Services perspective

Report to Communities Select Committee 16 January 2013

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## 1. PURPOSE

This report describes how customer feedback is captured; how it is shared with stakeholders; how it is used by Customer Services, and its potential for improving service delivery, informing policy and strategy and new ways of delivering services that align with customer expectations.

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## 2. WHO ARE OUR CUSTOMERS?

The council's customer base includes Surrey residents, service users and highway users -

- We serve a resident population of 1,132,400<sup>1</sup>
- 145,000<sup>2</sup> people routinely travel into Surrey to work
- Approximately 2,000,000 visitors stayed overnight in Surrey in 2009<sup>3</sup>.

Invariably, customers have no choice of whom to contact as the council is the sole service provider. Nonetheless, consumerism and fast evolving communications technologies are heightening customer expectations of quality and design of services and speed of response.

Our customers tend to contact us –

- for information about or access to a council service
  - when online information or self-serve transaction fails
  - when something we are doing or are planning to do affects them
  - when we fail to do something promised or expected.
- 

## 3. HOW WELL DO WE LISTEN TO WHAT THE PUBLIC ARE TELLING US?

### 3.1 Customer Services

Contact Centre, Web Operations, CSI Customer Relations<sup>4</sup> and Disabled Blue Badge teams make up Customer Services. As these teams are located in one space, the sharing of feedback to fix faulty processes and information is made easy. However, using feedback to change service delivery and inform policy is not simple. There can be many hurdles to success which only time and dedicated effort can overcome.

### 3.2 Contact

For the public and other agencies, the Contact Centre is the first point of telephone, email and SMS text contact, giving access to a wide range of transactions, information and advice. The graph below illustrates the relative demand for each council service –

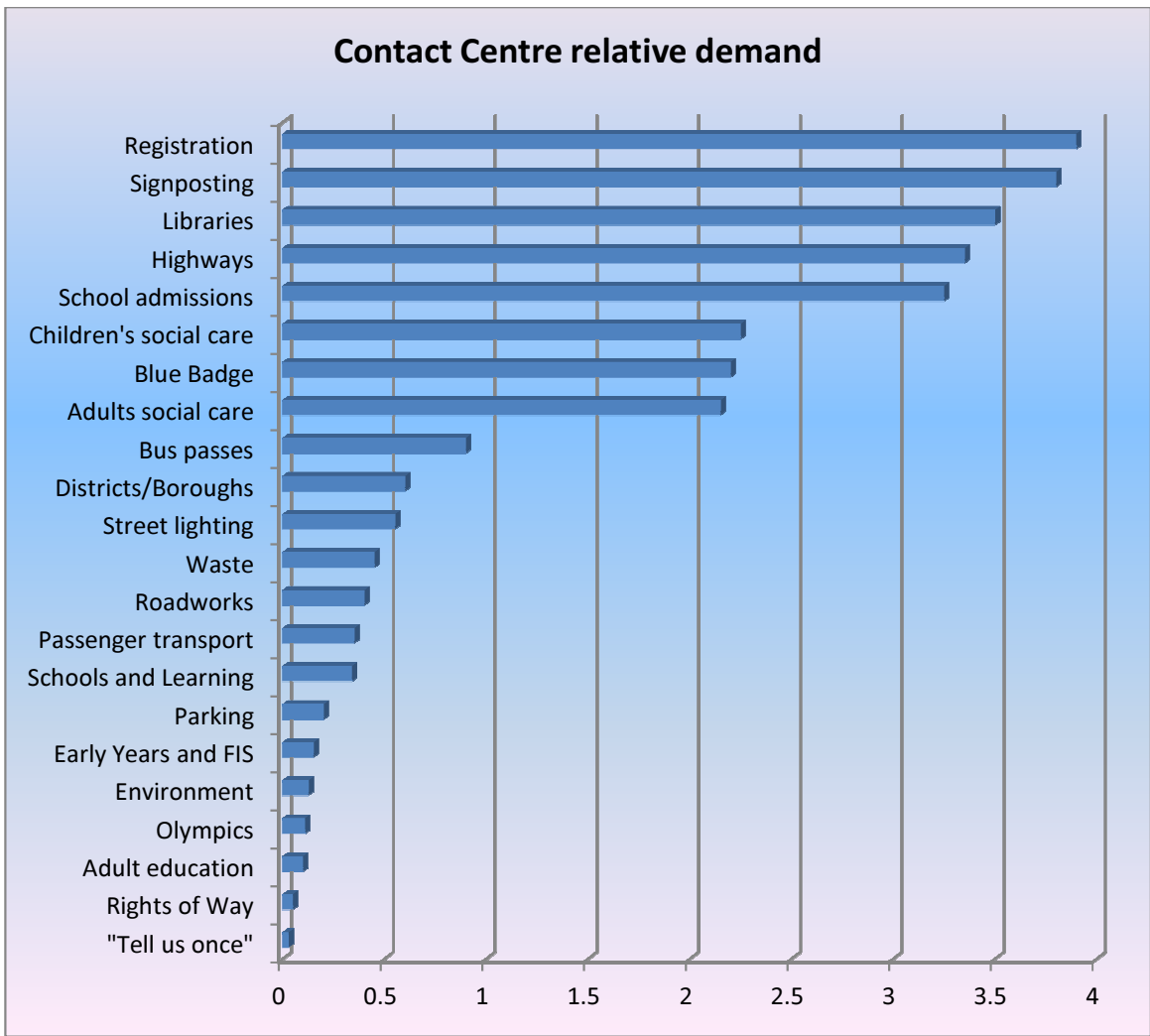
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<sup>1</sup> Office of National Statistics, 2011 census

<sup>2</sup> Source: Head of Economy Team, Oct 2012

<sup>3</sup> Source: Culture and Tourism Legacy Team, Oct 2012. (Most recent figure available).

<sup>4</sup> CSI is Customer Service Improvement



All inbound and outbound contacts are logged and categorised as one of 650 different subject/reason types. 497,144 inbound contacts were logged in the period October 2011 – September 2012<sup>5</sup>, of which -

- |       |                        |                                                                  |
|-------|------------------------|------------------------------------------------------------------|
| 14.7% | Business as usual      | - contacts that add value for the customer and/or the council    |
| 44.0% | Channel shift          | - contacts that could be self-serve/lower cost transactions      |
| 19.4% | Failure of information | - faulty or inadequate information creating an avoidable contact |
| 8.8%  | Process failure        | - faulty or inadequate process creating an avoidable contact     |
| 13.1% | Switchboard            | - internally transferred contacts to services and individuals    |

<sup>5</sup> Source: Achiever database

### 3.3 Data capture

Feedback is gathered from what customers tell us verbally and in writing. It's also found in the choices people make and the behaviours they display. The table below describes how feedback is captured. Choices and behaviours are characterised as passive feedback; communicated feedback is active.

Passive	Active
<b>Achiever</b> – call logging software attributes a contact type to every call and econtact received in the Contact Centre	<b>Service tick</b> – a telephone survey offered at the end of calls to capture satisfaction ratings and recorded verbatim comments
<b>Web analytics</b> – records the search terms that the public type into Google and other search engines, leading them to SCC website	<b>Web “pop-up” survey</b> – offered to 1 in 20 visitors to the website, capturing satisfaction ratings and comments
<b>Web trends</b> – a website tracking system that shows user activity and content popularity	<b>Complaints</b> – interrogative database revealing trends and individual issues by type, service and electoral division

### 3.4 Data sharing

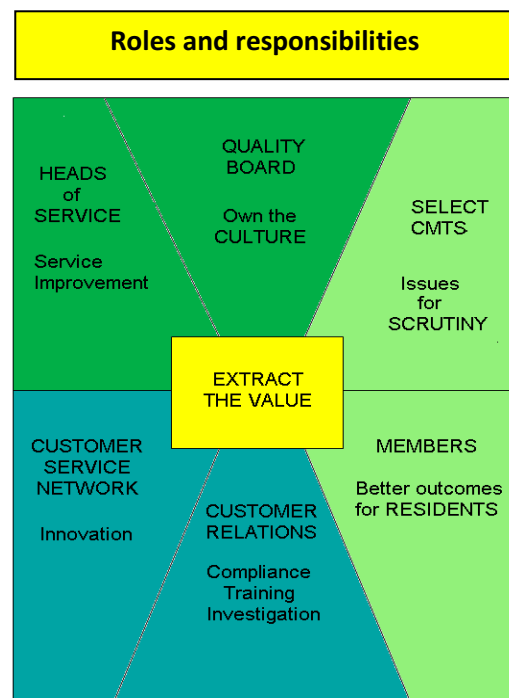
As customer feedback is a valuable commodity; it is routinely shared with stakeholders across the council.

### 3.5 Sharing with Members

Information for Members is published on the Members' Portal, in the Quarterly Digest of what customers are telling us, and in Complaints by Electoral Division. More detailed information is provided by Customer Relations on request.

### 3.6 Sharing with other Services

The Customer Service Network is made up of representatives from each Service Management Team across the council, whose purpose is to enable the use of, and learn from feedback, promote customer focus, and promote cross-service working by removing artificial internal boundaries. They have access to a datastore of all the feedback captured by Customer Services.



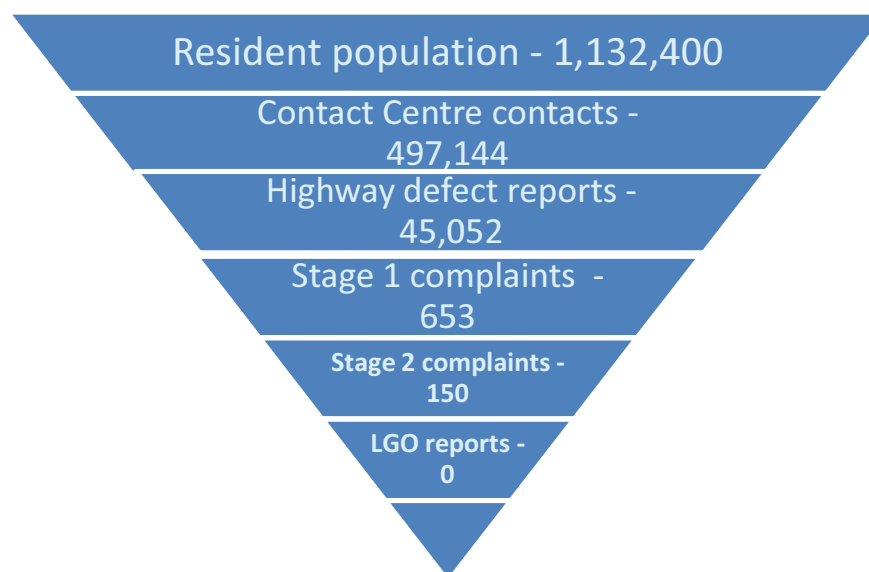
## 4. HOW WELL DO WE USE WHAT THE PUBLIC ARE TELLING US?

### 4.1 Customer Relations

The Customer Relations team leads in promoting the customer focused culture of the council, providing advice and training on effective customer relationships. They are responsible for procedures for complaint handling, investigating complaints that reach stage 2, and the link with the Local Government Ombudsman. *N.B. There are several complaints and appeals processes<sup>6</sup> that are outside their remit and not considered in this report, most notably, statutory complaints about Adults Social Care and Children's Services.*

Complaints are useful for discovering what is not going well, and putting things right; particularly, non-compliance with the statutory framework, policy, guidance or standards. And where these are out of step with customer expectations, or simply out of date, complaints can prompt a review. A single complaint can be as useful as an observed trend. All complaints investigated at stage 2 of the corporate complaints procedure are followed up with a Corrective Action Plan signed off by the respective Head of Service, as invariably improvement opportunities are found, irrespective of the outcome of the complaint.

These data for October 2011 - September 2012, illustrate that relatively few complaints are logged when compared with our customer base and the number of customer contacts.



- 1 in 4 complainants are not satisfied with the outcome at stage 1
- stage 2 investigations are highly effective in getting closure, and are at least equal to the standards applied by the Local Government Ombudsman. No LGO reports against the council is a key performance objective of Customer Relations' complaints investigators. And,
- of the 653 stage 1 complaints, only 5 were mediated for the complainant by a Member
- 40% were logged by the Contact Centre
- 18% were logged by Customer Relations
- 15% were logged by Cultural Services
- 12% were logged by Highways

<sup>6</sup> See [Members' Portal – My Residents – Advice on complaints procedures](#)

## 4.2 Customer Focused Culture v Customer Behaviour

These examples demonstrate that dealing with complaints can be challenging, and it can be difficult not to take them personally –

“Which buffoon allowed this to happen and not be dealt with at an off-peak time with due notice. I want the head of the highways department to contact me rather than me have to fill out some pointless form. Your service is awful, you should be damn well ashamed.”

*“Basically, this is a complete joke. I honestly don’t understand how this can happen, any independent business would not survive if they operated in this way, and for good reason because its complete rubbish.”*

“Unless I hear from you in 10 working days that these actions will be carried out promptly .... I will involve the local press in a campaign for which I have masses of fire-power .... my mission will be to make Surrey County Council viewed by its customers as worse than MPs are .... I trust I make myself clear.”

Getting the response right first time and avoiding the tendency towards paternalism and defensiveness are essential. As the example below shows, even **polite and reasonable customer requests can be met with an unhelpful response -**

### Example -

Apr 2011 – Resident (JP, MRICS, ex-London borough councillor) complains on behalf of several others, about wrong materials used in resurfacing an A-class road, causing excessive noise and vibration.

Jun 2011 – Response from SCC highway engineer – yes, the recently laid surface had failed, but it has been repaired.

Jun 2011 – Unhappy resident disagrees and writes to MP.

Nov 2011 – Stage 2 investigation by Customer Relations results in Highways deciding to start from scratch using appropriate materials.

Apr 2012 – New surface laid.

### Was the customer’s perception? -

- ❖ *They put it right first time = efficient, listening council, or*
- ❖ *I had to write to my MP to get anything done*

## 4.3 Other recent complaint outcomes in brief

- **Removal** of poorly designed traffic calming scheme
- **Better management** of houseboat tenancy arrangements by EPM
- Highways **new process** for notifying property owners about overhanging vegetation following angry complaints about officiousness
- Trading Standards improvements around **use of warrants** by Animal Welfare Inspectors
- **Strict enforcement** of Local Committee Annexe deadlines
- Legal and Highways **update policy** on highway encroachment

#### 4.4 Service Tick

Some of the unprompted comments recorded by callers on Service Tick give valuable insight into how people feel and think. Often they articulate reasoned expectations, useful and local knowledge and common sense. Here are the transcripts of some recent examples with something in common -

*“My query is the fact that they are planning to resurface our road, (beacham?) Lane, Lower Kingswood next week. And it was completely resurfaced about 3 years ago. There is nothing wrong with the surface and it just seems a complete waste of money. It possibly doesn't need doing or they've got the wrong road.”*

“Yes, I was just phoning Surrey council about the resurfacing being done in South Drive Banstead. I live in Fairlong Grove in Banstead, which is two turnings up and our road is 100 times worse than South Drive, yet theirs is being resurfaced ours is not. I'm deeply disappointed in knowing that and I would like to know why they got preference over us. Over 40 years it must be that our road hasn't been done. I mean it's diabolical, holes everywhere, potholes being filled in and opened up in 5 minutes. It's totally ridiculous to be left like this. We pay enough tax for this sort of thing to be done and we just get ignored over others. I hope soon that something will be done about it, thank you.”

*“My comment is this, I live in Scotland Lane, Peasemore and all the residents here are up in arms about the condition, the serious, poor condition of the section of Scotland Lane that runs between the Fiveways Crossroads where the junction meets Tennyson Lane and Haste Hill and that section of the Scotland Lane that runs down towards Lyes Hill, the condition of the road surface there is an absolute disgrace and what we all don't understand is why the Council can throw thousands of pounds at an improvement that we all maintain wasn't necessary, i.e. the Junction with Scotland Lane and the Midhurst Road, if they can throw thousands of pounds worth at an unnecessary improvement like that, why on earth can't the Council get on and proceed with renovation to that section of the Scotland Lane which is in dire need of renovation and currently has a pothole in it, two foot long and one foot deep. Thank you.”*

#### 4.5 Customer Service Improvement

CSI routinely forage through customer feedback to identify avoidable contact, channel shift and process improvement opportunities. They evaluate and prioritise, and develop and manage projects to deliver the improvements.

##### **Example 1      High value, long job**

In May 2011, negative comments about SCC **school meal payment online** were posted on a blog by a dissatisfied parent. He was unable to pay for two children at different schools without entering all his personal details for each child and each payment. Picking up this comment led to a CSI project, which is nearing completion, to improve the customer experience and change our way of working. CSI developed the proposition that all primary schools should acquire online payment software from a short-list of preferred suppliers, so that parents can pay direct. The project will deliver significant savings on admin and banking time across 300 schools and reduce costs for Commercial Services.

**Example 2      Low value, quick fix**

Customers began to complain on the Web “pop-up” survey that the online application process for **Concessionary Bus Pass** was unsatisfactory. At the start of the process there was no mention of the need for a photo, and if the applicant did not have one stored, they would have to obtain one and then start the process all over again. CSI worked with the process owner to improve the customer experience.

**4.6 Digital Delivery Team (formerly known as Web Operations)**

The platform, structure and functionality, but not the content of the external website are managed by Web Ops. The website is the primary source of information for the public and the Contact Centre on council policy, procedures and guidance, and many transactional and downloadable forms for reporting, applying and paying for services.

Analysis of Web Trends data and the Website Pop-up survey are routinely used to improve the customer experience of using the website. The data gathered also identify the most popular topics customers are searching for. A summary of this information is reported in the Members’ Quarterly Digest of what customers are telling us.

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**5. CAN SERVICES DEMONSTRATE THAT THEY ROUTINELY CONSIDER CUSTOMER FEEDBACK IN DEVELOPING STRATEGIES?**

In July 2012, for a report to Quality Board, the Customer Service Network were asked to provide evidence of recent customer engagement activity, and how it had led to service improvement or innovation. The returns showed some interesting activity and initiatives. A number of Services reported they had used a survey or a focus group or a consultation to inform their thinking.

However, only Cultural Services reported that they had evaluated or used the customer feedback available to them as described in this report. No services reported that they routinely considered this feedback in their strategic thinking or planning.

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**6. CONCLUSIONS**

- The culture of individual Services defines the way customer feedback is viewed.
- Customer feedback must be evaluated and widely shared with Members and officers if its potential is to be exploited fully.
- Where it is evaluated routinely, feedback leads to initiatives that make a difference, either to the customer experience or efficiency or both.
- Although the feedback described in this report is made available to all services, the recent research through the Customer Service Network showed little evidence of its use in development of policy, priorities or design of services. Consequently, insight and opportunities are being missed.
- There is a greater role for Members in mediating complaints for residents.

- Good practice in complaints handling is widely promoted by Customer Relations, yet in some areas there remains unwillingness to recognise complaints, or to respond to them positively.
- Letting residents and service users know when and how their feedback has helped to make a difference can have a positive effect on public opinion and the council's reputation. Failing to act or communicate is likely to have the opposite effect.





Communities Select Committee  
16 January 2013

## **Outcomes-based funding for Voluntary, Community and Faith Sector infrastructure in Surrey**

**Purpose of the report:** Policy Development and Review

To update the Committee on (i) progress to develop a new approach to support for Voluntary, Community and Faith Sector (VCFS) infrastructure, designed to improve outcomes for Surrey residents; (ii) 2012/13 and 2013/14 funding allocations to VCFS infrastructure groups and the impacts on delivery; and (iii) the Surrey Compact.

### **Introduction**

1. There are over 5,700 VCFS groups in Surrey. Infrastructure organisations enable these groups to run effectively by providing access to a range of targeted advice and support services. The County Council is committed to ensuring there is a strong VCFS infrastructure in place to support a vibrant and active civil society in Surrey.
2. The Communities Select Committee has been updated regularly at its meetings over the last year on work to co-design proposals for a new approach to the delivery of VCFS infrastructure starting in April 2013. The aim of the approach has been to support effective and sustainable VCFS infrastructure in Surrey, achieving greater focus on impact for Surrey residents, particularly the vulnerable, to improve efficiency and to provide greater financial stability.
3. The Committee was also updated at its 12 July 2012 meeting on the County Council's proposal to support the Surrey Compact, including a three-year funding arrangement of £25,000 per annum from April 2013. This would be supplemented with ongoing officer support to the Compact working groups; additional funding and support for the annual Compact event and a commitment to champion Surrey Compact both internally and with external partners. The approach was agreed with the Compact Chairman.
4. This report provides an update on the County Council's work with partners in the VCFS, District and Borough Councils and Health to design a new performance framework which will provide greater focus on outcomes for

Surrey residents and evidence of beneficial impacts. The framework will be introduced from April 2013. It also provides an overview of the funding profile for infrastructure groups and an update on the Surrey Compact.

### **The new outcomes based approach to VCFS infrastructure**

5. Following extensive consultation with partners between April – July 2012, and listening carefully to the concerns and all the views expressed, the County Council has developed a way forward for supporting VCFS infrastructure that reinforces shared objectives and addresses the concerns raised. This approach was developed in close discussions with the Portfolio Holder and relevant stakeholders including existing infrastructure organisations.
6. The key messages from the consultation are outlined fully in the County Council's response following the consultation attached at **Annex A**. This was shared with all County Councillors and stakeholders on 31 July 2012. The most strongly held views can be summarised as:
  - overwhelming support for the co-designed outcomes for VCFS infrastructure;
  - strong concerns about commissioning the outcomes through open, competitive tendering, although with notable support from some District and Borough Councils and VCFS organisations;
  - widespread recognition of the value provided by local Councils for Voluntary Service, and for the need for both local and county-wide service provision;
  - significant scope to improve performance management arrangements based around the current tripartite relationships between the County Council, District and Borough Councils and NHS Surrey;
  - further work is needed to strengthen VCFS partnership arrangements which are currently insufficient to enable delivery of the outcomes.
7. This is in line with the views expressed by the Communities Select Committee at its 22 May 2012 meeting which highlighted concerns about the impact of the proposals on partnership working, particularly in light of the changing health landscape, and on the tripartite funding arrangements.
8. In recognition of the very positive and universal support for the co-designed outcomes, the County Council will focus on the delivery of these outcomes for Surrey and the VCFS. This is a significant step forward, built on a consensus about meeting the needs of people in Surrey. The full list of outcomes is attached in response to the consultation in **Annex A**.

### **Developing the new approach for 2013-14**

9. For 2013 – 14, the County Council will not introduce competitive tendering. It will maintain funding to all currently funded generic VCFS infrastructure providers on an individual basis for the next financial year. This will include all organisations currently receiving funding through the Chief Executive's Office (CEO), as well as Woking Association of Voluntary Service.
10. A strong message from the consultation was that tripartite arrangements should be maintained and strengthened, particularly in the areas of performance

management and aligning commissioning intentions. This was seen to be especially important given the changes underway in health and the uncertainty about future funding arrangements.

11. As a result, the County Council has worked closely with partners in District and Borough Councils and Health during the Autumn to develop new outcomes-based performance management arrangements. This is built upon common outcome measures and a co-ordinated approach to monitoring and reporting. In doing this, partners have worked together to agree which organisations will be delivering which outcomes, ensuring duplication is kept to a minimum and there is a defined remit between county and local activity.
12. This is an important step in providing strong evidence of the delivery of the key outcomes and shifting to more timely and proportionate reporting. The new system has been aligned to the work developed by VCFS infrastructure groups through the national 'Transforming Local Infrastructure Fund' so that a single approach is agreed. A pilot of the new system is currently underway with an infrastructure organisation. Building on the learning from this pilot and any resulting modifications, the new system will be rolled out to all infrastructure organisations from 1 April 2013.
13. Sessions are being held in January to engage infrastructure organisations and their trustees to update on progress and to allow further opportunity to input into the performance management arrangements as they are tested through the pilot. All partners recognise that 2013-14 will be a transition year while the new arrangements are established. It will be necessary to be flexible, review and modify elements of the arrangements as they develop.
14. The Communities Select Committee will be updated on progress at appropriate milestones in the development of the new approach over the course of 2013. Subject to the Committee's agreement, officers will provide an update to the Select Committee on the outcomes based performance management arrangements at its meeting on 21 March 2013. From late July 2013, performance information on delivery of the outcomes will be available and the Select Committee could receive regular performance reports. The first report of Quarter 1 could be provided to the Select Committee in Sept 2013.

### **Refreshing the County Council's VCFS Framework**

15. In early 2012, Internal Audit undertook a review of the County Council's 'Framework for working with the Voluntary, Community and Faith Sector.' Published in 2010, the Framework sets out the principles by which the Council will work with the VCFS in a consistent and effective approach. It embeds the Compact principles into the heart of the organisation's processes and relationship with the VCFS. Internal Audit's Management Action Plan, attached as a summary at **Annex B**, recommended an update of the Framework to ensure it remains current.
16. The County Council has now published a draft refreshed Framework, aligning it with the *One County, One Team Corporate Strategy* and ensuring the principles remain relevant and support continued improvement. The draft Framework was highlighted by the Portfolio Holder at the annual Surrey Compact event in November 2012, and shared with participants for comment. It has also been

circulated to VCFS infrastructure organisations for wider distribution and is attached for the Select Committee at **Annex C**. The remaining actions from the Management Action Plan are now complete or proceeding as planned.

#### **Funding for VCFS infrastructure: 2012/13 and 2013/14**

17. As previously reported to the Select Committee, in 2012/13 overall funding to support VCFS infrastructure has been reduced by 25% in line with the Chief Executive Office's budget allocation. Infrastructure organisations were given notice of the likely reductions in 2011, so that they could prepare and minimise the impacts. Preparations included greater collaboration, working differently to reduce duplication and focussing more on outcomes and activities that added value to the wider VCFS and Surrey residents. Alongside this, the County Council has significantly reduced the ringfencing of funding to allow maximum flexibility for organisations to direct their resources to greatest effect.
18. The funding profile for infrastructure organisations for 2012/13 and 2013/14 is provided at **Annex D**. The annex also includes comparisons with the baseline funding year of 2011/12, prior to the reductions being implemented. It reveals the extent to which the removal of ringfencing has enabled most local Councils for Voluntary Services (CVSs) to maintain their funding at 2011/12 levels. It also shows the significant funding provided to local CVSs by both District and Borough Councils and NHS Surrey. Consequently, there has been no impact on frontline VCFS organisations or residents identified as a consequence of these reductions.
19. For 2013/14, the County Council listened carefully to the feedback and suggestions from partners and decided on a set of funding proposals that provide maximum stability and maintain funding as close as possible to the level of 2012/13 funding (**also included in Annex D**). This means that no infrastructure organisation should be destabilised in such a way that would affect its viability. Letters of indicative funding were sent to each of the CEO funded organisations on 9 October 2012 to ensure the Council is meeting its Compact obligations.
20. In 2013/14, the total amount of CEO funding to local infrastructure organisations, namely the nine local CVS organisations, is £300,000. This is supplemented by additional funding from District and Borough Councils, both direct and support in kind such as premises and IT, estimated at a further £100,000 in support. The total amount of CEO funding to county-wide organisations, namely Surrey Community Action, the Communities Engagement Team (formerly Department for Social Responsibility and Community Foundation for Surrey, is £150,000.
21. This funding is for one year only. The County Council has aspirations to move towards three-year funding arrangements, however, the funding climate for the public sector remains challenging; future funding for VCFS infrastructure will be reviewed in light of the budget available.
22. The County Council has operated in the manner described above so as to remain fully Surrey Compact compliant.

#### **Update on Surrey Compact**

23. The County Council's total funding for VCFS infrastructure is a maximum of £475,000 per year from April 2013. As reported to Communities Select Committee on 12 July 2012, the County Council intends to top slice £25,000 per annum from this amount over three years for the Surrey Compact.
24. The Surrey Compact Chairman has written to all District and Borough Councils and NHS Surrey in an effort to widen its funding base and secure further resources to add to the amount committed by the County Council. Unfortunately, no funding has yet been secured. The County Council will continue to support Surrey Compact to look at new ways of working with the resource they receive, however the Compact Chairman has intimated he may wind down the Compact as an organisation or some of its services if resources remain a challenge.
25. On 28 November 2012, the County Council jointly hosted the annual Surrey Compact event. It also provided significant support for the event, funding all venue and refreshment costs, briefing plenary speakers, organising all of the breakout sessions, and staffing the logistical operations on the day. This was a very successful event, with positive feedback from representatives of both the VCFS and commissioning organisations that attended. The County Council remains fully committed to the Surrey Compact; having senior commissioning managers from all key service areas and County Councillors present was a real demonstration of that commitment. The Compact Chairman also used the event as an opportunity to highlight the importance of the Compact and the resource issues they are facing.

## **Conclusions**

26. The County Council has listened carefully and worked closely with all partners to ensure VCFS infrastructure organisations are well prepared and supported to deliver the co-designed outcomes. Care has been taken to ensure duplication is reduced, that resources are used efficiently and there is minimal impact on both existing organisations and service users of those organisations. Developing a robust and proportionate outcomes-based performance management system to be in place from April 2013 will be an important milestone in providing a strong evidence base that the outcomes are being delivered for Surrey residents.

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

27. In 2012-13 funding has been reduced by 25% in line with the Chief Executive Office's budget allocation. For 2013-14, further reductions will bring the cumulative total to 30%, against the baseline year 2011-12.
28. As outlined previously in this report, the County Council has exercised maximum flexibility to enable VCFS infrastructure organisations to work differently, reduce duplication while minimising the impact on service users.

## **Equalities Implications**

29. Many VCFS organisations work with some of the most vulnerable people in Surrey. It is essential that effective infrastructure is in place to enable these organisations to carry out their activities with maximum impact. By co-designing the new approach with VCFS organisations, including frontline groups, the County Council's funding will focus more effectively on ensuring positive outcomes for vulnerable people in Surrey.

### **Risk Management Implications**

30. The risks associated with reduced VCFS budgets are being mitigated by providing advance notice of budget changes and engaging and consulting continuously with infrastructure organisations and partners. This has helped to identify and mitigate any risks associated with the proposals and find positive solutions.

### **Implications for the Council's Priorities or Community Strategy**

31. The proposed approach for outcomes-based funding for VCFS infrastructure aligns with Surrey County Council's priorities to provide quality services, increase public value and work with partners in the interest of Surrey.

### **Recommendations**

That the Communities Select Committee:

- Endorses the outcomes-based approach to delivery of VCFS infrastructure in Surrey for 2013-14 which has been developed in discussions with the Portfolio Holder, the VCFS and partners.
- Advises on the timeframes on which to receive performance reports related to delivery of outcomes of VCFS infrastructure.

### **Next steps**

- Tbc January 2013: meeting with County Councillor Trustees of infrastructure organisations;
- 29 January 2013: meeting with infrastructure providers to confirm proposed performance management arrangements and piloting;
- Mid March 2013: Review progress on pilot;
- 21 March 2013: report to Communities Select Committee regarding new Performance Management arrangements for VCFS infrastructure;
- 1 April 2013: new outcomes-based performance management arrangements for VCFS infrastructure commence;
- July 2013: first performance reporting against the outcomes-based performance measures and quarterly reporting thereafter. Review impact of new arrangements.
- July 2013: report to Communities Select Committee on progress of new arrangements
- September 2013: Performance report to Communities Select Committee subject to agreement.

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**Report contact:**

Mary Burguieres, Lead Manager Policy and Strategic Partnerships, Policy & Performance

**Contact details:**

Mary Burguieres, 020 8541 9613, [mary.burguieres@surreycc](mailto:mary.burguieres@surreycc).

**Annex A:** Surrey County Council response to the consultation on an outcomes-based commissioning framework for Voluntary, Community and Faith Sector Infrastructure in Surrey, April 2013 – March 2016

**Annex B:** Internal Audit Management Action Plan of 'Framework for working with the VCFS' and progress on recommendations

**Annex C:** Draft refreshed Framework for working with the VCFS'

**Annex D:** CEO funding to VCFS infrastructure groups

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**Response to the  
consultation on an outcomes- based commissioning framework for  
Voluntary, Community and Faith Sector infrastructure in Surrey  
April 2013 – March 2016**

## **Introduction**

On 19 April 2012, Surrey County Council published for consultation a proposed outcomes-based commissioning framework for Voluntary, Community and Faith Sector (VCFS) infrastructure in Surrey, April 2013 – March 2016 [[consultation document](#)].

The proposed commissioning framework had been co-designed with the VCFS and key stakeholders in District and Borough Councils and NHS Surrey. Through this process of co-production<sup>1</sup>, the outcomes and outputs within the framework had been tested with frontline VCFS organisations to ensure that commissioned services are suitable, appropriate and meet the needs of all service users.

The scope of the commissioning framework covered generic infrastructure, supporting all VCFS organisations in Surrey. By involving public sector partners, the framework was designed to maintain the flexibility to align with the developing commissioning in health and complement funding for VCFS infrastructure provided by District and Borough Councils. The consultation document included a detailed overview of the co-design process and timeline, covering the period July 2011 to 19 April 2012.

The aim of the consultation was to ensure all stakeholders were able to give their views on the final proposals for the commissioning framework. In addition to inviting written responses, the proposals were explained and discussed at a number of consultation meetings. These included a meeting with VCFS infrastructure groups, Districts and Boroughs and NHS Surrey on 19 April 2012. The County Council's Communities Select Committee was consulted at its meeting on 22 May 2012. Officers in Districts and Boroughs and NHS Surrey shared their views in an additional meeting on 22 June 2012.

The period of consultation closed on 29 June 2012, although responses received after that date were accepted. The County Council has taken into consideration all the consultation responses, as well as the outcome of the Surrey Compact consultation on the future of the Compact. The consultation on Surrey Compact was a separate survey undertaken in March 2012 by the Compact Chairman. A summary of the views expressed is outlined below, as well as how the County Council intends to respond.

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<sup>1</sup> The Cabinet Office defines co-production as a partnership or relationship, characterised by mutual co-operation and shared responsibility for achievement of a valued goal.  
[http://webarchive.nationalarchives.gov.uk/+http://www.cabinetoffice.gov.uk/media/207033/public\\_services\\_co-production.pdf](http://webarchive.nationalarchives.gov.uk/+http://www.cabinetoffice.gov.uk/media/207033/public_services_co-production.pdf)

## **Key messages from the consultation**

The County Council received 63 written responses, in addition to the views expressed at consultation meetings between April – June 2012. The list of those organisations and individuals who responded to the consultation is attached at **Annex A**. The County Council is satisfied that the responses received are representative of a wide range of stakeholders: generic and specialist infrastructure organisations providing services at local and county-wide level; frontline VCFS groups that use those services; partners in Districts and Boroughs and NHS Surrey that co-fund infrastructure support; councillors; and Surrey Compact.

The most consistent message from the consultation was the overwhelming support for the co-designed outcomes for VCFS infrastructure. The outcomes and outputs are attached at **Annex B**. There was also full validation that the process of co-designing the outcomes had been inclusive and thorough and had contributed to ensuring that the right outcomes had been collectively agreed.

There were very strong concerns expressed, however, about commissioning the outcomes through an open, competitive tendering process. Many respondents felt there was a risk that a body from outside Surrey would submit a successful bid, and this would lead to loss of local understanding, less use of existing infrastructure networks, and a decline in value for money. Some were also concerned that competitive tendering would be a divisive process which would impair wider collaborative working.

While many responses recognised the value provided by their local Council for Voluntary Service, a number noted that there is scope for improvement in infrastructure delivery. There was a notable minority view held by some Districts and Boroughs and VCFS organisations that competitive tendering could be a means to facilitate greater innovation and drive service improvement.

Both local and county-wide service provision was seen as valuable and necessary for delivery of the outcomes for infrastructure support. There was support for the outcomes to be delivered across Surrey with no area left out. However, a number of respondents expressed the view that existing partnership arrangements are weak and insufficient to enable effective collaborative delivery of the outcomes, including ensuring that resources were allocated appropriately.

The tripartite arrangements, whereby the County Council, Districts and Boroughs and NHS Surrey jointly fund and monitor the delivery of infrastructure support, was highly valued. Many respondents wanted these arrangements to be maintained and strengthened, particularly in the areas of performance management and aligning commissioning intentions. This was seen to be especially important given the changes underway in health and the uncertainty about future funding arrangements.

## **Surrey County Council's response**

Having sought the views of a wide range of stakeholders and considered all the responses to the consultation, as well as the outcome of the Surrey Compact consultation on the future of the Compact, the County Council now intends to take the following course of action.

As previously confirmed, the County Council's funding for commissioning VCFS infrastructure is a maximum of £475,000 per year from April 2013. The County Council is, however, mindful that the next Comprehensive Spending Review expected in 2013 is likely to place significant additional financial pressures on public spending; future funding for VCFS infrastructure will be reviewed in light of the budget available.

### Surrey Compact

The consultation on Surrey Compact indicated support for the continuation of services that signatories currently receive. A clear message was that the Compact needed to raise its profile and improve what it currently does, especially as changes in health commissioning are likely to impact on relations between the VCFS and public bodies. There was a strong view that signatories value the Compact's independence.

The County Council remains fully committed to the Compact and its principles. It also values the Compact's independence and recognises the importance of ensuring its future sustainability. As a result, the County Council intends to top slice £25,000 per annum over three years (April 2013 – March 2016) from the funding for VCFS infrastructure. This will ensure that Surrey Compact funding is independent of VCFS infrastructure support. These proposals have been discussed with the Compact Chairman and the County Council's Communities Select Committee on 12 July 2012 [[Compact paper](#)], which endorsed the approach.

### VCFS infrastructure

In recognition of the wide-spread support for the co-designed outcomes, the County Council will focus its funding on the delivery of these outcomes for Surrey and the VCFS.

The County Council will maintain funding to all currently funded generic VCFS infrastructure providers on an individual basis for 2013-14. The intention is to fund all local Councils for Voluntary Services (CVS) in Surrey, including Woking Association of Voluntary Services, as well as the county-wide CVS. Funding will be distributed fairly, ensuring that resources are allocated to enable delivery of the co-designed outcomes.

For 2013-14, the County Council will not introduce competitive tendering. This is both in response to the significant concerns expressed during the consultation and to allow time for greater clarity about health funding arrangements to emerge.

The County Council will work with existing VCFS infrastructure providers in Surrey to agree which outcomes are delivered at a local, county-wide and targeted level.

The County Council will also continue to work in tripartite arrangements with co-funding partners in Districts and Boroughs and NHS Surrey to agree the format and funding distribution and how this relates to delivery of the outcomes locally and county-wide. There will be additional focus on developing with partners a robust, timely and proportionate performance management system to evidence delivery of the key outcomes.

The proposals covering the delivery of outcomes and associated funding will be developed in discussion with relevant co-funding partners and infrastructure providers during August – September, in order to inform the County Council's decision-making. An update on these funding arrangements will be discussed by the County Council's Communities Select Committee on 27 September 2012.

From October 2012, the County Council will work with co-funding partners and infrastructure providers to agree the new outcomes-based performance management arrangements. This will allow for the new funding and outcomes-based performance management framework to commence on 1 April 2013. The County Council will consider progress in delivering the outcomes and next steps from July 2013.

### **What happens next**

- 31 July: Publish Surrey County Council's response to the consultation on an outcomes-based commissioning framework for VCFS infrastructure in Surrey, including intended next steps;
- August – September: Discussions with co-funders and VCFS infrastructure providers to inform County Council decision-making;
- 27 September: Further update session with County Council Communities Select Committee on funding for VCFS infrastructure in Surrey 2013/14, including indicative funding levels;
- 30 September: Indicative letters of funding intentions to all VCFS infrastructure providers;
- 1 October – 31 December: Development of outcomes-based performance management arrangements with co-funders and VCFS infrastructure providers, with additional capacity building as appropriate;
- By 31 December: Final funding and performance management arrangements confirmed;
- 1 April 2013: New funding and outcomes-based performance management arrangements for VCFS infrastructure commence.
- July 2013: First performance reporting against the outcomes-base performance measures and quarterly reporting thereafter.

## **Annex A: Responses to the consultation**

### **19 April consultation meeting: representatives from**

Department of Social Responsibility  
Elmbridge Borough Council  
Epsom & Ewell Borough Council  
NHS Surrey  
Reigate & Banstead Borough Council  
Reigate & Banstead Voluntary Services  
Runnymede Association of Voluntary Services  
Runnymede Borough Council  
Spelthorne Borough Council  
Surrey Community Action  
Surrey Compact  
Surrey County Council  
Surrey Heath Borough Council  
Surrey Welfare Rights Unit  
Tandridge Voluntary Service Council  
Voluntary Action Elmbridge  
Voluntary Action Mid Surrey  
Waverley Borough Council  
Woking Association of Voluntary Services

### **22 June consultation meeting: representatives from**

Elmbridge Borough Council  
NHS Surrey  
Reigate & Banstead Borough Council  
Runnymede Borough Council  
Spelthorne Borough Council  
Surrey Heath Borough Council  
Surrey County Council  
Waverley Borough Council

### **Responses to the consultation**

Action for Life  
Age UK Surrey  
Age UK Runnymede & Spelthorne  
All Saints Church New Haw  
Bletchingley Skills Centre  
Bookham help your neighbour scheme  
Cllr Brian Perkins  
Cllr L Parker  
Cllr Lindsey Dunbar  
Cllr Robert Alan Jones  
Community Foundation for Surrey  
Department for Social Responsibility

East Surrey Crossroads  
East Surrey Dial a Ride  
Epsom & Ewell Borough Council  
Fairtrade Lingfield & Dormansland  
Farnham Humanists  
Felicity Dick, MBE, Trustee Gatwick Detainees Welfare Group  
Hurst Green Methodist Church  
Heathervale Baptist Church  
Jacqui Smith  
Leonard Cheshire Disability  
Margaret Cox  
Meeting Point (community group in Stoke Ward, Guildford)  
Mr E H Ong, volunteer  
Mr J Dick, Chair of two charities in Tandridge  
Neville Jacobs  
New Approaches to Cancer  
Oakleaf (Making life work after mental illness)  
Pewley Down Volunteers  
Public Service Prison Education and Ex-offender mentoring  
Reigate & Banstead Borough Council  
Richard Storey, Chair of East Surrey Carers  
Royal Mencap, Surrey  
Runnymede Association for Voluntary Services  
Runnymede and Spelthorne Citizens Advice Bureau  
Runnymede Borough Council  
Runnymede Dementia Carers Support Group  
Runnymede District Scouts  
Samson Centre, home of the Multiple Sclerosis Therapy Group, Guildford  
Social Information on Disability (SID)  
South East Surrey Dyslexia Association  
Spelthorne Borough Council  
St Clare's Park Barn, Guildford  
St Joseph's Specialist School & College, Cranleigh  
Stoughton Community Association  
Surrey Community Action  
Surrey Heath Borough Council  
Surrey County Council Communities Select Committee  
Surrey County Council Chairman  
Tandridge District Council  
Tandridge Education Partnership  
Tandridge Voluntary Service Council  
The Brigitte Trust  
The committee of the Chertsey Society  
The Haven Group

The Orpheus Centre  
Titsey and District Rotary Club  
Voluntary Action Elmbridge  
Voluntary Action South West Surrey  
Voluntary Services Surrey Heath  
Waverley Borough Council  
Woking Association of Voluntary Services  
Welcare Children's Centre  
Woodham and New Haw Silver Club  
Youth and Community Section All Saints Church in New Haw

## Annex B: Outcomes and outputs

OUTCOMES FOR VCFS INFRASTRUCTURE
1. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – volunteering
2. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – funding
3. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – well governed organisations, incorporating organisational development and governance and operational support
4. Improved identification and understanding of evidence led needs and trends, and VCFS organisations enabled and challenged to meet those needs
5. Increased influence on policy affecting the VCFS in Surrey

SERVICE OUTPUTS FOR VCFS INFRASTRUCTURE
<p><b>Increased capacity: volunteering</b></p> <ul style="list-style-type: none"> <li>• Wide access to volunteering – people who live and/ or work in Surrey are aware of opportunities to volunteer</li> <li>• Volunteers with support needs are supported to volunteer</li> <li>• Organisations seeking volunteers are satisfied</li> <li>• Volunteers are satisfied</li> </ul>
<p><b>Increased capacity: funding</b></p> <ul style="list-style-type: none"> <li>• Sustainable business plans</li> <li>• More effective use and supply of diverse financial resources</li> <li>• Existing resources are used effectively</li> <li>• Organisations feel informed and better equipped to source funding</li> <li>• Ability to bid effectively, leading to successful funding bids</li> </ul>
<p><b>Increased capacity: governance</b></p> <ul style="list-style-type: none"> <li>• Continuity of services delivered by VCFS organisations</li> <li>• Frontline organisations are able to adapt to change, reposition themselves if necessary and flourish</li> <li>• Organisations know how to address internal problems, relating to both governance and operations</li> </ul>



### **Evidence led needs and trends**

- Frontline groups have an evidence based understanding of factors impacting on their services
- Statutory providers are better informed about the needs of the VCFS and needs in Surrey communities
- Local VCFS organisations adapt services and structures to meet identified needs
- Innovation is actively supported

### **Policy influence**

- Key strategic decision makers, including elected Members, are engaged with the VCFS
- Compact principles and codes are upheld
- Co-design of commissioning models affecting VCFS
- National/local policy shaped by input from wide range of VCFS organisations
- All frontline organisations, whatever their size, know how to influence and take part in activities to influence

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**Annex B – Management Action Plan following the Internal Audit review of the County Council’s Framework for working with the Voluntary, Community and Faith Sector’:**

What was recommended:	What has happened:
<p>The VCFS Framework is refreshed and reviewed to bring in line with the County Council’s ‘One County One Team’ approach and awareness around this is raised.</p>	<ul style="list-style-type: none"> <li>• The Framework has been refreshed with support and input from the Funding Review Group and Policy and Public Affairs Group, representing cross Council service areas.</li> <li>• It was announced in draft by the Portfolio Holder at the annual Surrey Compact event on 28 November 2012 and sent to the wider VCFS via infrastructure groups. It is open for comments until February 2013.</li> <li>• The final version will be published in March 2013.</li> <li>• The Framework will remain embedded in the Council’s internal processes and progress regularly promoted and monitored through the Council’s Funding Review Group.</li> <li>• Progress on the draft refreshed Framework is to be reported to the Communities Select Committee on 16 January 2013.</li> </ul>
<p>A checklist is produced for commissioners to consider when awarding a grant/contract or when a grant/contract comes to an end to ensure processes are streamlined, driving value for money and reducing duplication.</p>	<ul style="list-style-type: none"> <li>• The checklist has been produced by the Funding Review Group.</li> <li>• Procurement officers are finalising the detail and this will be added to the S-Net guidance pages and awareness raised through various communications channels.</li> </ul>
<p>Formal legal guidance is produced to assist commissioners in making decisions about when to award a grant or contract and raise awareness about the difference between these.</p>	<ul style="list-style-type: none"> <li>• Procurement/legal officers are leading on this and have developed a draft guidance and checklist for commissioners to use.</li> <li>• This is being shared with various stakeholders, including the Council Overview Scrutiny Committee and will be in place for the new financial year.</li> </ul>
<p>The County Council considers moving to longer term funding arrangements, particularly with providers who regularly demonstrate value for money.</p>	<ul style="list-style-type: none"> <li>• Considerations on this have been reinforced in to the VCFS Framework. The County Council is committed to working in the bounds of the Surrey Compact Funding Code.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is a parallel recognition that funding decisions need to be made based on evidence of need and within the context of a constrained financial climate for public funding.</li> </ul>
A consistent disputes resolution process is worked in to all grants and contracts.	<ul style="list-style-type: none"> <li>• This already existed in contracts but is being worked in to the revised grant funding agreements by officers from procurement and legal services.</li> <li>• This will be aligned to the Surrey Compact.</li> </ul>
It is recommended that the Funding Review Group develop a checklist of documentation to be kept on file for future contract and grants.	<ul style="list-style-type: none"> <li>• Procurement service is leading on this, reviewing all the pages on S-Net, updating the guidance available - by March 2013.</li> <li>• Subject to business case approval, procurement service intend to implement a contract management system as a single point of reference for contract documents.</li> </ul>

# One County, One Team – Draft refreshed Framework for working with the Voluntary, Community and Faith Sector



**Helyn Clack**

**Cabinet Member for Community  
Services and the 2012 Games**

Surrey County Council's [One County, One Team Corporate Strategy](#) sets out our commitment to continue to improve services for residents within the resources we will have in the future. It also commits the Council to working more effectively with partners, including the Voluntary, Community and Faith Sector (VCFS), to improve outcomes for residents and deliver value for money. Our relationship with the VCFS is more important to us than ever. Only by working as one team with our VCFS partners can we tackle the enormous challenges Surrey faces over the coming years.

In 2010, we published our Framework for working with the VCFS to guide development of a commissioning approach, enshrining clear principles and practices at the heart of how we would work together. Since then, we have made significant progress in co-designing services, and improving our processes. We think it is time to refresh the Framework, to reflect our Corporate Strategy and ensure the principles remain relevant and support continuous improvement.

The County Council spends around £20 million every year with our VCFS partners to support Surrey residents. We recognise that Surrey's VCFS is multi-faceted and works with us to provide a diverse range of services; so a "one size fits all" approach would not work. As part of the Framework we want to help build capacity within the VCFS to respond to changes in the future and ensure the sustainability of the sector. We are clear that a thriving and successful VCFS will play a key role in creating the strong and self-reliant communities Surrey needs.

The purpose of this draft refreshed Framework is to continue to provide a consistent approach across the Council to managing all aspects of our relationships with the VCFS. The principles below form the basis of the Framework and set out how we will continue to support and work with the VCFS to jointly contribute to Surrey's wellbeing.

## The Principles

### Principle 1: Residents

**We will continue to work with the VCFS to develop our understanding of residents' needs and priorities, and involve local organisations alongside residents in co-designing services.**

### Principle 2: Value

**We will continue to maintain our focus on value for money to provide services that are cost-effective, responsive to needs and valued by residents.**

### Principle 3: Partnerships

**We will continue to work with the VCFS in a fair, equitable and transparent way. This includes proactively sharing information about our priorities, funding and processes at the earliest possible stage.**

### Principle 4: Quality

**We will continue to work with the VCFS to encourage and support innovative ways of delivering high quality services.**

### Principle 5: People

**We will continue to improve officers' and Members' understanding of the Surrey Compact and the role of the VCFS to ensure high quality partnership working, including better coordination across the Council.**

### Principle 6: Stewardship

**We will continue to support the VCFS to manage change and develop sustainable services and structures for the future.**

## Working together: the Surrey Compact

The Surrey Compact is an agreement that helps to improve relationships between public sector bodies and the VCFS in Surrey. It seeks to improve how partners behave, engage and work together and promote understanding and co-operation between planners and providers of local services. The County Council is fully signed up to the Compact, and this Framework builds on and works to strengthen our commitment to the Compact principles. This commitment is demonstrated by the fact that even in the current difficult financial circumstances, we have agreed to contribute to the costs of administering the Compact until at least 2016.

We take our responsibilities as part of the Compact seriously. The case studies below are just two examples of how we have put the Compact into practice, working with residents and service users, VCFS organisations and local providers to understand needs and redesign better services around those needs.

[SURREY COMPACT](#)

## Working together: case study – Advocacy Services

Advocacy services help people say what they want, represent their interests and get the services they need. Until recently advocacy services in Surrey were commissioned through 11 different organisations and were delivered to specific groups of people, such as residents with learning disabilities. Over the years this had resulted in significant duplication in some areas, but big gaps in others. For example, older people were not being adequately supported.

In 2011, the Council began a process of co-designing how the service would be delivered in the future, with a wide range of local organisations, residents and staff involved in saying what they wanted to happen. More than 400 people were involved in this process and it was collectively agreed a countywide service was needed which would be a preventative, universal service for all. A panel of staff and service users assessed the bids, awarded the contract to a consortium of local VCFS organisations and will continue to monitor how the new advocacy services are working. Contact Norah Lewis for more information – [norah.lewis@surreycc.gov.uk](mailto:norah.lewis@surreycc.gov.uk)

## Working together: case study – Short Breaks for Disabled Children

The Council is working with VCFS partners to deliver innovative models of support that provide short breaks for disabled children and young people. Previously, a lot of the services we funded were based on quite traditional models such as residential respite, but families told us that they wanted their children to access the kinds of play and leisure opportunities that a non-disabled child would have.

The Short Breaks team talked to the existing providers about the kinds of services families would like to see, to stimulate some ideas and involve them in the design process. These were built into new service specifications, and the providers responded to the changes and positively welcomed them. The kinds of opportunities available are now much more diverse including assisted cycling, drama groups, gardening and cookery. The Short Breaks team helped developed a Play and Leisure Consortium for providers to get together, share ideas and cooperate.

We now run a Young People's Forum so we can get feedback about the services directly from young people themselves. The group also road tests services for us and tells us how useful they are. Contact Sandy Thomas for more information – [sandy.thomas@surreycc.gov.uk](mailto:sandy.thomas@surreycc.gov.uk)

## What do you think?

What you think is important to us. Have we got the principles right? Do you think anything is missing from this Framework?

Please email your comments and suggestions to Mary Burguieres by 18 January 2013

[mary.burguieres@surreycc.gov.uk](mailto:mary.burguieres@surreycc.gov.uk)

The final version of the Framework will be published on 4 February 2013.

If you would like this information in large print, on tape, in Braille or in another language, please contact us on:

Tel: 03456 009 009 Minicom: 020 8541 9698 Fax: 020 8541 9575 Email: [contactcentre@surreycc.gov.uk](mailto:contactcentre@surreycc.gov.uk)



**SURREY**

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## Surrey County Council CEO funding to VCFS infrastructure groups

Infrastructure group	2011/12	2012/13	2013/14
Voluntary Action Mid Surrey	£45,750	£45,750	£47,474
Tandridge Voluntary Service	£30,500	£30,500	£29,293
Reigate & Banstead CVS	£30,500	£30,500	£29,293
Runnymede AVS	£35,650	£33,000	£29,293
Voluntary Action Spelthorne	£30,500	£30,500	£29,293
Voluntary Action Elmbridge	£30,500	£30,500	£29,293
Voluntary Action South West Surrey	£16,600	£45,750	£47,474
Voluntary Services Surrey Heath	£34,600	£32,210	£29,293
Woking Association of Voluntary Services	£10,692	£0	£29,293
Surrey Community Action	£108,900	£70,000	£100,000
[additional grant funding]	[£89,930]	[£16,000]	[£0]
<b>Total</b>	<b>£198,830</b>	<b>£86,000</b>	<b>£100,000</b>
Department of Social Responsibility	£45,000	£33,750	£35,000
Community Foundation Surrey	£25,750	£18,025	£15,000

Total CEO funding to Local infrastructure 2013/14

**£300,000**

Total CEO funding to County-wide infrastructure 2013/14

**£150,000**





## Tripartite funding to VCFS infrastructure groups: 2012/13

Infrastructure group	Borough/ District	SCC CEO	NHS Surrey	2012/13 Total
Voluntary Action Mid Surrey	£17,989 EEBC £13,600 MVDC	£45,750	£30,065	£107,404
Tandridge Voluntary Service	£16,600	£30,500	£20,044	£67,144
Reigate & Banstead CVS	£20,000	£30,500	£20,044	£70,544
Runnymede AVS	£31,000	£33,000	£20,044	£84,044
Voluntary Action Spelthorne	£17,900	£30,500	£20,044	£68,444
Voluntary Action Elmbridge	£23,121	£30,500	£20,044	£73,665
Voluntary Action South West Surrey	£9,747 GBC £10,000 WBC	£45,750	£30,065	£95,562
Voluntary Services Surrey Heath	£24,970	£32,210	£20,044	£77,224
Woking Association of Voluntary Services	£99,375	£0	£20,044	£119,419
Surrey Community Action [additional grant funding]	£0	£70,000 [£16,000]	£0	
<b>Total</b>		<b>£86,000</b>		<b>£86,000</b>
Department of Social Responsibility	£0	£33,750	£0	£33,750
Community Foundation Surrey	£0	£18,025	£0	£18,025

Tripartite funding to Local infrastructure 2012/13

**B&D : £284,302**

**SCC: £278,710**

**NHS: £200,438**

**Total: £763,450**

Total funding to County-wide infrastructure 2012/13

**SCC: £137,775**

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Communities Select Committee  
16 January 2013

## Cost Benefit Analysis – Olympic and Paralympic Programme

**Purpose of the report:** Policy Development and Review

The Select Committee is invited to consider the Cost Benefit Analysis of the work undertaken by Surrey County Council before and during the London 2012 Olympic and Paralympic Games.

### Introduction:

1. In 2008, Surrey County Council (SCC) took the decision to make the most of the economic, community and health benefits that the London 2012 Games could deliver.
2. In 2009, the Surrey Strategic Partnership agreed and launched "Be Part Of It", its strategy for 2012. The strategy outlined our main aims: to maximise benefits to businesses, communities and the overall health of the county, and to leave a positive legacy beyond 2012.
3. Surrey's contribution to the Games in 2012 was extremely successful and the wider benefits can be clearly demonstrated. In purely financial terms they can be summarised as follows:-
  - Surrey businesses secured over £800 million of Games-related contracts;
  - The Olympic Road Cycling events generated an estimated £43,856,000;
  - Positive media coverage equivalent to over £1million worth of advertising;
  - Thirty-five teams trained in Surrey (more than any authority in the South East), contributing in excess of £700,000 to the local economy.
4. Surrey County Council's total investment of £2,756,000 (including the cost of staging the Olympic Cycling events) means that for every £1 spent by SCC, £307 was generated.

5. The full financial detail is set out in the main body of the report.

## **Cost-Benefit Analysis**

### **Surrey 2012 Team**

6. The Surrey 2012 Team operated from March 2009. Initially, work focussed upon promoting the county as a venue for Pre-Games Training Camps and encouraging the business sector to bid for Games related contracts. However in 2010, the team was asked to take on the additional responsibility of delivering both the school games and Olympic Road Cycling events.

### **Investment in Olympic events**

7. Surrey and its relevant Districts and Boroughs entered into a legal agreement in January 2011 with the London Organising Committee for the Olympic and Paralympic Games (LOCOG) to cover the road cycling race events. This legal agreement ensured that Surrey's liability was limited to £2m, and the total expenditure was kept within this cap.
8. A summary table of costs has been prepared after the Olympic events is shown in **Table 1**, on the next page.
9. The economic benefit to the county, using industry standard models of calculation, is estimated to be about £43,856,000. (Please refer to **Appendix A**, for more detail).

**TABLE 1 - Olympic Cycling Event costs**

<b>Category</b>	<b>Total £'000</b>	<b>Financial Cap £'000</b>	<b>Notes</b>
<b>Costs to SCC</b>			
Staffing Cost	416		4 additional staff and 4 short-term staff (less than 3 months) have been employed to deliver the work. However this figure includes payment to staff across the organisation to work on event day
Communications	168		This covered all aspects of communications plan
Race accommodation, subsistence, transport	18		Staff working in London on event days had to stay overnight to meet requirements on the day
Mobile viewing screens	40		Large screen displays for spectators at official "Live Sites" on the route.
NMIC build	76		Changes made to NMIC to facilitate control room for event days for test and Olympics
IT and Radio Equipment	84		All control rooms and staff working had the ability to communicate between each other
Traffic Orders	68		Advertising the road closures – a legal requirement
Parking Management	37		This ensures that vehicles could be towed where required
Emergency Management – Airwaves and rest centres	9		Included the purchase of blankets for rest centres
Volunteers	12		This covered subsistence costs as uniforms funded by grant
Implementation of Traffic Management Plan	614		This included production of signs and erection of them
Surrey Fire and Rescue	51		This includes the additional staff, and satellite athletes village
<b>Total Cost to Surrey CC</b>	<b>1,966</b>	<b>2,000</b>	

**TABLE 2 - Overall Summary of cost and benefits**

Cost	£'000	Benefit	£'000
2012 Team (Staff and project costs, 2009-2012)	£790	Contracts won	£800,000 <sup>1</sup>
		Pre Games Training Camp contracts	£700 <sup>2</sup>
		Pre Games Training Camp tourism	£890 <sup>3</sup>
		School Games sponsorship/grants	£95 <sup>4</sup>
Olympic Cycling Events – including all event costs (branding, route dressing, Surrey Ambassadors)	£1,966	Cycling Events	£43,316 <sup>5</sup>
		GLA grant towards banners, host county signs and displays	£300
		GLA grant towards Ambassador uniform/welfare costs	£15
		In-kind value of Ambassador role	£49 <sup>6</sup>
	<b>£2,756</b>		<b>£845,455</b>
<b>Every £1 invested by Surrey County Council generated a return of £307 for Surrey</b>			

## Conclusion

10. It is clear that Surrey delivered on all aspects of the 'Be Part Of It' strategy and in some areas far exceeded expectations, outperforming our neighbouring counties.
11. The reputation of the county has been enhanced, and Surrey has been recognised nationally for the success of the Road Cycling events and the Surrey School Games. Representatives from Surrey County Council have already presented on two occasions to delegations from Rio de Janeiro, the 2016 Olympics host city.
12. In financial terms, as the report demonstrates, Surrey County Council's investment provided excellent value for money.

<sup>1</sup> Based upon figures provided by the Olympic Delivery Authority

<sup>2</sup> Value of venue/accommodation/catering/transport contracts

<sup>3</sup> Tourism South East research based on the SEEDA "On Your Marks 2012" Project Evaluation

<sup>4</sup> Grant from Sport England and sponsorship by Procter & Gamble

<sup>5</sup> Estimate based upon on the Tour of Britain Economic Impact report 2011

<sup>6</sup> Based upon hours worked and established volunteer in-kind pay rates

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

13. The whole report details the financial implications of the Olympic and Paralympic programme.

## **Equalities Implications**

14. An Equality Impact Assessment was carried out on the Olympics programme and no negative impacts were identified. There were positive effects in raising the profile and increasing participation in disability sport and cultural activities.

## **Risk Management Implications**

15. The experience gained in managing and running high impact activities such as the Olympic events has strengthened the resilience of the county in many ways, including a raised awareness of business continuity issues and better multi-agency working.
16. The 2012 Project Board monitored risks throughout the run up to, and during the Games. All actions have now been completed, so there are no further risk management implications.

## **Implications for the Council's Priorities**

17. Work on the Olympic and Paralympic Games supported all of the Council's priorities by:-
  - engaging extensively with residents (information about road closures etc.);
  - ensuring value for money (as set out in the main body of the report);
  - strong partnership working (Project Board, Safety Advisory Groups);
  - delivering high quality outcomes (Olympic Races and Torch Relay events);
  - ensuring that our natural environment was protected (e.g. Box Hill SSSI area management during cycling events).

### **Recommendations:**

- a) Select Committee are requested to note the report on the Cost Benefit analysis of the Olympic & Paralympic programme in Surrey.
- b) Select Committee are requested to provide insight and challenge to the cost benefit analysis.

### **Next steps:**

Cabinet will consider a report on actions to deliver further economic, health, and environmental benefits to the County by building on the positive lessons and legacy of the Olympic and Paralympic Games.

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**Report contact:** Rhian Boast

**Contact details:** 0208 541 8931  
rboast@surreycc.gov.uk

**Sources/background papers:**  
Annexe A – Background Information



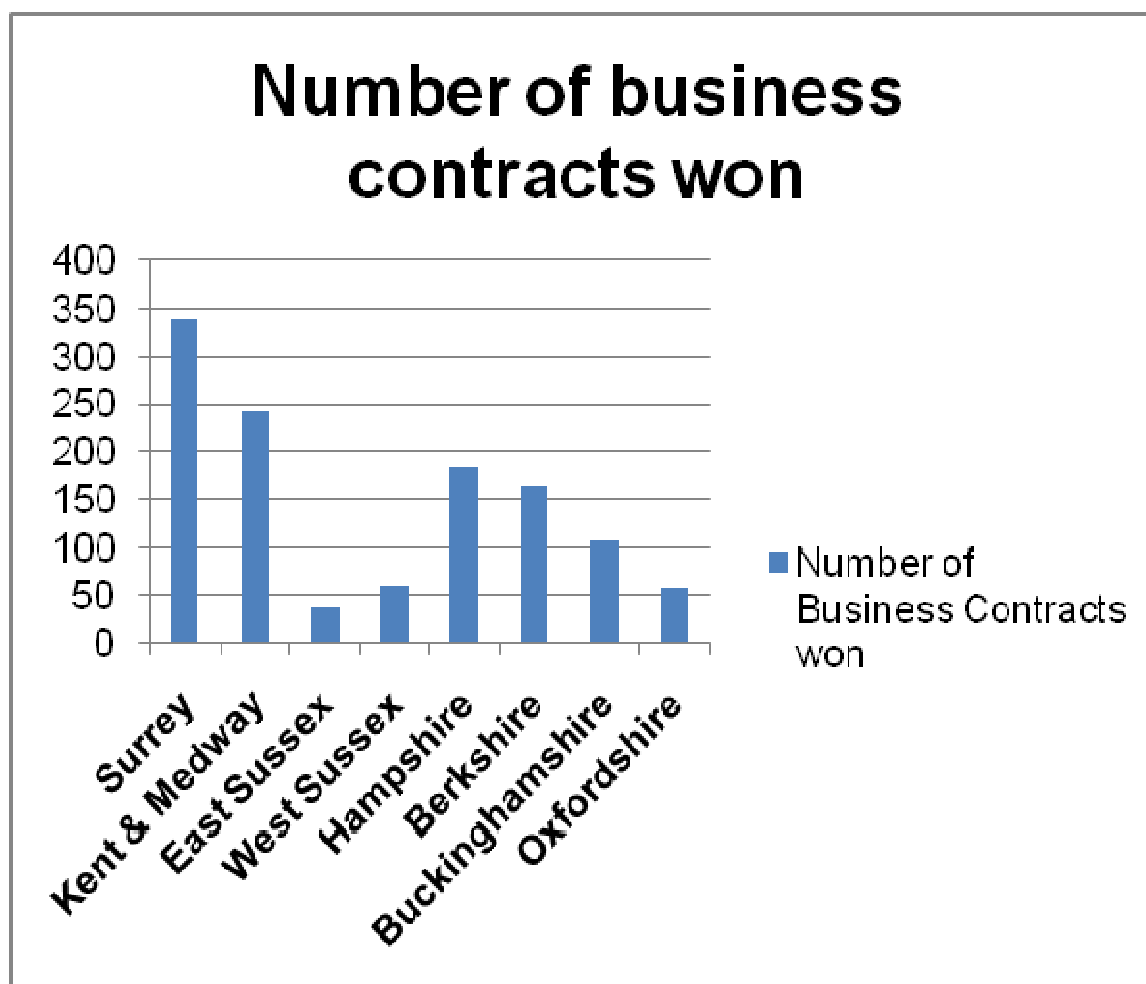
## Cost Benefit Analysis – Olympic and Paralympic Programme

### Appendix A - Table 2 Background Information

#### Contracts Won

The value of Games related contracts won by Surrey companies is about £800 million.

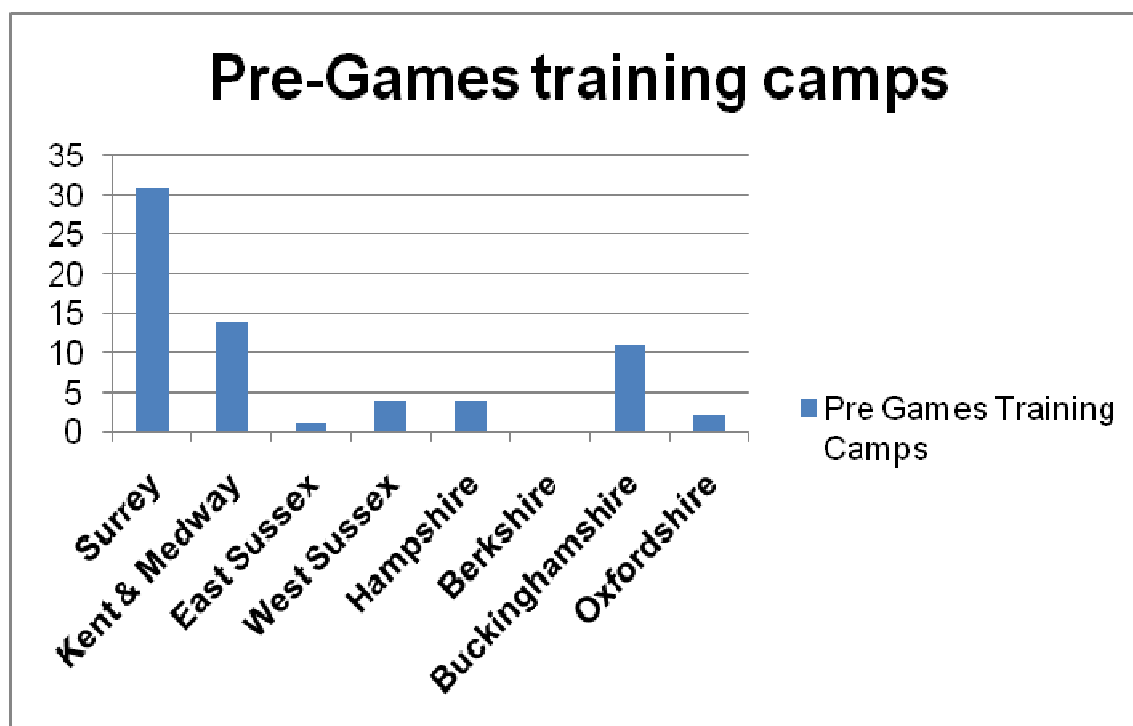
- More than 1,800 businesses across Surrey received presentations from the 2012 team during 2011-12.
- More than 4,300 businesses registered on 'Competefor'.
- High profile 'Inspire Mark' business events were delivered in Dorking, Woking, Guildford & Esher, with 350 attendees at the largest event and 1,500 attendees in total.
- Over 5,000 businesses received leaflets in the build up to the events.
- Over 750 businesses signed up to 'GoSurrey LinkedIn' to receive updates on Games-related news.



## **Pre Games Training Camps**

A number of cycling teams stayed in Surrey in preparation for the road cycling events. Team GB, Australia, The Netherlands, Canada, New Zealand and Team USA are all known to have based themselves in Surrey accommodation. Their accommodation and food alone brought £50,000 into the local economy. Other nations which Surrey hosted include; Nigeria, Cayman Islands, Dominica, Sweden, Oman, Singapore, China, Croatia, Estonia, Guatemala, Malta, Mauritius, Mongolia, Philippines, Spain, Costa Rica, Ecudaor, Mexico and Bangladesh.

- We promoted sporting venues in Surrey to 200 Olympic teams and 150 Paralympic teams, sending them over 500 promotional messages.
- We hosted 43 visits from foreign teams.
- 35 training camps were based in Surrey, the highest number in the south east.
- The training camps contributed over £700,000 to Surrey's economy.



## **Olympic Cycling Events – Estimation of Economic benefit**

### **Introduction**

Surrey County Council hosted the following Olympic events as part of the London 2012 Games:

Men's Road Cycling Event on 28 July 2012, attracting 500,000 spectators  
Women's Road Cycling Event on 29 July 2012, attracting 300,000 spectators  
Men's and Women's Time Trial Events on 1 August 2012, attracting 200,000 spectators

### **Objectives**

To estimate the extent to which the Road Cycling events raised awareness of Surrey and the amount of money spent by spectators at these events.

To examine:

- How much more additional revenue was brought into Surrey by spectators
- Whether the expenditure was displaced in other parts of the Surrey economy
- Whether the expenditure acted as a catalyst for further expenditure
- The impact of additional expenditure on employment/GVA

It should be noted that this calculation is based on industry standard norms used for the Tour of France and Tour of Britain.

### **Estimated Visitor Expenditure**

Total estimated expenditure per group for overnight visitors is £165, and for day visitors is £95. This figure is broken down in the table below and based on smaller cycling events that have taken place in the UK in the past (figures in parentheses, based on the Tour of Britain Economic Impact report 2011):

<b>Area of Expenditure</b>	<b>Average</b>
<b>Expenditure per overnight group</b>	<b>(average group size 2.2)</b>
Accommodation	£50 (43)
Food and Drink	£30 (22)
Entertainment	£10 (9.75)
Local Travel	£15 (10)
Merchandise	£15 (14)
Shopping / souvenirs	£20 (14)
Other (petrol/parking/etc)	£25 (23)

## Economic Impact of Visitor expenditure

It is assumed that the individual spend was £85 (compared to the spend for the Tour of Britain of £76)

Gross Expenditure Estimate

Total Attendance	Ave Exp per group	Ave group size	Total Expenditure
1,000,000	£ 85	2.2	£38,600,000

## Deadweight Adjustment

*Deadweight* describes the proportion of gross expenditure that would have happened in the area anyway, even if the Olympic events hadn't taken place. For example, families that had travelled into the area for a meal but happened to watch the event while they were there.

Total Expenditure	Deadweight Factor	Total Deadweight	Deadweight Adjustment gross exp
£38,600,000	12%	£4,825,000	£33,775,000

## Leakage Effects

Because the races occurred over a large area there is no guarantee that all the spend happened in Surrey or benefited Surrey companies. Therefore a 'leakage' value of 5% has been used to adjust the deadweight adjusted gross expenditure figure.

Expenditure after Deadweight	Leakage Factor	Total Leakage	Leakage Adjustment expenditure
£33,775,000	5%	£1,689,000	£32,086,000

## Displacement Effects

Displacement refers to the extent to which the visitor expenditure is offset against a reduction in expenditure elsewhere. It is assumed that for this event, the majority of spectators wanted to come to the Games since the dates were advertised so far in advance and they were free Olympic events.

Leakage adjustment Expenditure	Displacement Factor	Total Displacement	Displacement Expenditure
£32,086,000	10%	£3,208,600	£28,877,400

## Multiplier Effects

These occur in addition to race spectators' expenditure and capture the knock-on supply chain effects that beneficiary businesses may experience as a result of replacing their stock and also personal expenditure by employees.

In line with studies of the same nature (Super League Grand Final, World Half Marathon and Tour of Britain) the multiplier value is assumed to be 1.5.

Displacement Adjusted Expenditure	Multiplier Ratio	Multiplier Value	Net Total Expenditure
£28,877,400	1.5	£14,438,700	£43,316,100

## Procurement Impacts

The Surrey Olympic Cycling Events required expenditure by the London Organising Committee for the Olympic and Paralympic Games (LOCOG) and their partners. This expenditure will have generated its own economic impact.

Much of the procurement has a national impact, but a proportion has a benefit to Surrey companies. After applying deadweight, leakage, displacement and multiplier adjustments, the procurement impact is estimated at £500,000.

## Summary

The net total economic benefit in Surrey during the cycling events is estimated at £43,856,000.

## Surrey Ambassadors

The "in-kind" value of the work carried out by the Surrey Ambassadors and the Greater London Authority (GLA) grants calculated as follows:-

		Notes
No of Ambassadors	420	
Ave. Hours worked	15	Ambassadors worked 3 x 5 hour shifts
Total person hours	6300	
In-kind hourly rate	£7.75	Based on figures established for in-kind contributions e.g. European grant applications
Total in-kind value	<b>£48,825.00</b>	
No. of Uniforms	450	
GLA grant per item	£34.00	Contribution to uniform and welfare costs
Total GLA grant	<b>£15,300.00</b>	

