

## Notice of Meeting

# Communities Select Committee



### Date & time

**Thursday, 21  
March 2013  
at 10.00 am**

### Place

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

### Contact

Jisa Prasannan or Huma  
Younis  
Room 122, County Hall  
Tel 020 8213 2694 or 020  
8213 2725

### Chief

**Executive**  
David McNulty

jisa.prasannan@surreycc.gov.uk  
or huma.younis@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 Huma Younis on 020 8213 2694 or 020 8213 2725.**

### Members

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

### Ex Officio Members:

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

## TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

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

## PART 1 IN PUBLIC

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

### **2 MINUTES OF THE PREVIOUS MEETING: 16 JANUARY 2013**

(Pages 1  
- 14)

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 (15 March 2013).
2. The deadline for public questions is seven days before the meeting (14 March 2013).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

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

(Pages  
15 - 22)

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

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

(Pages  
23 - 24)

A response is included following recommendations made to Cabinet on 5 February 2013.

- 7 SCRUTINY OF FINALISED MID TERM FINANCIAL PLANS AND EXISTING DIRECTORATE STRATEGY** (Pages 25 - 64)

**Purpose of the report:** Scrutiny of Services and Budgets

Following the Directorate-level allocation of budgets agreed by Council at its meeting on 12 February, Select Committees are invited to review the distribution between services within their remit and make recommendations (as appropriate) to the Cabinet when it considers the Medium Term Financial Plan on 26 March. The Select Committee are also invited to review the existing directorate strategies relevant to their remit with an opportunity to confirm if they are still valid and/or recommend new areas for inclusion for when the revised strategies are drafted. This report sets out financial information and Officer commentary to assist the Select Committee in drawing up its recommendations.

- 8 SCRUTINY OF CONSULTATION AND RECOMMENDATIONS FOR EPSOM AND EWELL AND REIGATE AND BANSTEAD EMERGENCY RESPONSE COVER LOCATIONS** (Pages 65 - 134)

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

Cabinet is due to make a decision about changes to the emergency response cover in the boroughs of Epsom & Ewell and Reigate & Banstead on 26 March 2013. The Communities Select Committee is asked to review and endorse the proposals.

- 9 SCRUTINY OF THE SURREY YOUTH JUSTICE STRATEGIC PLAN** (Pages 135 - 154)

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

The Youth Justice Strategic Plan is produced annually to meet the Council's obligations under the Crime & Disorder Act 1998 and is submitted to Cabinet for approval.

- 10 THE GOVERNANCE OF SURREY'S COUNTY SPORTS PARTNERSHIP** (Pages 155 - 170)

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

To inform members about the review of Surrey's County Sports Partnership and seek views on the opportunities for future development to secure best use of resources at a sustainable cost to the Council.

- 11 DATE OF NEXT MEETING**

**David McNulty**  
**Chief Executive**  
Published: 13 March 2013

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**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00 am on 16 January 2013 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, 21 March 2013.

**Elected Members:**

- \* Mr Steve Cosser (Chairman)
- \* Mr Chris Norman (Deputy Chairman)
- A Mr Mike Bennison
- A Mr Graham Ellwood
- \* Mrs Angela Fraser
- \* Denis Fuller
- A Mr David Ivison
- \* Mrs Jan Mason
- \* 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

**Substitute Members:**

Mrs M A Hicks  
Simon Gimson

**In attendance**

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

### **64/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Mike Bennison, Graham Ellwood, David Ivison and Colin Taylor.

Margaret Hicks substituted for Mike Bennison and Simon Gimson substituted for David Ivison.

### **65/13 MINUTES OF THE PREVIOUS MEETING: 14 NOVEMBER 2012 & 21 NOVEMBER 2012 [Item 2]**

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

### **66/13 DECLARATIONS OF INTEREST [Item 3]**

There were no declarations of interests.

### **67/13 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions.

### **68/13 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]**

**Declarations of interest:** None.

**Witnesses:** None.

#### **Key Points Raised During The Discussion**

1. It was noted that three responses had been received. These responses were in regards to: the Cultural Services Public Value Review (PVR), The Community Partnership PVR, and the Call-in meeting on 14 November 2012 of the decisions pertaining to investment in a proposed Magna Carta Visitor Centre.
2. The Committee welcomed the comments made in the Cultural Services PVR Cabinet response.
3. The Chairman outlined that there were still concerns regarding the implementation of the recommendations of the Localism Task Group and the relationship this shared with the Community Partnerships PVR. Further details were provided when the Committee reviewed its Recommendations Tracker.
4. The Committee was provided with an update with regards to the proposed Magna Carta Visitor Centre. The decision had been taken by Surrey County Council not to invest £5 million. This decision had been made following a consideration of the business case, and the current financial pressures faced by the County Council. The Committee was informed that the Council was still committed to celebrating the anniversary of the signing of the Magna Carta.

5. Members welcomed the decision not to invest in the proposed visitor centre. The view was expressed that the anniversary of the signing of the Magna Carta was important, and that there would be no wish to constrain innovative approaches to how this anniversary is celebrated in Surrey.

## **69/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]**

**Declarations of interest:** None.

**Witnesses:** None.

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

1. The Committee was asked to note that the scrutiny of Trading Standards' Annual Report item had been deferred from March in the Forward Work Programme (FWP). This item would be brought before Committee following the May 2013 elections. The proposals for the Cultural Services Strategy had been added to the FWP as an item for 21 March 2013.
2. The Chairman informed the Committee that a discussion had been held at the Council Overview & Scrutiny Committee (COSC) regarding the Community Partnerships PVR recommendations, and that there were still concerns that the recommendations made by the Localism Task Group were not being fully considered. The Chairman of the Communities Select Committee and the Chairman of COSC would meet with the Leader and the Cabinet Member to discuss these concerns. An update would be provided to the Committee following this meeting.
3. The Committee was informed that the outstanding recommendations in relation to the Fire & Rescue Advisory Group (FRAG) had been completed. The Cabinet Member for Community Safety had shared information regarding FRAG with the Communities Select Committee, and the Members' Reference Group had been disbanded.

### **Recommendations:**

None

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

None.

### **Select Committee Next Steps:**

None.

## **70/13 SCRUTINY OF COMMUNITY SAFETY AND THE ELECTION OF A POLICE & CRIME COMMISSIONER FOR SURREY [Item 7]**

**Declarations of interest:** None.

### **Witnesses:**

Gordon Falconer, Senior Manager, Community Safety, Customers & Communities.

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

1. The Chairman outlined that the report on the scrutiny of the Community Safety Partnerships (CSPs) had been requested following the election of a Police & Crime Commissioner (PCC) for Surrey. Under the current legislation the County Council had a responsibility to scrutinise the CSPs on a regular basis. This had been undertaken by the Communities Select Committee on previous occasions, through an annual meeting with the relevant partners to examine the CSPs. The Select Committee would then issue recommendations following this meeting. The election of the PCC had meant that some consideration would need to be given as to the role the PCC and Select Committee shared in scrutinising the CSPs. However, the requirement for the Committee to scrutinise CSPs continues.
2. The Committee was informed that the report had set out a number of proposals about how the scrutiny arrangements around the CSPs could be carried out in the future. The Chairman explained that following the report he had requested a further note from Democratic Services with more specific recommendations. This note was shared in the meeting and is included as an appendix to the minutes.
3. The Senior Manager for Community Safety, Customers & Communities informed the Committee that the PCC's office had been approached for comment on the report, and the following response was received:

"We would share the view you reflect throughout – i.e. that the scrutiny landscape is complex, that we would want to avoid confusing the lines of accountability of the various parties and, where possible, reduce duplication of effort. The PCC has received a number of invitations already to borough/district O&S committees. However, our view is that the formal route of scrutiny is through the Panel and that any concerns from O&S Members could be fed through their panel representative, Leader, Chief Executive or CSP.

It will be interesting for us to hear the outcome of the committee's discussions and whether they choose to invite the PCC. Another option might be to co-opt the PCC to the committee (which is permitted in the legislation) so that he could play a role in scrutinising the CSPs. "

4. The Chairman expressed the view that although having the PCC as a co-opted member of the Communities Select Committee was an interesting approach, it would present a conflict of interests if the



Committee wished to call the PCC as a witness in relation to the CSPs.

5. Members stated that they felt the PCC was active in his role and praised his engagement with the community. However, it was felt that there needed to be a lapse of time to see how the processes embedded in respect of the relationships between the various bodies involved in CSPs. The creation of the PCC's Police and Crime Plan would create a greater clarity over the strategic direction of the PCC and its relationship with the CSPs. The scrutiny of the PCC and the draft Police and Crime Plan was being undertaken by the Police and Crime Panel (PCP). The Committee was told that in 2014 the timescales for the development of the PCC's Police & Crime Plan and the CSPs' Single Strategic Assessment would be more closely linked.
6. The Committee discussed the potential danger of adding a further level of scrutiny to the role of the PCC and the CSPs. The Senior Manager for Community Safety, Customers and Communities expressed the view that the Committee currently has the advantage of a county-wide overview in relation to the CSPs, and this had the significant benefit of ensuring comprehensive scrutiny.
7. The Committee questioned the future funding arrangements of the CSPs. It was outlined that the funding was being allocated to the PCC from 1 April 2013, and it would be divided among the 11 CSPs under his direction. It was not currently clear how this funding would be allocated but there would be an overall reduction of 15% to the total budget. The Committee, as part of its scrutiny, could consider whether the investments in the CSPs were good value for Surrey. The Committee queried who undertook monitoring of the PCC finances. It was clarified that this was carried out by central government.
8. Members raised a question as to the setting up of the Community Safety Lead Member's Group. It was explained that this had been done following recommendations made by the Committee to the Cabinet Member for Community Safety.

**Recommendations:**

- a. That, as part of its scrutiny of the Community Safety Partnership, the Communities Select Committee ensures that appropriate links are made with the Single Strategic Assessment and the priorities of the Police & Crime Commissioner.
- b. That any issues or concerns identified by the Committee from its scrutiny of the Community Safety Partnership which fall within the remit of the Police & Crime Commissioner be reported to the Police & Crime Panel, to inform its own scrutiny of the work of the Commissioner.

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

None.

**Select Committee Next Steps:**

The note and recommendations from Democratic Services to be sent to the PCC and PCP for comment.

The Committee will review the scrutiny arrangements for Community Safety Partnerships in July 2013.

**71/13 SURREY FIRE AND RESCUE SERVICE UPDATE: 2011-13 ACTION PLAN REVIEW AND 2013-16 ACTION PLAN PROPOSALS [Item 8]**

**Declarations of interest:**

None. However, Simon Gimson informed the Committee that he was a member of the Fire & Rescue Advisory Group (FRAG).

**Witnesses:**

Gavin Watts, Area Manager Operational Development  
Paul Carey-Kent, Senior Finance Manager, Change & Efficiency  
Sarah Mitchell, Strategic Director for the Fire & Rescue Service

**Key points raised during the discussion:**

1. The Chairman of the Select Committee observed that there were concerns that a number of the savings outlined in the Medium Term Financial Plan (MTFP) were considered "red risk" by the Fire Service. It was explained that these savings were reliant on a number of changes related to shift-patterns and the movement of resources. The question was raised as to how these savings would be made if the changes could not be made.
2. The Strategic Director for the Fire & Rescue Service explained to the Committee that the savings required of the Fire Service presented a challenge in the current economic climate. However, there was work being undertaken to look at how the Service could operate differently. This included a number of opportunities for income generation but also considered new skills and career development paths for staff.
3. The Committee was informed by officers that the Public Safety Plan and the savings it outlined were predicated on a number of changes in relation to shift-patterns and properties, these changes were in the process of being implemented and were considered time-critical. The intention was to ensure that the on-call contracts were finalised by the end of the year, and this would allow for the implementation of the whole-time duty system. The Committee was told that the Fire Brigade Union was supportive of the changes.
4. The Strategic Director expressed the view that any changes within the Fire Service relied on a successful relationship between the Service and its staff, and that they were looking at how Fire Services in other authorities had managed change in order to find effective ways of implementing the proposals.

5. The Committee was informed that various innovations were being considered in relation to income generation. It was felt that the partnership with the Isle of Wight Fire Service had proven successful, and work was currently in place to consider how collaborative partnerships could assist with making savings in areas such as procurement. The Committee raised a question regarding the potential income generated from delivering training. Officers informed the Committee that the possibility of this was being explored and would be developed in the future.
6. The Senior Finance Manager, Change & Efficiency outlined that the savings set out in 2012-2017 MTFP had not been met due to issues with the timing of the changes required. However, it was the case that these had been reviewed for the 2013-2018 MTFP. The Committee was informed that the plan had taken into consideration the key drivers in making future savings and the revised plan had a realistic set of expectations around when savings would be achieved. This included phasing the property savings over three years, and ensuring that any savings from income generation were structured towards the end of the MTFP.
7. The Committee raised a question as to the Fire Services' ability to meet its response standard. The Area Manager, Operational Development, explained to the Committee that the response standard was being met as had been set out in the Public Safety Plan. It was felt that this demonstrated that the methodology by which the response standard was modelled was sound. The Committee was informed that the same model had been used in preparing the consultation for the changes proposed in Reigate & Banstead and Epsom & Ewell.
8. Members asked for further details regarding the creation of a new post for the development of sponsorship. Officers informed the Committee that this post was already in place, and had been in response to the success experienced in gaining sponsorship for the "Safe drive, stay alive" events. The role was a specialist one that looked at expanding out these sponsorship opportunities, as well as identifying and applying for grant-funding. The Committee heard that, though this sponsorship had previously only been for special events, there was now an opportunity to think more innovatively about how sponsorship could be developed.
9. The Committee asked for further information about the volunteering framework and how it was being integrated with the Fire Service given the increases in volunteering. Officers explained that the successful integration of volunteers into areas such as Public Safety Messages and Home Fire Safety Messages events had freed up resources elsewhere. The increase in Wild Fire Wardens had also proven to have a positive impact through better informing the public.
10. The Committee raised concerns about the recent announcements regarding fire station closures in London. Officers explained that there was no anticipated impact within Surrey in relation to the proposed closures. The Area Manager, Operational Development went on to

explain that Surrey Fire Service had regular conversations with neighbouring Fire Services around cross-border mobilisations and the likely impact of any fire station cuts. It was highlighted that the proposed changes outlined in the public consultation documents had been partly in response to changes outside the County, and that the Fire Service were confident they could adapt in response to such changes.

11. The Committee asked for further details on how the property moves were coordinated with Assets & Regeneration. Officers explained that colleagues were aware and supportive of the time-critical factors in property moves. The Committee was also informed that the Fire Service were robust in challenging proposed moves that would not be suitable for them and the delivery of their services.
12. The Committee raised the question of the use of specialist vehicles in rural areas. The Area Manager, Operational Development, explained that there were intentions to expand the fleet of specialist vehicles to meet such demands.
13. Members were invited to comment on the individual proposals for both Epsom & Ewell and Reigate & Banstead.
14. In reference to Epsom & Ewell, concerns were expressed that the north of the borough was left vulnerable by the proposals, which were protecting the majority at an increased risk to a minority. Concerns were also raised about the risk presented in low income or densely populated areas, in particular where there were old high-rise flats. The increased response time for second engines was felt to pose a significant risk in the eventuality of a serious incident taking place in such areas.
15. Officers outlined that assessments had indicated that while areas of denser population attracted more incidents, these were often not critical. The assessment had also indicated critical incidents, requiring two engines or more, were spread across the County. The assessments had also indicated that social deprivation did not correspond to an increased risk of fire in Surrey, unlike many metropolitan areas. The Committee was informed that joint work was being undertaken with Adult Services and Children's Services to ensure that those seen as being at an increased risk were being supported.
16. In reference to Reigate & Banstead, Members felt the plan would not be able to meet the requirements of the response standard. Dissatisfaction was expressed with the communications received from Property Services when sites were under consideration for potential development. Some Members felt that Banstead was left vulnerable by the proposals being suggested. The Committee raised a question as to the implementation in Horley and requested further information about the interim cover for April 2013. Officers explained to the Committee that the conversations with Property Services were robust around what was required by the Service.

17. The Area Manager, Operational Development, informed the Committee that he recognised the concerns of individual Members, and that the Fire Service was looking at ways to manage potential risk. The view was taken that central to developing a resilient Fire Service was effective mobilising systems and control staff, with fire station locations being a less significant factor. The plans were intended to ensure that coverage could be more effectively mobilised across the County. Officers outlined the safeguards in place in case of a critical incident, these included cross-border mobilisations. It was stated that standard operating procedures for cross-Service collaboration was currently being developed by Surrey Fire Service.
18. The Committee was informed that the plans for interim cover in Horley had been developed intentionally to be “light touch”, ensuring that spending was not being embedded in the long-term. Officers had been meeting with colleagues in Horley to discuss the timings in relation to when this interim cover would be required from.
19. The Committee raised concerns about Members not being informed of public engagement exercises in relation to the consultations. It was recognised by Officers that Members were vital in any consultation, and that there would be individual consultations with the Members affected by the proposals as well as visits to the relevant Local Committees.

**Recommendations:**

None.

**Actions/Further Information to be provided:**

None.

**Select Committee Next Steps:**

The Committee will receive a further update, particularly in respect to income generation and the delivery of the Public Safety Plan in 2013.

**72/13 EXTRACTING VALUE FROM CUSTOMER FEEDBACK [Item 9]**

**Declarations of interest:** None.

**Witnesses:**

Mark Irons, Interim Head of Customer Services and Directorate Support

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

**Key points raised during the discussion:**

1. The Committee was presented with a report outlining how customer feedback was currently gathered and used by Customer Services. The Chairman introduced the report by saying that he was concerned that the report indicated that customer feedback was not being used regularly in policy development. The Committee went on to discuss this and expressed support for using customer feedback within policy

development. It was highlighted that it was an invaluable resource and that it could be used to inform a wide number of initiatives.

2. The Interim Head of Customer Services stated that the Customer Service Excellence Framework was intended to take a more systemic approach to using customer feedback. It had been implemented in Shared Services and the response from officers had been positive, saying that the framework provided a useful means of ensuring customer feedback was being used regularly.
3. The Committee discussed the Contact Centre's role in collecting and responding to customer feedback. One Member stated that residents had reported that they felt they were being kept from speaking directly with the relevant officers. The view was expressed that more could be done to track and feedback on complaint resolution, particularly when Members were acting as a mediator. It was stated that part of the work around the Customer Service Excellence Framework would ensure that the complaint resolution information was being captured and fed back more effectively.
4. The Committee discussed the need to ensure that complaints data was being regularly scrutinised. It was felt by the Committee that any such form of scrutiny should be undertaken in a public forum. It was highlighted that complaints data is shared with Members via a quarterly report available on the Member's Portal.

**Recommendations:**

- a) that this report should be drawn to the attention of the Cabinet to consider the appropriate course of action to address the highlighted concerns.

The Cabinet may wish to consider:

- i. how the Council could be better shaped to ensure customer feedback is routinely used in policy design and service delivery;
  - ii. in line with the Leader's initiative "Think Councillor, Think Resident", what arrangements could be put in place to assure Members and residents that public concerns are being noted and used by the Council; and
  - iii. periodically examining customer complaints and feedback at Cabinet meetings.
- b) That Customer Services undergo the evaluation process to achieve the Customer Service Excellence Standard as outlined in their report.

**Actions/Further Information to be Provided:**

None.

**Select Committee Next Steps:**

None.

**73/13 OUTCOMES-BASED FUNDING FOR VOLUNTARY, COMMUNITY AND FAITH SECTOR INFRASTRUCTURE IN SURREY [Item 10]**

**Declarations of interest:** None.

**Witnesses:**

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

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

**Present:**

Lavinia Sealy, Chairman of the County Council

**Key points raised during the discussion:**

1. The Committee queried whether all the Voluntary, Community and Faith Sector (VCFS) infrastructure groups listed within the report had service level agreements in place with Surrey County Council. It was confirmed that this was the case.
2. The Committee raised a question as to the processes in place to address issues when outcomes were not being delivered against the performance frameworks in place.
3. It was recognised that the tripartite nature of the funding of VCFS groups required a common performance framework to be agreed by the three partners: Boroughs & District Councils, NHS Surrey and Surrey County Council.
4. The Committee was informed that a single set of outcomes and measures were in the process of being developed. These were being shared with the VCFS infrastructure organisations to ensure they are achievable. It was indicated that mergers would be a possible way of managing concerns about performance.
5. The Chairman of the Council praised the report particularly in respect of the level of consultations undertaken. She expressed some concerns regarding the next financial year, the Compact and its current level of funding. It was also highlighted that there was a need to reflect the different ways VCFS groups worked and engage more with partners. Officers informed the Committee that NHS Surrey had confirmed that they would maintain their level of funding in 2013/14 without any changes.

**Recommendations:**

That 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, be endorsed.

**Actions/Further Information to be Provided:**

None.

**Select Committee Next Steps:**

The Communities Select Committee will receive a performance report on the implementation of the new VCFS framework in September 2013.

**74/13 OLYMPIC GAMES COST BENEFIT ANALYSIS AND LEGACY [Item 11]**

**Declarations of Interest:**

None.

**Witnesses:**

Rhian Boast, Programme Lead for Legacy  
Susie Kemp, Assistant Chief Executive

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

**Key Points Raised During the Discussion:**

1. The Committee was invited to provide comments or raise any questions they may have in relation to the Olympics Cost Benefit Analysis report. It was queried what methodology had been used to calculate the figures in relation to generated income. It was outlined by officers that this was based on an industry-wide standard that had been used to calculate generated income for a number of other major sporting events in the UK. It was confirmed that the figures took into account what had been invested by the County Council.
2. Members asked whether the estimated staff costs included the costs of redeployment of staff from pre-existing roles. The Committee was informed that the figures in the report were for additional and short term staff, and overtime costs for staff working on the event day. The view was expressed that it would be difficult to quantify the comprehensive staffing costs for the games across the organisation.
3. Some Members raised concerns over the impact of the Olympics on the Council's services, with particular reference to Highways and the delivery of its work programme. The Cabinet Member for Community Services and the 2012 Games highlighted that the Council had made a commitment to deliver the Olympics events as part of their "business as usual", and had done so with the limited resources available to worldwide recognition. It was also highlighted that the games were delivered in Surrey within budget, and had proven to be a big success. The Committee was informed that any outstanding highways works planned for 2012/13 were either underway or due to be undertaken, and had been budgeted for.
4. The Committee was delivered a presentation on the Olympic legacy and how Surrey County Council was intending to develop it. It was highlighted that the public response to the Olympics had been very



positive, with over 500 resident's providing feedback. Of these 500 responses only 4 were complaints. The Committee heard that a number of residents wished for Surrey to host similar events more regularly. Officers explained to the Committee that Surrey County Council intended to develop a strong lead in developing the Olympic legacy for the county with partners.

5. The Committee was informed that some key areas for improvement had been identified. These included a need for a greater co-ordinated focus between the different sectors involved, and a greater clarity as to the common objectives for those sectors.
6. The Committee heard that amongst the objectives for securing an Olympic legacy was developing Surrey's economy, particularly its rural economy, encouraging a greater focus on health and well-being, seeking to host similar major events in the future, build vibrant communities, and focus on Surrey's cycling infrastructure.
7. Officers outlined the intention to raise the profile of countryside tourism and the Surrey brand. It was noted that this could be achieved by encouraging cyclists, walkers and other groups to visit the County. Some Members raised concerns that these interest groups often came into conflict with local priorities, in particular the impact such tourism can have on the landscape. It was queried how much the plans to develop an Olympic legacy reflected local wishes. Officers acknowledged that there was a need to find an appropriate balance, but at the same time highlighted that there were many benefits to the local economy and businesses.
8. The Committee was informed that the Olympic events had highlighted that a number of people wished to volunteer for community events, and that work would be undertaken to streamline the volunteering process in order to facilitate this. Another key area being developed was cycling, and an investment strategy was being discussed as a means of responding to the rise in its popularity.
9. Officers outlined that one of the key successes of the Olympics team was the School Games project. Members stated that they would like to see businesses being matched with local sports clubs and groups in order to encourage local investment in sports.
10. The Committee discussed the role of Surrey County Council in securing an Olympic legacy for the county. Members expressed both enthusiasm and a desire to see a sustainable legacy for Surrey. However, they also expressed concerns that there had not been enough consideration as to whether the County Council was the appropriate organisation to lead such work, given the existence of other organisations undertaking similar work in this area. The Cabinet Member for Community Services and the 2012 Games expressed the view that some areas of the work would require the Council to take the strategic lead, and clarified that the intention was to maintain a small team responsible for undertaking this role in terms of the legacy. The implementation of the plans would be on a local basis. Officers were commended by Members for their work on the Olympics.

11. It was outlined to the Committee that the Olympic Legacy was linked in with a number of key developments; these included the Cultural Services strategy, the Countryside Management strategy, and the Economic Growth strategy. The Committee was informed that work would be undertaken to ensure that these separate strands interlinked to ensure a comprehensive plan to develop the Olympic legacy. The Committee stated that there would need to be further opportunities to have more detailed discussions about the implementation of these various aspects of the Olympic legacy.

**Recommendations:**

None.

**Actions/Further Information to be Provided:**

None.

**Select Committee Next Steps:**

**75/13 DATE OF NEXT MEETING [Item 12]**

The Committee noted that the next meeting would take place on 21 March 2013 at 10am.

Meeting ended at: 1.15pm

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**Chairman**

**COMMUNITIES SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED MARCH 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>
21/11/12	FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]	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	James Stanton (Scrutiny Officer has asked Cabinet Business Manager to pass request on to Cabinet Member).	An update was provided to the committee at the meeting on 16 January 2013. This recommendation has now been implemented.	Complete
21/11/12	FIRE & RESCUE ADVISORY GROUP (FRAG) [Item 7]	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	Scrutiny Officer/Chris Norman (Chair of Member Reference Group) – responsible for notifying Member Reference Group.	An update was provided to the committee at the meeting on 16 January 2013. This recommendation has now been implemented and the Members reference group has been disbanded.	Complete

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
		ceases and issues on progress and implementation of the Public Safety Plan are directed to the Select Committee on a periodic basis for scrutiny.			
16/01/13	SCRUTINY OF COMMUNITY SAFETY AND THE ELECTION OF A POLICE & CRIME COMMISSIONER FOR SURREY	That, as part of its scrutiny of the Community Safety Partnership, the Communities Select Committee ensures that appropriate links are made with the Single Strategic Assessment and the priorities of the Police & Crime Commissioner.	Chairman	Scrutiny of the Single Strategic Assessment has been included in the Forward Work Plan as an item to be scheduled for 2013/2014	Complete
16/01/13	SCRUTINY OF COMMUNITY SAFETY AND THE ELECTION OF A POLICE & CRIME COMMISSIONER FOR SURREY	That any issues or concerns identified by the Committee from its scrutiny of the Community Safety Partnership which fall within the remit of the Police & Crime Commissioner be reported to the Police & Crime Panel, to inform its own scrutiny of the work of the Commissioner.	Chairman	The Chairman and Scrutiny Officer have agreed to refer issues and concerns which fall within the remit of the PCP, as and when they arise, and will keep the Select Committee informed	Complete

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
16/01/13	EXTRACTING VALUE FROM CUSTOMER FEEDBACK	<p>a) That this report should be drawn to the attention of the Cabinet to consider the appropriate course of action to address the highlighted concerns.</p> <p>The Cabinet may wish to consider:</p> <p>1.1. How the Council could be better shaped to ensure customer feedback is routinely used in policy design and service delivery;</p> <p>1.2. In line with the Leader's initiative "Think Councillor, Think Resident", what arrangements could be put in place to assure Members and residents that public concerns are being noted and used by the Council; and</p>	Chairman	<p>The issue was referred to Cabinet on 5 February 2013. A response is included in the agenda papers.</p> <p>Cabinet response stated that Customer Services will be working to embed the "Customer Service Excellence" standard to drive customer improvement across the Council. The points raised by the Select Committee will be given consideration as part of this process.</p> <p>A report on this process is being brought to Cabinet in September.</p>	Complete

Date of meeting	Item	Recommendations/ Actions	Responsible officer or member	Response	Next progress check:
		1.3. Periodically examining customer complaints and feedback at Cabinet meetings.			
16/01/13	OUTCOMES-BASED FUNDING FOR VOLUNTARY, COMMUNITY AND FAITH SECTOR INFRASTRUCTURE IN SURREY	That 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, be endorsed.	Chairman	NA	Complete

**COMMUNITIES SELECT COMMITTEE:  
FORWARD WORK PLAN 2013/14**

<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>21 March</b>				
21/03/13	Youth Justice	To scrutinise the Surrey Youth Justice Strategic Plan	Toby Wells Ben Byrne Kay Hammond	Report to Committee
21/03/13	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	MTFP and Directorate Strategy	Scrutiny of finalised Mid Term Financial Plans and existing Directorate Strategy	Yvonne Rhees, Susie Kemp, Sarah Mitchell, Andy Tink Helen Clack & Kay Hammond	Report to Committee
21/03/13	Fire & Rescue Service	Scrutiny of consultation and recommendations for Epsom & Ewell and Reigate & Bansted emergency response cover	Russell Pearson Sarah Mitchell Kay Hammond	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

**Draft items to be scheduled/possible future items for 2013/2014**

<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>
July 2013	Community Safety and the PCC	Update on the Community Safety landscape	Gordon Falconer Yvonne Rhees Kay Hammond	Report to Committee
July 2013	Trading Standards	Scrutiny of Trading Standards' Annual Report (Regulation of Investigatory Powers Act) (moved from 21/03/13)	Steve Ruddy Kay Hammond	Report to Committee
TBC	Customer Services and engagement	Scrutiny of the implementation of the Customer Service Excellence standard in Surrey	Nigel Bartlett- Twivey Helyn Clack	Report to Committee
September 2013	Voluntary Community and Faith Sector	Scrutiny of performance report on delivery of outcomes of VCFS infrastructure	Mary Burguieres Helyn Clack	Report to Committee
TBC	Community Safety	Scrutiny of the Community Safety Single Strategic Assessment.	Gordon Falconer Yvonne Rhees Kay Hammond	Report to Committee
TBC	Fire & Rescue Service	Scrutiny of progress on the Public Safety Plan	Russell Pearson Sarah Mitchell Kay Hammond	Report to Committee
TBC	Fire & Rescue Service	To scrutinise the Governance review of Surrey Fire & Rescue Service	Julia Kinniburgh Sarah Mitchell Kay Hammond	Report to Committee
TBC	Youth Justice	To scrutinise the Surrey Youth Justice Strategic Plan	Toby Wells Ben Byrne Kay Hammond	Report to Committee
TBC	Cultural Services Strategy	Scrutiny of the development and implementation of the Cultural Services Strategy	Peter Milton and Susie Kemp Helen Clack	Report to Committee



Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
TBC	Task Group	Engagement with High Needs Areas in Surrey	Jisa Prasannan	Report to Committee and Cabinet

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**CABINET RESPONSE TO COMMUNITIES SELECT COMMITTEE**

**EXTRACTING VALUE FROM CUSTOMER FEEDBACK**

**SELECT COMMITTEE RECOMMENDATION**

That this report should be drawn to the attention of the Cabinet to consider the appropriate course of action to address the highlighted concerns.

The Cabinet may wish to consider:

- a) how the Council could be better shaped to ensure customer feedback is routinely used in policy design and service delivery;
- b) in line with the Leader's initiative "Think Councillor, Think Resident", what arrangements could be put in place to assure Members and residents that public concerns are being noted and used by the Council; and
- c) periodically examining customer complaints and feedback at Cabinet meetings.

**RESPONSE**

I would like to thank the Communities Select Committee for drawing the Cabinet's attention to this report, and I welcome their recommendation that it should be considered by Cabinet.

As described in this report Customer Services is currently working to embed the "Customer Service Excellence" standard as a practical tool for driving customer improvement across the Council. A key component of this will be improving the use of customer feedback and insight to inform policy design and service delivery. This will be done in line with the Leader's "Think Councillor, Think Resident" initiative. As part of this process, consideration will be given the points raised by Select Committee.

I am asking the Head of Customer Services to bring the report to Cabinet in September, supplemented by proposals that address these points.

**Mrs Helyn Clack**  
**Cabinet Member for Community Services and the 2012 Games**  
**5 February 2013**

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Communities Select Committee  
21 March 2013

**Medium Term Financial Plan progress and Directorate  
Strategies report**

**Purpose of the report:** Scrutiny of Services and Budgets

Following the Directorate-level allocation of budgets agreed by Council at its meeting on 12 February, Select Committees are invited to review the distribution between services within their remit and make recommendations (as appropriate) to the Cabinet when it considers the Medium Term Financial Plan on 26 March. The Select Committee are also invited to review the existing directorate strategies relevant to their remit with an opportunity to confirm if they are still valid and/or recommend new areas for inclusion for when the revised strategies are drafted. This report sets out financial information and Officer commentary to assist the Select Committee in drawing up its recommendations.

**Introduction:**

1. The Directorate level allocation of the County Council's 2013/18 Medium Term Financial Plan (MTFP) was agreed by the Council on 12 February.
2. The MTFP sets out how agreed savings are being delivered across the Council over the next five years. Progress against these savings are monitored throughout the year as part of monthly budget monitoring, and is scrutinised by Select Committee
3. At its meeting on 21 November, the Communities Select Committee held a budget workshop to review progress and pressures on the MTFP, issues emerging that may affect how this is achieved, and other key challenges for each service.
4. This position is updated for all of the services within the Committee's remit in the attached report at annex 1 as a basis for discussion and the submission of recommendations to Cabinet.

**Medium Term Financial Plan position and service issues**

5. The attached report sets out the MTFP Revenue Policy and Capital budgets for 2013/14 to 2017/18, together with service commentary, for:
  - Customers & Communities Directorate services (Community Partnerships, Cultural Services, Customer Services, Directorate Support, Fire & Rescue, Trading Standards)
  - Chief Executive's Office (Voluntary, Community & Faith Sector)
  - Children, Schools & Families (Youth Justice Service, and Active Surrey)

Detailed budget data is also provided to support the main report

6. Directorate strategies for Customers and Communities and for Children, Schools and Families (to the extent it relates to the Youth Justice Service and Active Surrey) are attached as annex 2 and 3 and the Council's Corporate Strategy is attached as annex 4, to aid the Select Committee in their discussions on any suggested changes for when the directorate strategies are refreshed.
7. The 2013/14 priorities for Customers & Communities are currently under review and a draft revised set, for inclusion in the refreshed Directorate Strategy, will be provided for the meeting.

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

8. Financial implications are implicit in the nature of this report and the officers assessment of impacts and pressures is contained in the narrative provided.

#### **Equalities Implications**

9. These were assessed as part of specific service proposals.

#### **Risk Management Implications**

10. These were assessed as part of specific service proposals.

#### **Implications for the Council's Corporate Strategy**

11. The agreed distribution of budgets and actions to achieve savings will seek to ensure that the delivery of services within the Committee's remit continue to support the Council's strategic priorities.

<b>Recommendations:</b>
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12. The Committee is invited to consider any recommendations it may wish to make to Cabinet in advance of their review of the Medium Term Financial Plan on 26 March.
13. The Committee is also invited to consider any recommendations it may wish to make in respect of the refreshed Directorate Strategies.

<b>Next steps:</b>
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The Committee's views on the MTFP will be summarised and agreed for submission to the Cabinet.

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**Report contact:** Andy Tink, Senior Principal Accountant, Change & Efficiency / Ian Dewar, Policy Manager Customers & Communities.

**Contact details:** 020 8541 9468 / 020 8541 7292

**Sources/background papers:** 2013-18 MTFP, Directorate Strategies, Fire Public Safety plan.

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**Medium Term Financial Plan progress report**

**Annex 1: Budget summaries and commentary**

Contents:

1. Customers & Communities:
  - Overview of Budgets
  - Fire & Rescue
  - Cultural Services
  - Customer Services
  - Trading Standards
  - Community Partnership & Safety
  - Directorate Support
  - Capital
  
2. Chief Executive's Office
  - Voluntary, Community & Faith Sector
  
3. Children, Schools & Families – Services for Young People
  - Youth Justice Service
  - Active Surrey

Appendix 1 – Detailed C&C service budgets

Appendix 2 – Detailed CSF service budgets

## 1. Customers & Communities

1.1. The following two tables provide a Policy budget summary for Customers and Communities for 2013/18, and a summary of budget movements. These are then explained within the service sections that follow.

### Customers & Communities

Strategic Director: Yvonne Rees

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

## Customer & Communities

Strategic Director: Yvonne Rees

<b>Budget movement summary</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2013/18</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>Prior year budget (2012/13 budget representation)</b>	<b>59,853</b>	<b>59,350</b>	<b>59,900</b>	<b>59,673</b>	<b>60,161</b>	<b>59,853</b>	
Funding changes	597	-1,792	-3,017	1,186	-1,546	-4,572	
Expenditure changes:							
Pressures & changes	559	2,431	4,340	-93	2,572	9,809	
Savings & reductions	-1,659	-89	-1,550	-605	-208	-4,111	
	-1,100	2,342	2,790	-698	2,364	5,698	
<b>Revised budget</b>	<b>59,350</b>	<b>59,900</b>	<b>59,673</b>	<b>60,161</b>	<b>60,979</b>	<b>60,979</b>	
<b>Detailed budget movement by year</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>	<b>RAG</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
Funding changes							
Income virements	1,070	-7	-7	-8	-7	1,041	
Income inflation	-242	-152	-153	-158	-163	-868	
Government grant movements	69	-1,616	-2,626	1,616	-1,228	-3,785	
Income generation for Fire Service		-17	-231	-264	-148	-660	A
Cultural services increased income	-300					-300	A
<b>Total funding changes</b>	<b>597</b>	<b>-1,792</b>	<b>-3,017</b>	<b>1,186</b>	<b>-1,546</b>	<b>-4,572</b>	
<b>Pressures and changes</b>							
Expenditure changes							
Virements	-1,842	7	7	8	7	-1,813	
Grant funded fire pension expenditure	-308	1,572	2,626	-1,616	1,228	3,502	
Total changes	-2,150	1,579	2,633	-1,608	1,235	1,689	
Service pressures:							
Inflation	1,287	1,498	1,536	1,540	1,559	7,420	
Reflect grant funded expenditure	405	26				431	
Olympic legacy	400					400	
Fire Service pressures	525	-400	200		-200	125	
Member Allocations - additional ward	13					13	
Community Improvement Fund - additional allocation	250	-250				0	
Remove Customer Services PVR staffing	-148					-148	
Remove 2012-13 Jubilee funding	-40					-40	
Other	17	-22	-29	-25	-22	-81	
Total pressures	2,709	852	1,707	1,515	1,337	8,120	
<b>Total pressures and changes</b>	<b>559</b>	<b>2,431</b>	<b>4,340</b>	<b>-93</b>	<b>2,572</b>	<b>9,809</b>	
<b>Savings</b>							
Reconfigure fire stations			-1,050	-605	-708	-2,363	A
Fire staffing agency arrangements			-500			-500	A
Fire - reduced contribution to vehicle and equipment replacement reserve	-500				500	0	G
Directorate Support reductions	-305	-107				-412	G
Loss of Safer & Stronger Area Based Grant	-402					-402	G
Changes to grant funded music expenditure	-166	18				-148	G
"2012 Team" integration	-136					-136	G
Cultural Services	-102					-102	G
Customer Services	-40	0	0	0		-40	G
Other	-8	0	0	0		-8	G
<b>Total savings</b>	<b>-1,659</b>	<b>-89</b>	<b>-1,550</b>	<b>-605</b>	<b>-208</b>	<b>-4,111</b>	

## Surrey Fire & Rescue

Head of Service: Russell Pearson

Policy Budget (Net budget incl income and grants)	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Fire Fighting & Rescue Operations	27,871	27,186	27,325	26,687	26,708	26,500
Pension Fund	4,124	4,014	4,094	4,022	4,016	3,940
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Community Fire Safety	1,194	1,155	1,178	1,202	1,226	1,250
Fire Service Emergency Planning	106	248	253	258	263	269
<b>Total Surrey Fire &amp; Rescue</b>	<b>34,958</b>	<b>35,571</b>	<b>35,866</b>	<b>35,020</b>	<b>34,866</b>	<b>35,028</b>

Detailed budget movement by year	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s
<b>Prior Year budget</b>	<b>34,958</b>	<b>35,571</b>	<b>35,866</b>	<b>35,020</b>	<b>34,866</b>	<b>34,958</b>
<b>Pressures and changes</b>						
Inflation	551	714	733	715	718	3,431
Fire pressures - Contingency crewing	400	-400				0
Fire pressures - Burgh Heath Temporary costs			200		-200	0
Fire pressures - Horley temporary solution	125					125
Staff transfer from directorate support	27					27
Allocation to Safe Drive funding	10					10
<b>Total pressures and changes</b>	<b>1,113</b>	<b>314</b>	<b>933</b>	<b>715</b>	<b>518</b>	<b>3,593</b>
<b>Savings &amp; reductions</b>						
Fire station reconfigurations - Spelthorne	A		-1,050			-1,050
Fire station reconfigurations - Elmbridge	A			-605		-605
Fire station reconfigurations - Epsom / Reigate / Burgh Heath	A				-708	-708
Income generation for Fire Service	A	-17	-231	-264	-148	-660
Fire staffing agency arrangements	A		-500			-500
Fire - 4yr reduced contribution to vehicle and equipment replacement reserve	G	-500			500	0
<b>Total savings &amp; Reductions</b>		<b>-500</b>	<b>-17</b>	<b>-1,781</b>	<b>-869</b>	<b>-3,523</b>
<b>Revised budget</b>		<b>35,571</b>	<b>35,868</b>	<b>35,018</b>	<b>34,866</b>	<b>35,028</b>

1.2. The Fire Service is continuing to implement the Public Safety Plan on a phased basis. The budget has been rebased on an improved understanding of service pressures and changes to the timing at which savings are assessed as achievable, and to also reflect expected grant funded Fire pension increases.

1.3. In response to West Sussex's withdrawal from Horley Fire Station, £125,000 has been added to the budget to allow for a temporary solution pending the results of the consultation on fire cover within the area, which will identify a permanent solution.

- 1.4. A one-off £0.4m for the innovative contingency crewing pilot and funding of £0.4m over two years for interim arrangements to facilitate property rationalisations have also been included.
- 1.5. There are planned savings starting in 2015-16 resulting from three property rationalisations linked to capital investment within the Spelthorne, Elmbridge and Epsom / Reigate / Burgh Heath areas. The achievement and timing of these savings (a recurring £2.4m by 2017/18) will depend on securing suitable sites.
- 1.6. Savings of £0.5m are expected by 2015/16 from implementing staff agency arrangements, whereby additional hours are provided by existing staff via secondary contracts. This will also increase flexibility in the utilisation of the workforce.
- 1.7. Building on their current partnership working, the service is planning to generate additional income of £0.7m over the duration of the MTFP, and are working up a number of potential business cases for schemes designed to achieve this.
- 1.8. Contributions to the Fire Vehicle and Equipment Replacement Reserve reduce by £2.0m over a four year period, as a result of some expenditure being funded by direct government grant. This has helped to fund overall pressures.

## Cultural Services

Head of Service: Peter Milton

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

<b>Detailed budget movement by year</b>	<b>2013/14</b> £000s	<b>2014/15</b> £000s	<b>2015/16</b> £000s	<b>2016/17</b> £000s	<b>2017/18</b> £000s	<b>Total</b> £000s
<b>Prior Year budget</b>	<b>11,909</b>	<b>12,184</b>	<b>12,579</b>	<b>12,976</b>	<b>13,392</b>	<b>11,909</b>
<b>Pressures and changes</b>						
Inflation	293	395	407	416	426	1,937
Olympic legacy	400					400
reinvest CPL saving	300					300
Remove 2012-13 Jubilee funding	-40					-40
Other	32		-10			22
<b>Total pressures and changes</b>	<b>985</b>	<b>395</b>	<b>397</b>	<b>416</b>	<b>426</b>	<b>2,619</b>
<b>Savings &amp; reductions</b>						
CPL libraries	G	-300				-300
	A	-300				-300
Cultural services increased income						
Resources contract	G	-102				-102
Registration PVR staffing	G	-8				-8
<b>Total savings &amp; Reductions</b>		<b>-710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-710</b>
<b>Revised budget</b>		<b>12,184</b>	<b>12,579</b>	<b>12,976</b>	<b>13,392</b>	<b>13,818</b>

1.9. The service is currently developing a cultural strategy for Surrey County Council, and financial implications will be assessed as part of the cabinet report due in July.

1.10. Additional budget of £0.4m has been added to fund a new Legacy team. The team comprises seven officers who are developing a program to aid economic growth building upon the Olympic Legacy. A new Tourism strategy that is currently under development will have linkages to the work of the Legacy team. For 2013/14 only, the team is part funded from the Surrey Growth Strategy, enabling the new budget to also fund the Surrey Stage of the Tour Of Britain Cycle race in September 2013. There is

currently no funding provided within the MTFP to host any future years race stages.

- 1.11. A £0.1m saving has been achieved against the Library Resources (book fund) budget through tough competitive contract negotiation during renewal.
- 1.12. The Cultural Services income target has been increased by £0.3m, following a planned programme of increasing income. This has been substantially achieved by the Registration Service during 2012/13 with the balance distributed proportionally across the income targets of the other services. Ongoing PVR implementation will deliver reduced costs and increased income within Surrey Arts, Adult Community Learning, and Heritage. The overall position will be closely monitored during the year, and income budgets adjusted accordingly between services.
- 1.13. Following the confirmation of the Cabinet decision in July 2012 the service sought to implement Community Partnering in ten libraries during 2012/13. Currently six libraries have transferred (or are imminent) representing a salary saving of £262,000. Of the four remaining planned CPLs, representing a total of £119,000 salary costs, negotiations are continuing with three. The Library staffing budget has been reduced within 2013/14 by £300,000 to reflect the planned staff reductions, after allowing for support costs, but remains within the Library Service for reinvestment.

## Customer Services

Head of Service: Mark Irons

<b>Policy Budget</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
(Net budget incl income and grants)	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Customer Services	4,086	3,936	4,014	4,097	4,181	4,264
<b>Total Customer Services</b>	<b>4,086</b>	<b>3,936</b>	<b>4,014</b>	<b>4,097</b>	<b>4,181</b>	<b>4,264</b>

<b>Detailed budget movement by year</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Prior Year budget</b>	<b>4,086</b>	<b>3,936</b>	<b>4,014</b>	<b>4,097</b>	<b>4,181</b>	<b>4,086</b>
<b>Pressures and changes</b>						
Inflation		62	78	83	84	390
Remove Customer Services PVR staffing		-148				-148
Virements - SALDR posts to ASC		-27				-27
Other		3				3
<b>Total pressures and changes</b>		<b>-110</b>	<b>78</b>	<b>83</b>	<b>84</b>	<b>218</b>
<b>Savings &amp; reductions</b>	<b>RAG</b>					
Customer Services - Web saving	<b>G</b>	-40				-40
<b>Total savings &amp; Reductions</b>		<b>-40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-40</b>
<b>Revised budget</b>		<b>3,936</b>	<b>4,014</b>	<b>4,097</b>	<b>4,181</b>	<b>4,264</b>

1.14. The Public Value Review of Customer Services agreed a temporary budget of £148,000 per annum for two years. This budget was to develop and introduce Working Together Agreements, to improve complaints handling in services and to enable Customer Service Improvement Team to expand its work on channel shift and avoidable contact. This temporary budget has been removed from 2013/14.

1.15. In addition to this, £40,000 of savings have been identified from within the Web Development budget.

1.16. During 2012/13 Adult Social Care took over the management of the Surrey Adult Learning Disability Registrar (SALDR), and £27,000 was transferred to reflect this.



## Trading Standards

Head of Service: Steve Ruddy

<b>Policy Budget</b> (Net budget incl income and grants)	<b>2012/13</b> <b>£000s</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>
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Trading Standards	1,983	2,016	2,060	2,104	2,149	2,197
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<b>Total Trading Standards</b>	<b>1,983</b>	<b>2,016</b>	<b>2,060</b>	<b>2,104</b>	<b>2,149</b>	<b>2,197</b>
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<b>Detailed budget movement by year</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
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<b>Prior Year budget</b>	<b>1,983</b>	<b>2,016</b>	<b>2,060</b>	<b>2,104</b>	<b>2,149</b>	<b>1,983</b>
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### Pressures and changes

Inflation	33	44	44	45	48	214
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<b>Total pressures and changes</b>	<b>33</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>48</b>	<b>214</b>
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<b>Savings &amp; reductions</b>	<b>RAG</b>					<b>0</b>
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<b>Total savings &amp; Reductions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>Revised budget</b>	<b>2,016</b>	<b>2,060</b>	<b>2,104</b>	<b>2,149</b>	<b>2,197</b>	<b>2,197</b>
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1.17. The Trading Standards savings were identified and taken as a result of the PVR process in 2011/12, fully implemented in 12/13. This included a service restructure, the deletion of a number of posts and an overall saving on the service budget of £0.4m, approximately 20%, at that time (from April 2012). This was able to be banked virtually immediately. The effects of this restructure and service redesign and refocus have been settling down during 2012/13. The service is now smaller, more focused on protecting the most vulnerable, on supporting business, and increasing income generation.

1.18. The service is actively working on a range of initiatives to further broaden and deepen partnerships and shared service opportunities. We have recently signed a staff sharing agreement with Hampshire; we share management resource with Mole Valley Environmental Health service, with which we are also developing a joint database which could in future be extended to other partners; and we will shortly be delivering administration of Buy with Confidence for West Berkshire and Wokingham.

1.19. The Service has also introduced a number of new ways of alerting residents and businesses to potential problems, helping them to protect themselves. These include social media channels such as Facebook and Twitter (followers growing daily now at almost 900) and the highly successful TS@lert. These are email alerts sent to over 350 recipients

each week. The aim is to provide a regular update of local and national scams, product recalls and if appropriate Surrey Trading Standards news.

- 1.20. The recipients are a mixture of partner agencies such as Surrey Police, Citizens Advice Bureaux, Adult Social Care, Parish Councils, Members, Neighbourhood Watch who then also disseminate the information further. For example, Surrey Police forwards these emails to all 400 Active Citizens and some of the Neighbourhood teams highlight them on their own social media channels. Several recipients post alerts on their websites, in parish magazines and in Neighbourhood Watch newsletters. During the course of this year we will be evaluating the success of these alerts. Feedback on the alerts to date has been almost universally very positive
- 1.21. The continued economic difficulties mean that there is more focus on what the service can do to protect residents from financial and other harm. The current horsemeat crisis illustrates the importance of effective regulation.

## Community Partnership & Safety

Head of Service: Jane Last

<b>Policy Budget</b> (Net budget incl income and grants)	<b>2012/13</b> <b>£000s</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>	
Community Partnerships	1,068	1,006	1,026	1,046	1,067	1,089	
Member Allocations	1,009	1,043	1,065	1,089	1,113	1,137	
Community Improvement Fund	0	1,000	750	750	750	750	
Community Safety	681	427	436	445	454	464	
<b>Total Community Partnership Safel</b>	<b>2,758</b>	<b>3,476</b>	<b>3,277</b>	<b>3,330</b>	<b>3,384</b>	<b>3,440</b>	
<hr/>							
<b>Detailed budget movement by year</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>	
<b>Prior Year budget</b>	<b>2,758</b>	<b>3,476</b>	<b>3,277</b>	<b>3,330</b>	<b>3,384</b>	<b>2,758</b>	
<hr/>							
<b>Pressures and changes</b>							
Community Improvement Fund - base budget from E&I		750				750	
Community Improvement Fund - additional allocation for 2013/14		250	-250			0	
Inflation		53	51	53	54	56	267
Staff transfer from directorate support		59					59
Member Allocations - additional ward		13					13
Virements - H&S Subs		-5					-5
<b>Total pressures and changes</b>		<b>1,120</b>	<b>-199</b>	<b>53</b>	<b>54</b>	<b>56</b>	<b>1,084</b>
<hr/>							
<b>Savings &amp; reductions</b>							
Transfer of Community Safety Grant to PCC	<b>RAG</b> <b>G</b>	-402					-402
<b>Total savings &amp; Reductions</b>		<b>-402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-402</b>
<b>Revised budget</b>		<b>3,476</b>	<b>3,277</b>	<b>3,330</b>	<b>3,384</b>	<b>3,440</b>	<b>3,440</b>

1.22. The Community Safety and Community Partnership Teams achieved their target savings of £0.2m in 2011/12. Since then the Community Partnership Team has been through a Public Value Review which reported in November 2012. Rather than further budget reductions the PVR recommended a refocusing of the work of the team, to increase time spent on resident engagement and local democracy which is a key target for the organisation.

1.23. The Community Improvements Fund of £0.75m was transferred across from Environment and Infrastructure during 2012/13 to be administered by the Community Partnership Team. This has been increased by a one off allocation of £0.25m for 2013/14.

1.24. The Community Safety grant of £0.4m which was administered by the Community and Public Safety Board (CPSB) has been withdrawn from the

County Council and transferred to the Police and Crime Commissioner (PCC) to administer. Early indications are that the PCC will maintain much of the commissioning put in place by the Community Safety team and it is expected that the team will work closely with the PCC regarding the commissioning and monitoring of services previously funded through the Community Safety grant. The removal of this grant does not affect the majority of the team's work or its staffing and the team will continue to support the Community Safety agenda across the County through their strategy, policy, training and guidance work.

## Directorate Support

Head of Service: Mark Irons

<b>Policy Budget</b> (Net budget incl income and grants)	<b>2012/13</b> <b>£000s</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>
Directorate Support	2,443	2,167	2,104	2,146	2,189	2,232
Cultural Development	1,716	0	0	0	0	0
<b>Total Directorate Support</b>	<b>4,159</b>	<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>2,232</b>

<b>Detailed budget movement by year</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Prior Year budget</b>	<b>4,159</b>	<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>4,159</b>
<b>Pressures and changes</b>						
Inflation		35	44	42	43	207
Staff transfer to Fire & CPT		-86				-86
<b>Total pressures and changes</b>		<b>-51</b>	<b>44</b>	<b>42</b>	<b>43</b>	<b>121</b>
<b>Savings &amp; reductions</b>	<b>RAG</b>					
Removal Olympic cycle race funding						-1,500
Directorate Support reductions	<b>G</b>	-441	-107			-548
<b>Total savings &amp; Reductions</b>		<b>-1,941</b>	<b>-107</b>	<b>0</b>	<b>0</b>	<b>-2,048</b>
<b>Revised budget</b>		<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>2,232</b>

1.25. The 2012/13 budget allocation of £1.5m for the Olympic Cycle race has been removed. (The total budget was £2m spread over 2011/12 and 2012/13).

1.26. A review of the Directorate Support Service in 2012/13 identified £558,000 savings over the next two financial years. These savings were phased with £441,000 identified in 2012/13 and a further £107,000 identified in 2014/15. Directorate Support is currently reorganising and is on track to achieve the planned savings. In the current financial year (2012/13) the staffing budget has already saved £170,000 as the Service has been working to maximise the use of natural staff turnover to minimise redundancies.

## Customers & Communities

### Capital budget

Strategic Director: Yvonne Rees

Service Budget Scheme	Capital Profiling					Total £000s
	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	
<b>Recurring programmes</b>						
Fire vehicles & equipment reserve	1,652	2,284	1,190	1,368	2,018	8,512
Local Committee allocation	385	385	385	385	385	1,925
<b>Sub total</b>	<b>2,037</b>	<b>2,669</b>	<b>1,575</b>	<b>1,753</b>	<b>2,403</b>	<b>10,437</b>
<b>Total capital expenditure</b>	<b>2,037</b>	<b>2,669</b>	<b>1,575</b>	<b>1,753</b>	<b>2,403</b>	<b>10,437</b>
<b>Total budget</b>						
Service Budget	2,037	2,669	1,575	1,753	2,403	10,437
<b>Projects (held within Change &amp; Efficiency)</b>						
Fire Station reconfiguration	2,000	4,500	3,500			10,000
Guildford Fire Station	2,530					2,530
Fire Stations minor works	200	200	200			600
Fire training tower replacement		500				500
Cultural Services	1,350		1,250			2,600
	6,080	5,200	4,950	0	0	16,230
<b>Total Capital budget</b>	<b>8,117</b>	<b>7,869</b>	<b>6,525</b>	<b>1,753</b>	<b>2,403</b>	<b>26,667</b>

1.27. There are two recurring capital programmes in operation within Customers and Communities, Fire vehicles and equipment replacements and local committee capital allocations.

1.28. Surrey Fire and Rescue require a large fleet of operational vehicles, and specialist firefighting equipment in order to ensure operational effectiveness. There is a planned replacement programme for these which is updated following regular reviews of operational requirements. The service operates a replacement reserve which funds the programme. Annual contributions are paid into the reserve from the service's revenue budget. This spreads funding contributions more evenly over financial years, and provides stability against short term funding changes. There is a planned reduction in contributions to the reserve during the duration of the MTFP, to reflect the receipt of government capital grants which have been used instead of the reserve to fund expenditure.

- 1.29. A budget of £0.4m provides local committees an allocation of £35,000 per committee to spend on local capital schemes.
- 1.30. The budget for property schemes is managed on behalf of Customers and Communities by Property Services within the Change and Efficiency Directorate. There are a number of schemes planned over the duration of the MTFP.
- 1.31. Fire's Public Safety plan outlined Surrey's ambition to provide Fire stations in more appropriate locations. There is a capital budget provision of £10m for three Fire station reconfigurations within Spelthorne, Elmbridge and Epsom / Reigate / Burgh Heath. This is an estimated amount as actual sites have not yet been identified or secured, and a full business case will be required for each scheme before proceeding. These reconfigurations will generate efficiencies as placing stations in better locations reduces the number of appliances required within the area, with resulting revenue savings. Annual revenue savings of £2.4m for these three schemes are included within the MTFP, phased in over a three year period starting in 2015/16.
- 1.32. In addition for Fire and Rescue, the capital programme includes £2.5m for the replacement of Guildford Fire station (total of £5.1m in line with the approved business plan), £0.6m for minor works across other fire stations, and £0.5m for the replacement of the Fire house (training tower) at Wray Park (subject to business plan approval). The Fire house replacement is required in order to provide essential operational training for firefighters.
- 1.33. For Cultural services the programme includes £2.5m for schemes including the potential relocation of Caterham and Merstham Libraries.

## 2. Chief Executive's Office

### Voluntary, Community, Faith Sector (Part of Policy & Performance)

Head of Service: Liz Lawrence

<b>Policy Budget</b> (Net budget incl income and grants)	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Voluntary, Community, Faith Sector	678	575	587	600	613	627
<b>Total VCFS</b>	<b>678</b>	<b>575</b>	<b>587</b>	<b>600</b>	<b>613</b>	<b>627</b>

<b>Detailed budget movement by year</b>	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s
<b>Prior Year budget</b>	<b>678</b>	<b>575</b>	<b>587</b>	<b>600</b>	<b>613</b>	<b>678</b>
<b>Pressures and changes</b>						
Inflation	12	12	13	13	14	64
<b>Total pressures and changes</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>64</b>
<b>Savings &amp; reductions</b>	<b>RAG</b>					
Voluntary Sector Grant reduction	G	-110				-110
In-phase contract saving	G	-5				-5
<b>Total savings &amp; Reductions</b>	<b>-115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-115</b>
<b>Revised budget</b>	<b>575</b>	<b>587</b>	<b>600</b>	<b>613</b>	<b>627</b>	<b>627</b>

2.1. Over the last two years, the Chief Executive's Office has been working closely with voluntary, community and faith sector (VCFS) infrastructure organisations and partners to ensure services that are commissioned are of quality; meet the need of the wider VCFS and provide value for money to Surrey residents. The shift was to move towards an outcomes-focus and the whole process was co-designed with partners. Savings of 25% were achieved in 2012/13 with a further 5% reduction in 2013/14. The £110,000 budget reduction reflects these achieved savings.

2.2. The tables below show the associated changes in funding, and a breakdown of the Council for Voluntary Service allocations.



	Funding 2011/12	Current funding 2012/13	Proposed funding 2013/14
<b>CVSs &amp; Surrey Compact</b>	£571,913	£428,935	£425,000
<b>SWRU &amp; CABx Training Fund</b>	£68,731	£54,985	(£35,000 transferred to ASC)
<b>Community Foundation for Surrey</b>	£25,750	£18,025	£15,000
<b>Faith Links Advisor (Department for Social Responsibility)</b>	£45,000	£33,750	£35,000
<b>Total</b>	<b>£711,394</b>	<b>£535,695</b>	<b>£510,000</b>

Local and Surrey-wide CVSs	2011/12	2012/13	2013/14
Voluntary Action Mid Surrey (VAMS)	£45,750	£45,750	£47,474
Tandridge Voluntary Service Council (TVSC)	£30,500	£30,500	£29,293
Reigate & Banstead Voluntary Services (RBVS)	£30,500	£30,500	£29,293
Runnymede Association of Voluntary Services (RAVS)	£35,650	£33,000	£29,293
Voluntary Action in Spelthorne (VAIS)	£30,500	£30,500	£29,293
Voluntary Action Elmbridge (VAE)	£30,500	£30,500	£29,293
Voluntary Action South West Surrey (VASWS)	£16,000	£45,750	£47,474
Voluntary Services Surrey Heath (VSSH)	£34,600	£32,210	£29,293
Woking Association of Voluntary Services (WAVS)	£10,692	£0	£29,293
Surrey Community Action (SCA)	£198,830 (core grant of £108,900)	£86,000 (core grant of £70,000)	£100,000 (core grant of £84,000)

- 2.3. By allowing over 18 months to plan for the changes, the affected organisations were able to drive efficiencies in back office, human resource and the way services are delivered whilst protecting the quality and range of services provided, leading to a minimum impact on front line organisations and all users. Ring-fencing around some pots of funding was also removed to give flexibility and choice to organisations to use the funds in the most cost-effective way. Ongoing reports have been shared with the Communities Select Committee.

### **Surrey Compact**

- 2.4. A consultation on the future of the Surrey Compact was carried out in March and the key messages were that the 'signatories valued the Compact's independence and supported the continuation of the Compact'.
- 2.5. The County Council remains fully committed to the Compact and values its independence. As part of that commitment the Council has decided to give £25,000 per year for the next three years to the Compact. This is in addition to funding and support for an annual Compact event and ongoing officer support to promote and champion the Compact both internally and with external partners.

### **Capital**

- 2.6. The Community Buildings Grant Scheme (CBGS) offers capital grants to community halls across the county that are actively managed and marketed for use by the wider community. It has an annual budget of £150,000 and the scheme is a partnership between the County Council, the district and borough councils and applicant organisations which means 'at least' £450,000 is generated and used for community buildings in Surrey annually.
- 2.7. The Scheme is managed and administered by Surrey Community Action and the administration costs are part of the core grant they receive. The scheme is extremely valued and the full budget is normally utilised annually. For 2013/14, thirteen community halls with approximately £500,000 worth of projects are likely to be supported through the scheme.

### 3. Children Schools & Families – Services for Young People

#### Youth Justice

Head of Service: Garath Symonds

<b>Policy Budget</b> (Net budget incl income and grants)	<b>2012/13</b> <b>£000s</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>
Youth Justice	3,500	3,695	3,848	4,000	4,151	4,302
<b>Net budget</b>	<b>3,500</b>	<b>3,695</b>	<b>3,848</b>	<b>4,000</b>	<b>4,151</b>	<b>4,302</b>

<b>Detailed budget movement by year</b>	<b>2013/14</b> <b>£000s</b>	<b>2014/15</b> <b>£000s</b>	<b>2015/16</b> <b>£000s</b>	<b>2016/17</b> <b>£000s</b>	<b>2017/18</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Prior Year budget</b>	<b>3,500</b>	<b>3,695</b>	<b>3,848</b>	<b>4,000</b>	<b>4,151</b>	<b>3,500</b>
<b>Pressures and changes</b>						
Reduction in Youth Justice Board Grant	100	45	43	40	38	266
Reduction in Other Body Grant	0	12	11	11	10	44
Inflation	95	96	98	100	103	492
<b>Total pressures and changes</b>	<b>195</b>	<b>153</b>	<b>152</b>	<b>151</b>	<b>151</b>	<b>802</b>

#### Savings & reductions

**RAG**

Youth Justice is part of the integration model adopted by Services for Young People. Savings & reductions will be looked at across the whole Service. The level of Youth Justice work is reducing with a corresponding increase in work around Participation

<b>Total savings &amp; Reductions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revised budget</b>	<b>3,695</b>	<b>3,848</b>	<b>4,000</b>	<b>4,151</b>	<b>4,302</b>	<b>4,302</b>

- 3.1. The provision of youth justice services sits within the wider integrated youth support service which has a total budget of £8.2m.
- 3.2. The £4.3m budget identified for youth justice services is an estimate based on the council's historical spend on this area (up to 31/12/11), together with funding streams from partners which are specifically linked to youth justice activity. These are Youth Justice Board, NHS Surrey and Police & Crime Commissioner. Partnership funding of £839,000 comes from the Youth Justice Board.

## Active Surrey

Head of Service: Garath Symonds

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Active Surrey	0	0	0	0	0	0
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Detailed budget movement by year	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s
<b>Prior Year budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures and changes</b>						
Reduction in funding	37	142	365	-5		539
<b>Total pressures and changes</b>	<b>37</b>	<b>142</b>	<b>365</b>	<b>-5</b>	<b>0</b>	<b>539</b>
<b>Savings &amp; reductions</b>						
Reduction in expenditure to match funding available	-37	-142	-365	5		-539
<b>Total savings &amp; Reductions</b>	<b>-37</b>	<b>-142</b>	<b>-365</b>	<b>5</b>	<b>0</b>	<b>-539</b>
<b>Revised budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Income & Expenditure budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
Other bodies grants (local partners)	826	769	717	352	357	0
Fees & charges	89	109	19	19	19	0
<b>Total funding</b>	<b>915</b>	<b>878</b>	<b>736</b>	<b>371</b>	<b>376</b>	<b>0</b>
<b>Expenditure</b>						
Staffing	614	642	530	300	302	0
Non Pay	301	236	206	71	74	0
<b>Total expenditure</b>	<b>915</b>	<b>878</b>	<b>736</b>	<b>371</b>	<b>376</b>	<b>0</b>
<b>Net budget supported by Council Tax, general government grants and reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

3.3. Active Surrey is a non-incorporated body hosted by Surrey County Council within Services For Young People. All staff are therefore employees of SCC, although the operating costs are almost fully covered by external contributions and grants.

3.4. Active Surrey receives an annual "core grant" of £200,000 from the National Lottery (via Non-Departmental Public Body - Sport England). The core funding has been confirmed until at least 31 March 2014 and in-principle until at least 31 March 2017. This core grant is provided so that Active Surrey can be the strategic lead delivery agency for sports & physical activity development in Surrey working with a wide range of

partners through the Surrey County Sports Partnership. This core grant also allows us to attract a number of local partners' contributions. This core service is therefore expected to be maintained until at least 31 March 2017 after which we currently have no way of predicting what the overall funding package will be

- 3.5. SCC contributes annually to the core funding; £5,000 is provided from within the YSS budget.
- 3.6. A number of project grants are also received from Sport England National Lottery funding, Government Departments and local funders/commissions. Confirmation of funding ranges from projects ceasing this August, through to in-principle funding until 31 March 2016. Based on the success of the team in achieving its delivery targets, it is likely that a number of time-limited projects will be extended. However, because these projects are at various stages of delivery and security, the figures supplied relate to what is currently known. In other words, if a project ceases, the expenditure is reduced to reflect that, for example, no grants will be issued to local projects, or no staff will be needed to service the project.
- 3.7. SCC currently contributes annually to project funding for the Surrey Youth Games (£2,100 from within the YSS budget) and until 31 March 2013 for a staff member to coordinate Surrey School Games management (this was £26,000 from the C&C Legacy/Go Surrey team in 2012-13).
- 3.8. Active Surrey constantly look to raise revenue and sponsorship and attract new commissions, whilst reducing costs, to ensure the continued development of sport and physical activity on behalf of Surrey.

## Appendix 1 – Detailed C&C service budgets

### Customers & Communities

Service: Fire Service

Head of Service: Russell Pearson

#### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	(7,077)	(7,148)	(8,746)	(11,372)	(9,756)	(10,984)
Other bodies grants	(2,476)	(2,441)	(2,488)	(2,536)	(2,585)	(2,635)
Fees & charges	(190)	(108)	(109)	(110)	(111)	(113)
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	(280)	(283)	(286)	(289)	(292)
Reimbursement & recovery of costs	(727)	(204)	(223)	(456)	(725)	(880)
Other income	(3,394)	(3,033)	(3,103)	(3,388)	(3,710)	(3,919)
<b>Total funding</b>	<b>(10,471)</b>	<b>(10,181)</b>	<b>(11,849)</b>	<b>(14,761)</b>	<b>(13,466)</b>	<b>(14,904)</b>
<b>Expenditure</b>						
Staffing	28,003	28,565	29,136	28,523	28,574	28,394
Premises	42	40	41	42	43	44
Supplies and services	2,900	2,943	2,615	2,664	2,713	3,264
Transport	904	871	889	909	929	949
Service provision	13,580	13,333	15,034	17,643	16,073	17,281
Capital financing	0	0	0	0	0	0
Non Pay	17,426	17,187	18,579	21,258	19,758	21,538
School expenditure						
Total expenditure	45,429	45,752	47,715	49,781	48,332	49,932
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>34,958</b>	<b>35,571</b>	<b>35,866</b>	<b>35,020</b>	<b>34,866</b>	<b>35,028</b>
<b>Policy Budget</b>						
	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Fire Fighting & Rescue Operations	27,871	27,186	27,325	26,687	26,708	26,500
Pension Fund	4,124	4,014	4,094	4,022	4,016	3,940
Support Functions	1,663	2,968	3,016	2,851	2,653	3,069
Community Fire Safety	1,194	1,155	1,178	1,202	1,226	1,250
Fire Service Emergency Planning	106	248	253	258	263	269
<b>Net budget</b>	<b>34,958</b>	<b>35,571</b>	<b>35,866</b>	<b>35,020</b>	<b>34,866</b>	<b>35,028</b>

## Customers & Communities

Service: Cultural Services

Head of Service: Peter Milton

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Funding:</u>						
UK Government grants	(3,650)	(3,510)	(3,528)	(3,528)	(3,528)	(3,528)
Other bodies grants	(368)	(315)	(319)	(324)	(329)	(333)
Fees & charges	(8,789)	(8,815)	(8,906)	(8,998)	(9,091)	(9,185)
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	(216)	(168)	(170)	(173)	(175)	(177)
Other income	(9,373)	(9,298)	(9,395)	(9,495)	(9,595)	(9,696)
<b>Total funding</b>	<b>(13,023)</b>	<b>(12,808)</b>	<b>(12,923)</b>	<b>(13,023)</b>	<b>(13,123)</b>	<b>(13,224)</b>

### Expenditure

Staffing	19,357	19,410	19,786	20,170	20,561	20,960
Premises	345	350	358	366	374	382
Supplies and services	4,511	4,359	4,448	4,533	4,630	4,728
Transport	603	628	641	656	670	685
Service provision	116	245	269	274	280	287
Capital financing	0	0	0	0	0	0
Non Pay	5,575	5,582	5,716	5,829	5,954	6,082
<u>School expenditure</u>						
Total expenditure	24,932	24,992	25,502	25,999	26,515	27,042

### **Net budget supported by Council**

#### **Tax, general government grants and reserves**

	<b>11,909</b>	<b>12,184</b>	<b>12,579</b>	<b>12,976</b>	<b>13,392</b>	<b>13,818</b>
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### **Policy Budget**

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

## Customers & Communities

Service: Customer Services

Head of Service: Mark Irons

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	0	0	0	0	0	0
Other bodies grants	0	0	0	0	0	0
Fees & charges	0	0	0	0	0	0
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	(73)	(74)	(74)	(75)	(76)	(77)
Other income	(73)	(74)	(74)	(75)	(76)	(77)
<b>Total funding</b>	<b>(73)</b>	<b>(74)</b>	<b>(74)</b>	<b>(75)</b>	<b>(76)</b>	<b>(77)</b>
<b>Expenditure</b>						
Staffing	3,944	3,941	4,019	4,100	4,182	4,265
Premises	0	0	0	0	1	1
Supplies and services	3	137	139	143	146	149
Transport	204	8	8	9	9	9
Service provision	8	(76)	(78)	(80)	(81)	(83)
Capital financing	0	0	0	0	0	0
Non Pay	215	69	69	72	75	76
<b>School expenditure</b>						
<b>Total expenditure</b>	<b>4,159</b>	<b>4,010</b>	<b>4,088</b>	<b>4,172</b>	<b>4,257</b>	<b>4,341</b>
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>4,086</b>	<b>3,936</b>	<b>4,014</b>	<b>4,097</b>	<b>4,181</b>	<b>4,264</b>
<b>Policy Budget</b>						
	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Customer Services	4,086	3,936	4,014	4,097	4,181	4,264
<b>Net budget</b>	<b>4,086</b>	<b>3,936</b>	<b>4,014</b>	<b>4,097</b>	<b>4,181</b>	<b>4,264</b>



## Customers & Communities

Service: Trading Standards

Head of Service: Steve Ruddy

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	0	0	0	0	0	0
Other bodies grants	(164)	(167)	(170)	(174)	(177)	(181)
Fees & charges	(294)	(212)	(214)	(216)	(219)	(221)
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	(99)	(85)	(86)	(87)	(88)	(89)
Other income	(557)	(464)	(471)	(477)	(484)	(490)
<b>Total funding</b>	<b>(557)</b>	<b>(464)</b>	<b>(471)</b>	<b>(477)</b>	<b>(484)</b>	<b>(490)</b>
<b>Expenditure</b>						
Staffing	2,244	2,178	2,222	2,266	2,311	2,358
Premises	0	0	0	0	0	0
Supplies and services	243	248	254	259	265	271
Transport	52	53	54	55	56	57
Service provision	1	1	1	1	1	1
Capital financing	0	0	0	0	0	0
Non Pay	296	302	309	315	322	329
<b>School expenditure</b>						
<b>Total expenditure</b>	<b>2,540</b>	<b>2,480</b>	<b>2,531</b>	<b>2,581</b>	<b>2,633</b>	<b>2,687</b>
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>1,983</b>	<b>2,016</b>	<b>2,060</b>	<b>2,104</b>	<b>2,149</b>	<b>2,197</b>
<b>Policy Budget</b>						
	<b>2012/13 £000s</b>	<b>2013/14 £000s</b>	<b>2014/15 £000s</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>
Trading Standards	1,983	2,016	2,060	2,104	2,149	2,197
<b>Net budget</b>	<b>1,983</b>	<b>2,016</b>	<b>2,060</b>	<b>2,104</b>	<b>2,149</b>	<b>2,197</b>

## Customers & Communities

Service: Community Partnership & Safety Team

Head of Service: Jane Last

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	0	0	0	0	0	0
Other bodies grants	0	0	0	0	0	0
Fees & charges	0	0	0	0	0	0
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	0	0	0	0	0	0
Other income	0	0	0	0	0	0
<b>Total funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Staffing	998	1,130	1,153	1,176	1,199	1,223
Premises	0	0	0	0	0	0
Supplies and services	70	72	74	75	77	79
Transport	17	18	18	18	19	19
Service provision	1,673	2,256	2,032	2,061	2,089	2,119
Capital financing	0	0	0	0	0	0
Non Pay	1,760	2,346	2,124	2,154	2,185	2,217
<b>School expenditure</b>						
<b>Total expenditure</b>	<b>2,758</b>	<b>3,476</b>	<b>3,277</b>	<b>3,330</b>	<b>3,384</b>	<b>3,440</b>
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>2,758</b>	<b>3,476</b>	<b>3,277</b>	<b>3,330</b>	<b>3,384</b>	<b>3,440</b>

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

## Customers & Communities

Service: Directorate Support

Head of Service: Mark Irons

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	0	0	0	0	0	0
Other bodies grants	0	0	0	0	0	0
Fees & charges	0	0	0	0	0	0
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	0	0	0	0	0	0
Other income	0	0	0	0	0	0
<b>Total funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Staffing	2,497	2,099	2,034	2,075	2,116	2,158
Premises	0	0	0	0	0	0
Supplies and services	72	63	65	66	68	69
Transport	7	5	5	5	5	5
Service provision	1,583	0	0	0	0	0
Capital financing	0	0	0	0	0	0
Non Pay	1,662	68	70	71	73	74
<b>School expenditure</b>	<b>4,159</b>	<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>2,232</b>
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>4,159</b>	<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>2,232</b>
<b>Policy Budget</b>						
	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Directorate Support	2,443	2,167	2,104	2,146	2,189	2,232
Cultural Development	1,716	0	0	0	0	0
<b>Net budget</b>	<b>4,159</b>	<b>2,167</b>	<b>2,104</b>	<b>2,146</b>	<b>2,189</b>	<b>2,232</b>

## Appendix 2 – Detailed CSF service budgets

### Services for Young People

Service: Youth Justice

Head of Service: Garath Symonds

#### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants	995	895	850	807	767	729
Other bodies grants	238	238	226	215	204	194
Fees & charges	0	0	0	0	0	0
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	0	0	0	0	0	0
Reimbursement & recovery of costs	0	0	0	0	0	0
Other income	238	238	226	215	204	194
<b>Total funding</b>	<b>1,233</b>	<b>1,133</b>	<b>1,076</b>	<b>1,022</b>	<b>971</b>	<b>923</b>
<b>Expenditure</b>						
Staffing	4,237	4,322	4,408	4,496	4,586	4,678
Premises	56	57	58	59	60	61
Supplies and services	235	240	245	250	255	260
Transport	205	209	213	217	221	226
Service provision	0	0	0	0	0	0
Capital financing	0	0	0	0	0	0
Non Pay	496	506	516	526	536	547
School expenditure						
<b>Total expenditure</b>	<b>4,733</b>	<b>4,828</b>	<b>4,924</b>	<b>5,022</b>	<b>5,122</b>	<b>5,225</b>
<b>Net budget supported by Council Tax, general government grants and reserves</b>						
	<b>3,500</b>	<b>3,695</b>	<b>3,848</b>	<b>4,000</b>	<b>4,151</b>	<b>4,302</b>
<b>Policy Budget</b>						
	<b>2012/13 £000s</b>	<b>2013/14 £000s</b>	<b>2014/15 £000s</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>
Youth Justice	3,500	3,695	3,848	4,000	4,151	4,302
<b>Net budget</b>	<b>3,500</b>	<b>3,695</b>	<b>3,848</b>	<b>4,000</b>	<b>4,151</b>	<b>4,302</b>

## Services for Young People

Service: Active Surrey

Head of Service: Garath Symonds

### Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<b>Funding:</b>						
UK Government grants						
Other bodies grants (local partners)	826	769	717	352	357	0
Fees & charges	89	109	19	19	19	0
Property income						
Income from investments						
Joint working income						
Reimbursement & recovery of costs						
Other income	915	878	736	371	376	0
<b>Total funding</b>	<b>915</b>	<b>878</b>	<b>736</b>	<b>371</b>	<b>376</b>	<b>0</b>
<b>Expenditure</b>						
Staffing	614	642	530	300	302	0
Premises						
Supplies and services						
Transport						
Service provision						
Capital financing						
Non Pay	301	236	206	71	74	0
Total expenditure	915	878	736	371	376	0
<b>Net budget supported by Council</b>						
<b>Tax, general government grants and reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Active Surrey	0	0	0	0	0	0
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# One County One Team: Surrey County Council – Customers and Communities 2012-17

## Lead Cabinet Members



Helyn Clack  
Community Services  
& 2012 Games



Kay Hammond  
Community Safety



Peter Martin  
Deputy Leader



Yvonne Rees,  
Strategic Director

## Strategic Director

## Leadership Team



Peter Milton, Head of Cultural Services; Russell Pearson, Chief Fire Officer; Simon Pollock, Head of Customer Services; Steve Ruddy, Community Protection Manager (Trading Standards); Jane Last, Lead Manager for Community Safety and Community Partnerships; Rhian Boast, 2012 Manager; Richard Travers, Surrey Coroner; Mark Irons, Directorate Support Manager

## What is our vision for 2017?

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

## What will we focus on?

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

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

## What difference will we make by 2017?

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

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

## What are our priorities for 2012/13?

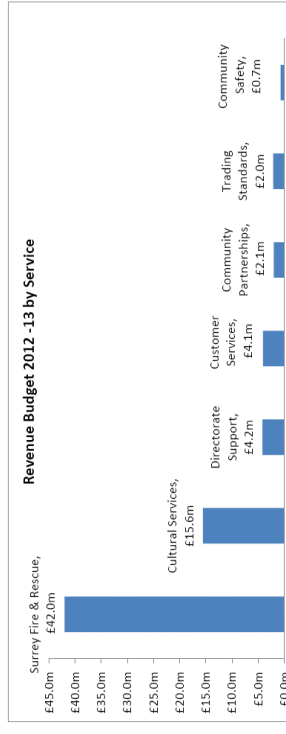
There are some specific things that we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions.

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

## What will we spend our money on?

### Day to Day Spending (Revenue)

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Customers and Communities	£68.3m	£70.6m	£67.3m	£67.1m	£68.5m	£70.0m
% Year Change		3.4%	-4.6%	-0.3%	2.2%	2.2%



### Purchasing / Building Assets (Capital)

	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Total 2012 - 2017
Fire Stations & Appliances	£7.1m	£5.8m	£5.5m	£4.9m	£1.2m	£24.5m
Libraries	£0.1m	£1.2m	£0.0m	£0.0m	£0.0m	£1.3m
Other	£1.2m	£0.5m	£0.4m	£1.6m	£0.4m	£4.1m
<b>Total Capital costs</b>	<b>£8.4m</b>	<b>£7.6m</b>	<b>£5.9m</b>	<b>£6.5m</b>	<b>£1.6m</b>	<b>£29.9m</b>

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# One County One Team: Surrey County Council – Children, Schools and Families 2012-17

Listen - Responsible - Trust - Respect

## What is our vision for 2017?

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

## Strategic Director



Nick Wilson,  
Strategic Director

## Lead Cabinet Members



Mary Angell,  
Children and Families

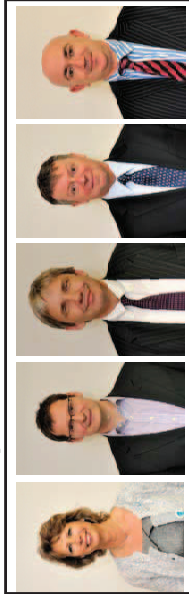


Tim Hall,  
Children and Learning



Kay Hammond,  
Community Safety

## Leadership Team



Caroline Budden, Assistant Director of Children's Services and Safeguarding; Garath Symonds, Assistant Director for Young People; Peter-John Wilkinson, Assistant Director of Schools and Learning; Mark Bisson, Directorate Head of Resources; Sean Rafferty, Directorate Head of Strategy and Commissioning

## What will we focus on?

- To achieve our corporate vision there are six things we have to focus on and get right.
- Residents – individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide excellent service
- Stewardship – we will look after Surrey's resources responsibly

## What difference will we make by 2017?

- Children, Schools and Families will remain focused on ensuring that by 2017:
- Every Surrey child will be allocated a school place at a good school that supports them to reach their full potential.
- One county, one approach: services for children and families will become local and better co-ordinated.
- Children and families will be safer from harm and neglect.
- There is full participation of young people aged 16 to 19 in education, employment and training.
- Children in the care of the County Council have better life opportunities whilst they are being cared for and after they leave their care services.

## What are our priorities for 2012/13?

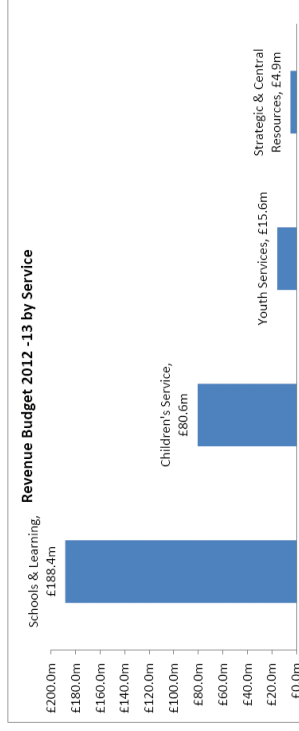
There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

- Prevention**
  - Reduce the number of young people who are involved in crime or are the victims of crime through the delivery of restorative youth justice practice.
  - Organise our services to make them more local and joined up with partners to ensure support is offered at the earliest opportunity.
  - Provide targeted support to families with low incomes to increase access to employment, training and support networks.
- Protection**
  - Work with partners to develop our safeguarding, targeted and early help services.
  - Improve family support and education for children with disabilities by joining up the health, care and education services we provide to these children.
- Participation**
  - Deliver the plan to raise the participation age of Surrey's young people (from age 16 to 17) in education, training and employment from September 2013.
- Potential**
  - Invest in our support to schools to further improve the attainment of pupils, especially those from vulnerable groups.
  - Invest in school buildings and new schools places to meet the rising pupil population.
  - Improve the effectiveness of services to those children and families most at risk of not achieving their potential.

## What will we spend money on?

### Day to Day Spending (Revenue)

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Children Schools and Families	£283.4m	£289.3m	£287.3m	£291.7m	£295.8m	£292.9m
% Year Change		2.1%	-0.7%	1.6%	1.4%	-1.0%
Schools	£616.2m	£518.9m	£518.9m	£518.9m	£518.9m	£518.9m
% Year Change		-15.8%	0.0%	0.0%	0.0%	0.0%



### Purchasing / Building Assets (Capital)

	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Total 2012 - 2017
Schools	£49.3m	£68.4m	£74.7m	£82.3m	£76.0m	£350.7m
Special Educational Needs	£3.3m	£8.7m	£1.8m	£0.3m	£0.3m	£14.4m
Other	£1.7m	£0.9m	£0.5m	£0.3m	£0.3m	£3.7m
<b>Total Capital costs</b>	<b>£54.3m</b>	<b>£78.0m</b>	<b>£77.0m</b>	<b>£82.9m</b>	<b>£76.6m</b>	<b>£368.8m</b>

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## What difference will this make by 2017?

The changes and improvements we will make over the next five years are all designed to achieve better outcomes for Surrey and its residents. We are setting out the following ambitious goals for 2017:

- Surrey's economy is strong and competitive
- every child has a great start to life
- every child or adult in need of support is protected and supported to lead an independent life
- Surrey has strong and vibrant communities
- the county is low-carbon with a sustainable infrastructure that conserves our rich environment
- we respond quickly to the changing needs of individuals, families and communities
- Surrey County Council is acknowledged as the most effective council in England.



## Our priorities for 2012/13

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. These reflect residents' priorities, current challenges, and areas where investment is needed now to realise our future ambitions. The detailed measures and targets for the priorities below will be tracked in our quarterly business reports:

- increase the number of young people in employment, education or training
- strengthen support for vulnerable children
- enable more adults who need support to live independently
- devolve as much decision making as possible to more local levels
- support Surrey businesses by shifting up to 60% of council spending to them
- work towards ensuring all Surrey businesses, households and community organisations can gain access to super-fast broadband
- improve the county's roads
- develop an Eco Park to reduce the amount of waste going to landfill and help achieve our ambitious 70% household recycling target
- support a successful and safe 2012 Olympics, maximising the long term benefits for the county
- deliver savings of £72m in the 2012/13 financial year
- invest in the skills and technology that staff and members need to provide an excellent service.

## How will we make this happen?

There are a series of more detailed Strategies and plans that link this high level Corporate Strategy to the specific actions that teams and individuals will take to make it happen.

We will regularly review our progress in implementing this Strategy and will share updates against the key measures and commitments with residents.

Finally, we recognise that over the next five years we will be faced with new opportunities and unexpected challenges. We will learn and be flexible in our approach so we can adapt quickly in changing times. With this in mind we will review and re-issue this Strategy and our supporting plans in March 2013.

# One County... One Team



David Hodge  
Leader



David McNulty  
Chief Executive

In 2008 Surrey County Council was failing Surrey residents. Key essential services were not being delivered effectively: some were close to failure. Our costs were spiralling out of control: our projected spending over the years 2009 to 2013 was over £200 million more than the income we would have. We had little credibility with key partners. We had not invested as well as we should have in the skills and training of staff and the equipment they had to work with.

It wasn't a great starting place to deal with the biggest set of challenges public services have faced in 80 years. In 2009 we set out a four year plan to improve our performance, sort out our finances and recover our status as a leading council.

We've done that. Our first phase of recovery and improvement is complete and we are recognised as a high performer.

## Key actions

### Over the next five years we will invest:

- £149m in improving roads and tackling congestion
- £244m in providing additional school places
- £189m additional funds to ensure vulnerable children and adults are supported.

### We will reduce our costs by more than £200m over the next five years.

### We will develop effective partnerships to reduce costs and improve services.

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

## Our next challenge

The challenge facing us is simple. We cannot afford to deliver the services demanded of us in the way we deliver them today. This problem will only get worse.

There are growing demands for our existing services and that growth is speeding up. There are new responsibilities that we have to meet. At the same time our resources in real terms will reduce. If we don't find an answer the future looks very bleak for us

During the next few years many councils will respond to the challenges they face by reducing their capacity and capability. We won't. We will conserve and where we can build on our strengths. We are a large organisation. That is a major strength if we work together effectively. We will continue to focus on building our one team culture for Surrey.

This short document sets out our vision for 2017 and the steps we will take over the next five years to achieve it. We hope you understand our approach. If you have any comments please contact us at [david.hodge@surreycc.gov.uk](mailto:david.hodge@surreycc.gov.uk) or [david.mcnuilty@surreycc.gov.uk](mailto:david.mcnuilty@surreycc.gov.uk)

and those residents who need us most. We will also be unable to play our part in working with others to secure strong economic growth in Surrey.

## Time for leadership: time for change

Now that we have re-established Surrey as a high performing Council the time is right to set out how we will continue to improve services for residents within the resources we will have in future.

If you would like this information in large print, on tape 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

**Our purpose** - To ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future.

**Our vision for 2017** By 2017 we will be the most effective Council in England

**What we will focus on** - This vision is ambitious. To achieve it there are six things we have to focus on and get right. These tell a story about how we will transform the way we work with residents, businesses, partners and staff to tackle the issues facing Surrey and navigate our way through the most difficult environment local government has faced for the last 80 years.

**Residents**  
Individuals, families and communities will have more influence, control and responsibility

Individuals, families and communities across Surrey have different needs and aspirations. To meet these it is crucial we develop new relationships that increase their control over how services are designed and provided. This move to greater localism will develop in different ways. We will stimulate changes by engaging with and listening to residents, moving some decision-making powers and funding to local levels, and being transparent about what we do and how much it costs. We will work with adults and children who need support to shape the sort of services they receive so they can lead more independent and fulfilled lives. In everything we do we will treat all residents fairly and with respect.



**Value**  
We will create public value by improving outcomes for residents

In the way that a company seeks to maximise shareholder value, we will focus on generating increased value for residents. We have to reduce our spending by more than £200m over five years to 2017. This is a huge challenge. We will focus relentlessly on reducing our costs. We will deliver the things that are important for Surrey residents, maintain a rigorous focus on value for money, and find innovative solutions that can achieve "more for less".



**Partnerships**  
We will work with our partners in the interests of Surrey

Putting residents' interests first means setting aside organisational boundaries and traditional roles. We will work with whoever is best placed to help improve outcomes for Surrey residents. This could range from co-designing specific services with residents to formal arrangements with social enterprises or partners such as other councils and the private, voluntary, community and faith sectors. If we remain a strong organisation we will have the strength to support others in the voluntary, community and faith sector to make their contribution to Surrey's wellbeing. And we will be able to play our part in working with business partners to improve Surrey's competitiveness as the world economy recovers.



**Quality**  
We will ensure the highest quality and encourage innovation

However services change and whoever delivers them, we will focus on ensuring the highest quality at all times. This means working relentlessly with residents, businesses, partners and staff to find improvements and develop fresh approaches. We will focus on prevention, anticipating and avoiding problems before they arise. We will respond quickly to the changing demands and the opportunities that investment in new technology can bring.



**People**  
We will develop and equip our officers and Members to provide excellent service

One of our key assets is the quality and commitment of the people who work for Surrey. When we remove obstacles for them they are already finding the answers we need. We will invest in the people who work for Surrey. We will make sure that they have the right equipment training and development to support their work. This investment will improve our productivity and the quality of the work we do for residents. It will also support a one team culture where we work in a creative and innovative way for the benefit of residents.



**Stewardship**  
We will look after Surrey's resources responsibly

When striving to fulfil our most pressing duties it is critical we use resources responsibly and safeguard them for future generations. We will focus on conserving Surrey's environment and will reduce our dependency on carbon and other scarce resources. We will maintain rigorous financial and risk management so we have a sound basis for achieving current priorities and investing for future needs.



There is no single one-size fits all answer to the challenges we face over the next five years. Taken together these six strands represent sensible guidelines that create the conditions for individuals, families and communities to find the local solutions that work for them.

**Our values**

Making these changes will not be easy and we will face some tough choices. To succeed we will need to live up to our values. These are at the heart of our desire to make a difference for residents and service users in Surrey.



**Listen**

We actively listen to others and expect to be listened to



**Responsibility**

We take responsibility in all that we do at work



**Trust**

We work to inspire trust and we trust in others



**Respect**

We are supportive and inclusive and committed to learning from others



Communities Select Committee  
21 March 2013

**Epsom & Ewell and Reigate & Banstead Emergency Response  
Cover Locations**

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

Cabinet is due to make a decision about changes to the emergency response cover in the boroughs of Epsom & Ewell and Reigate & Banstead on 26 March 2013. The Communities Select Committee is asked to review and endorse the proposals.

**Introduction:**

1. This report details how Surrey Fire and Rescue Authority (SFRA) intend to improve the deployment of fire engines in order to maintain an effective emergency response in accordance with the Public Safety Plan. SFRA will operate a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead. There will be two new fire stations in Salfords and Burgh Heath and will provide a more efficient use of resources across the county.

**Background:**

2. The Public Safety Plan (PSP) outlines 12 outcomes to be achieved by 2020. These include improving the balance of service provision across Surrey and improving the provision and use of property. Since the PSP was approved, West Sussex Fire and Rescue Authority have decided to relocate their fire engine based at Horley to Horsham and terminating their agreement to receive and respond to calls for assistance in the local ceded area with effect from 1st April 2013.
3. Surrey Fire and Rescue Service (SFRS) provide emergency response cover across the whole of the county and currently have up to 35 fire engines based at 24 fire stations. Two 24 hour fire engines are based each at Epsom and Reigate fire stations, which provide most of the initial response cover for Epsom & Ewell (E&E) and Reigate & Banstead (R&B) borough areas. The remaining thirty one fire engines are based at 22 fire stations across the other nine borough and district areas.

4. Currently the emergency response performance in E&E is, on average, the quickest when compared to the remainder of Surrey and well within the Surrey Response Standard as set out in the PSP. This is primarily due to the relatively small geographic area and presence of a centrally located two fire engine fire station.
5. There are areas of R&B where it has historically been difficult to achieve the Surrey Response Standard, such as Chipstead, and fire engines from Epsom often provide the quickest response to this area.
6. This proposal seeks to provide a more balanced service provision across the E&E and R&B Borough areas, in order to be better positioned to achieve the Surrey Response Standard in addition to addressing the relocation of the West Sussex fire engine from Horley.

<b>Analysis:</b>
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7. A range of options have been considered which included relocating *existing* resources or funding *additional* resources from a range of sources and availability options.
8. Each option was evaluated 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 option analysis, linked with the risk profile and from our experience of providing a fire and rescue service, helps to identify the following course of action.
9. The preferred option is to create a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead.
  - a) Proposal 1: Relocate one fire engine from Reigate fire station 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.
  - b) Proposal 2: Relocate one fire engine from Epsom fire station to a new optimal fire station location in the Burgh Heath area with a target date of summer 2014.
10. 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. The percentage of the population that will be covered within 10 minutes of a fire station will increase, however, the average response times in the borough of Epsom and Ewell will also increase (see paragraphs 16 and 17, tables 1 and 2).
11. We then consulted with local residents and Elected Members.

12. Currently there are two fire engines crewed by staff to provide an immediate response 24 hours a day at Reigate fire station. The proposal is to base 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 the permanent site is established, the plan is to operate an interim fire station at the current Horley Fire Station by agreement with West Sussex from April 2013.
13. Currently there are two fire engines crewed by staff to provide an immediate response 24 hours a day at Epsom fire station. The proposal is to base 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 of 2014. These two fire engines will continue to provide an immediate response 24 hours a day. This proposal was included in the PSP as part of the second phase and will negate the planned change to two fire engines during the day and one at night based at Epsom.
14. The benefits of the proposals would create a more efficient use of resources across the County. R&B residents would receive one fire engine attending incidents on average in about seven and a half minutes which will usually be sufficient resources to deal with the emergency safely and effectively. E&E residents would receive one fire engine attending incidents on average in about six minutes which usually will be sufficient resources 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 to get to the scene of the incident will assess the scale of the emergency and can request more resources should they be required.
15. An independent company (ORH) undertook emergency response modelling to support the PSP and this has proved to be accurate since the introduction of the Surrey Emergency Response Standard. This method has been used once more to support this consultation. The table below shows the impact upon the population and the coverage from base fire station locations in these areas:

*Table 1: Population coverage, currently and with proposal*

Response standard		Percentage of population 1st fire engine in 10mins	Percentage of population 2nd fire engine in 15mins
Current situation <sup>1</sup>	Surrey	79.9%	86.9%
	E&E	86.7%	100%
	R&B	52.1%	86.4%
Preferred option	Surrey	85.2%	86.8%
	E&E	86.7%	96.8%
	R&B	93.5%	86.4%

<sup>1</sup> Based only on existing SFRS resources

16. Modelled response times to emergency incidents are as follows:

*Table 2: Response times, currently and with proposal*

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	%in15mins	% 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 <sup>2</sup>	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%
Preferred option <sup>3</sup>	Surrey	07:20s	82.4%	10:25s	90.7%	98.3%
	E&E	06:03s	87.9%	10:16s	94.6%	97.7%
	R&B	07:32s	83.9%	10:56s	92.3%	98.8%

**Consultation:**

17. The consultation period was extended by the Cabinet Member from the original 8 weeks to 12 weeks (10 December 2012 to 4 March 2013) to ensure all local residents and Elected Members views were heard and considered. A SCC Equalities and Diversity Policy officer and external advisor have been involved in ensuring that the consultation plan has been fully inclusive.
18. Consultation activities included a widely publicised on-line survey, postal questionnaires, presentations at public meetings, letters and emails to stakeholders from the Voluntary, Community and Faith Sector and partner agencies, as well as staff and union consultation. The consultation was publicised in local GP practices, schools, churches, Post Offices, libraries, Citizens Advice Bureaux, community centres, through local media, SCC media and social media. See Annex 2 for the consultation plan.
19. Feedback has been received from around 350 individual respondents and groups using a range of consultation channels and methods. The overall feedback was mixed: 42% were supportive, 20% uncertain, 32% unsupportive and 6% had no opinion. Table 3 below outlines how individual sub-groups responded to the proposals.

<sup>2</sup> Based on optimal site for Salfords area and potential site at Tadworth Roundabout

<sup>3</sup> Based on potential site at Salfords and optimal site in Burgh Heath area



Table 3: merged consultation data

Responder	Yes	Not sure	No	No opinion	Key themes	Total
Staff	38%	22%	34%	6%	Facilities at new locations, reduced resilience of service, cost of proposal, effect of changes to on-call contracts, accuracy of modelling times, cooperation with London Fire Brigade (over-reliance, Vision)	87
Public:	42%	20%	32%	6%	Reduced resilience of service, finding suitable sites (accessibility, noise disturbance), cost of creating new locations, consultation should have been better publicised	253
Public EE	15%	21%	60%	3%	High density area with continuous growth in Epsom, reduced resilience, increased risk and long waiting time for major incidents, growing volume of traffic and accuracy of modelled response times	91
Public RB	61%	19%	13%	7%	Fairer distribution, finding suitable sites, increasing population in Reigate, cost of creating new fire station	152
Partners	25%	25%	50%	0%	Support from NHS Surrey and Borders Partnership	4
SCC staff	100%	0%	0%	0%		6
<b>TOTAL</b>	<b>42%</b>	<b>20%</b>	<b>32%</b>	<b>6%</b>		<b>350*</b>

20. In particular, the formal response from Epsom and Ewell Local Committee included following points:

- a) Consultation should have been better publicised.
- b) Epsom is a growing area with new housing developments and large volume of traffic.
- c) SFRS should seek to continue the arrangements with West Sussex (Horley) instead of acquiring two new stations.
- d) Burgh Heath should be built in addition to existing resources. Reduction in service (i.e. second engine response time) is not desirable.

21. The formal response from Reigate and Banstead Local Committee included:

- a) Members expressed their support in principle for the proposals.
- b) Concerns centred around Members wanting to be consulted on possible site locations, the short time line (summer 2014), the suitability of the location in terms of minimising impact on traffic and accessing a new housing development in Netherne on the Hill. Also, the planned refurbishment of Purley fire station needs to be taken into account.

## **Conclusions:**

22. This report is produced to outline the proposal to be made to Cabinet on 26 March 2013. The proposed course of action will:
  - a) improve the balance of fire service provision across Surrey
  - b) improve the fire engine response coverage in Surrey. This is measured through modelling analysis of performance data
  - c) mitigate the impact of changes at Horley as a result of the West Sussex Fire and Rescue Authority's decision to withdraw their fire engine
23. Overall, the proposal is the most suitable way to provide efficient and effective emergency response cover in the boroughs of Epsom & Ewell and Reigate & Banstead. We hence ask the Communities Select Committee to endorse the proposal.

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

24. 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.
25. As identified in the 2013-14 budget preparation process, an additional pressure in the order of £125,000 will result in 2013-14, and the SFRS budget has already been adjusted to cover that. The longer-term position is less clear at this stage, due to potential knock-on effects on other aspects of the MTFP. Those impacts are likely to be significant, and will be picked up as part of Member's planned MTFP refresh in June 2013.

### **Equalities Implications**

26. At the start of the project, an initial Equality Impact Assessment (EIA) screening was undertaken to identify the potential impact on people with protected characteristics and high risk groups (i.e. age, mental health, disability), which also informed the consultation plan.
27. A full EIA assessed the impact of the proposals on people with protected characteristics and no additional actions were identified as existing multi-agency prevention and protection arrangements are in place to reduce the risk from fire incidents and other emergencies, which are targeted to vulnerable groups.
28. There will be an improved balance in emergency response cover, which includes areas with a higher prevalence of vulnerable people who are at risk of harm from fire incidents (see Annex 1).

### **Risk Management Implications**

29. Joint interim arrangements are being put into place with West Sussex Fire and Rescue Service to ensure that emergency response cover will be in place for the Horley area from 1 April 2013 until the Surrey Fire and Rescue Authority decision can be implemented.

## Implications for the Council's Priorities

30. This proposal will contribute towards the council's priority to enable more adults who need support to live independently.

### Recommendations:

31. Members are asked to:
- a) Endorse the proposal
  - b) Agree to review implementation plan

### Next steps:

- Cabinet meeting 26 March 2013
- If approved, commencement of implementation plan, including relocating one Reigate fire engine to Horley fire station as soon as practicable.
- Agree review mechanism with Communities Select Committee to oversee implementation of plan

---

**Report contact:** Ian Thomson, Surrey Fire and Rescue Service  
01737 242444; [ian.thomson@surreycc.gov.uk](mailto:ian.thomson@surreycc.gov.uk)

### Sources/background papers:

Annex 1 – EIA  
Annex 2 – Consultation plan

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## What equalities legislation is there?

The [Equality Act 2010](#) is a single legal framework that seeks to provide a clear basis upon which to tackle disadvantage and discrimination. Most of the provisions of the Act came into force in October 2010, replacing and consolidating nine pieces of legislation. The Act seeks to ensure people are not discriminated against because they **share certain ‘protected characteristics’<sup>1</sup>**, are **assumed to share** those characteristics or **associate with other people** that share a protected characteristic. It also aims to increase equality of opportunity and foster good relations between groups.

In the Act the Government created a [Public Sector Equality Duty](#). This Duty seeks to ensure public authorities play their part in making society fairer by requiring them to have ‘due regard’ to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and those who do not share it.

The Act covers both direct and indirect discrimination<sup>2</sup>. The Act also extended protection to those experiencing associative discrimination. This occurs when a victim of discrimination does not have a protected characteristic but is discriminated against because of their association with someone who does e.g. the parent of a disabled child. It also extended the concept of discrimination by perception, where a victim of discrimination is presumed to have a protected characteristic, whether they do have it or not.

## What does ‘due regard’ mean?

Having ‘due regard’ means giving an appropriate level of consideration to equalities issues. The Equality Act 2010 explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

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<sup>1</sup> The ‘protected characteristics’ defined in the Act are: age; disability; gender reassignment; pregnancy and maternity; race (including ethnic or national origins, colour or nationality); religion or belief (including lack of belief); sex and sexual orientation. Marriage and civil partnerships is also protected but only with regards to the need to eliminate discrimination.

<sup>2</sup> Equality Law provides [useful summaries](#) of different types of discrimination.

# EQUALITY IMPACT ASSESSMENT GUIDANCE

The Act also states that meeting different needs involves taking steps to take account of disabled people's disabilities. It also describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. Further, it states that compliance with the duty may involve treating some people more favourably than others.

The issue of 'due regard' has been considered in a number of Court cases<sup>3</sup>. It has been emphasised that there are no "prescribed" steps that public bodies must take to demonstrate due regard. In addition there are no particular outcomes that authorities must achieve for those that share protected characteristics as a result of having had 'due regard'. Rather the test of whether an authority has given due regard is a test of substance not "of mere form or box ticking". The duty therefore must be performed "with rigour and with an open mind" and where it forms part of a decision to be made by Members it is important for officers to "be rigorous in enquiring and reporting to them".

**Surrey County Council demonstrates how it has applied 'due regard' to equalities by developing Equality Impact Assessments (EIAs) and incorporating the findings from these assessments into changes it makes to services, functions or policies.**

Surrey County Council has also made a wider commitment to fairness and respect, which underpins everything we do. Our [One Council One Team Fairness and Respect Strategy 2012-2017](#) sets out our equality objectives for the organisation. It also demonstrates our commitment to deliver these objectives in partnership with local organisations and public bodies that are best placed to improve services for Surrey's residents.

## What is this guidance and template for?

This guidance and template seeks to support staff when they are developing an EIA by:

- asking a series of questions that will ensure the equalities implications of any policy, function or service are considered in a robust fashion;
- ensuring that an action plan is produced to address any impacts that are identified; and
- ensuring that decision makers are provided with clear information about the potential impact of decisions on people with protected characteristics.

## Do I need to complete an Equality Impact Assessment?

As a first step you will need to determine whether you need to complete an EIA for the policy, function or service you are developing or changing. The key question is whether any aspect of a new policy, function or service, or changes to an existing one, will have an impact on residents or staff, particularly people sharing protected characteristics. If it will then it is likely that an EIA will need to be completed<sup>4</sup>. **Very few of our policies, functions or services will have no equalities implications for either our residents or our staff.**

<sup>3</sup> The Equality and Human Rights Commission has produced a summary of the implications of these cases in [The Public Sector Equality Duties and financial decisions](#).

<sup>4</sup> The Equality and Human Rights Commission publication [Meeting the equality duty in policy and decision-making](#) includes useful guidance on what should be assessed.

# EQUALITY IMPACT ASSESSMENT GUIDANCE

**However, the level of detail within the EIA should be proportionate to the issue being considered and the scale of the impact.** This means that the range of data used and the extent of community engagement undertaken should be proportionate to the issue being considered. For example, changes to an adult social care service that supports vulnerable elderly residents are likely to require a detailed EIA. However, changes to highway verge maintenance are likely to require either a light touch EIA or no EIA at all. **It is for Directorates to decide the level of detail required in their EIAs.**

**If you decide not to complete an EIA, you must make a record of this decision.** This might take the form of minutes of a meeting, an internal email or a record in a service plan. Most importantly, it must make clear **why you have concluded that an EIA is unnecessary**

## **When should I complete an Equality Impact Assessment?**

Consideration of equalities is an ongoing process. Your assessment should start early in the development of a new or amended policy, service or function. **It is vital that your consideration of equalities issues is not a one-off exercise undertaken at the end of a project.** You need only publish your final EIA. However, you should keep previous versions of your EIA as a record of how the proposals changed as a result of your analysis.

## **What if I identify negative impacts that can't be mitigated?**

The outcome of your equality analysis is only one factor in the overall decision making process. Other factors (such as financial issues or legal matters) may have equal or greater influence over the decision. Further, the new or amended policy, service or function may have to proceed even though not all of the negative equality impacts can be mitigated. The important thing is that decision makers are aware of the equalities implications of the new or amended policy, service or function when making their decision and these implications are considered alongside all other factors.

## **How should I finalise my Equality Impact Assessment?**

All EIAs should be approved by an appropriate level of management in accordance with equalities processes in your Directorate. This may include consideration of your EIA by your Directorate Equality Group, if you have one. Your Strategic Director, Leadership Team and/or Cabinet Member may also wish to approve your EIA.

**Once your EIA is approved, you should send it to the Chief Executive's Policy Team (Equality and Diversity/CEO/SCC) for publication on the Council's website.** It is important that we publish our EIAs as this is one of the ways that we demonstrate how we have paid 'due regard' to the equalities issues identified in the Equality Act.

# EQUALITY IMPACT ASSESSMENT

## 1. Topic of assessment

<b>EIA title:</b>	FRS Continuity of emergency response cover for Horley and Reigate and Banstead
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<b>EIA author:</b>	Julia McDonald, Policy Officer, Customers and Communities
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## 2. Approval

	Name	Date approved
<b>Approved by<sup>5</sup></b>		

## 3. Quality control

<b>Version number</b>	0.5	<b>EIA completed</b>	
<b>Date saved</b>	05/03/13	<b>EIA published</b>	

## 4. EIA team

Name	Job title (if applicable)	Organisation	Role
Julia McDonald Greg Finneron	Policy Officer	SCC	EIA author
Doug Feery	Barrister		External advisor
Corporate E&D	Policy Team	SCC	Internal advisor
Ian Thomson	Area Manager	SFRS	Internal Advisor

## 5. Explaining the matter being assessed

<b>What policy, function or service is being introduced or reviewed?</b>	<p>The Public Safety Plan (PSP) outlines 12 outcomes to be achieved by 2020. These include improving the balance of service provision across Surrey and improving the provision and use of property. Since the PSP was approved, West Sussex Fire and Rescue Authority have decided to relocate the fire engine hitherto based at Horley to Horsham and terminating their agreement to receive and respond to calls for assistance in the local ceded area with effect from 1st April 2013.</p> <p>Fire engine emergency response times will be affected, but people and businesses would continue to access the services through usual channels (emergency line, FRS channels – website, stations, phone, email, etc).</p>
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<sup>5</sup> Refer to earlier guidance for details on getting approval for your EIA.



# EQUALITY IMPACT ASSESSMENT

<p><b>What proposals are you assessing?</b></p>	<p>The proposed option is to create a chain of single fire engine fire stations running through the boroughs of Epsom &amp; Ewell and Reigate &amp; Banstead.</p> <p><b>Proposal 1:</b> 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.</p> <p><b>Proposal 2:</b> Relocate one fire engine from Epsom to a new optimal location in the Burgh Heath area with a target date of summer 2014.</p> <p>The Proposals 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.</p>
<p><b>Who is affected by the proposals outlined above?</b></p>	<p>The potential impact of this move is likely to be on residents and businesses in the area of Horley (continued cover), the remainder of Reigate &amp; Banstead and Epsom &amp; Ewell, as well as staff (re-location). The most significant impact will be experienced by those involved in incidents requiring the attendance of a second fire engine, particularly in parts of Epsom &amp; Ewell. Approximately 67% of incidents are resolved with only one fire engine in attendance. The impact on residents is outlined in section 7. The detailed impact of options was established at the beginning of November and shared with the public and partners during the consultation phase (12 weeks, starting 10/12/12).</p>

## 6. Sources of information

<p><b>Engagement carried out</b></p>
<p>The proposal has been shared with numerous stakeholders during consultation.</p> <p>Consultation activities included a widely publicised on-line survey, postal questionnaires, presentations at public meetings, letters and emails to Voluntary, Community and Faith Sector (VCFS) stakeholders and partner agencies, as well as staff and union consultation. The Empowerment Board East Surrey and the Equalities Advisory Group have been consulted.</p> <p>The consultation was publicised in local GP practices, schools, churches, Post Offices, libraries, CABx, community centres, through local media, SCC media and social media (see consultation plan, <a href="#">Annex x</a>).</p> <p>An E&amp;D Policy officer and external advisor have been involved in ensuring that the consultation plan was inclusive and follows corporate guidance.</p>
<p><b>Data used</b></p>
<p>To inform the EIA, the project used:</p> <ul style="list-style-type: none"> <li>• Impact modelling to ensure we understand the effects of different options</li> <li>• High risk group analysis using MOSAIC and Surrey-i data to understand the demographic make up of the affected areas</li> <li>• Consultation and engagement with residents and businesses from affected areas</li> <li>• Feedback from partners and politicians</li> <li>• <a href="#">SFRS Community Risk Profile 2011-12</a></li> <li>• <a href="#">SFRS &amp; ASC Briefing Document for Frontline Staff</a></li> </ul>

# EQUALITY IMPACT ASSESSMENT

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

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

#### Impact on all residents:

##### Emergency Response times:

The proposals have been created following response modelling aimed at ensuring that throughout Surrey, the first fire engine reaches emergencies more quickly on average than they do now and this should minimise the impact on the Surrey response standard. This model includes considering an average week for Surrey 2011/12 which would include false alarms, fires in a dwelling, other property and non property (secondary fires), as well as vehicle collisions and other incidents (special services). 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.

Average time to drive between fire station locations have been modelled, 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. Although these averages are based on normal (non-emergency) journeys they are 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.

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, especially in areas to the north and west of the current Epsom Fire Station. 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, particularly in the area close to the current Reigate Fire Station. The average for both R&B and E&E would still be well within the Surrey emergency response standard.

The proposal has also been created in accordance to PSP principles and following consultation on the plan.

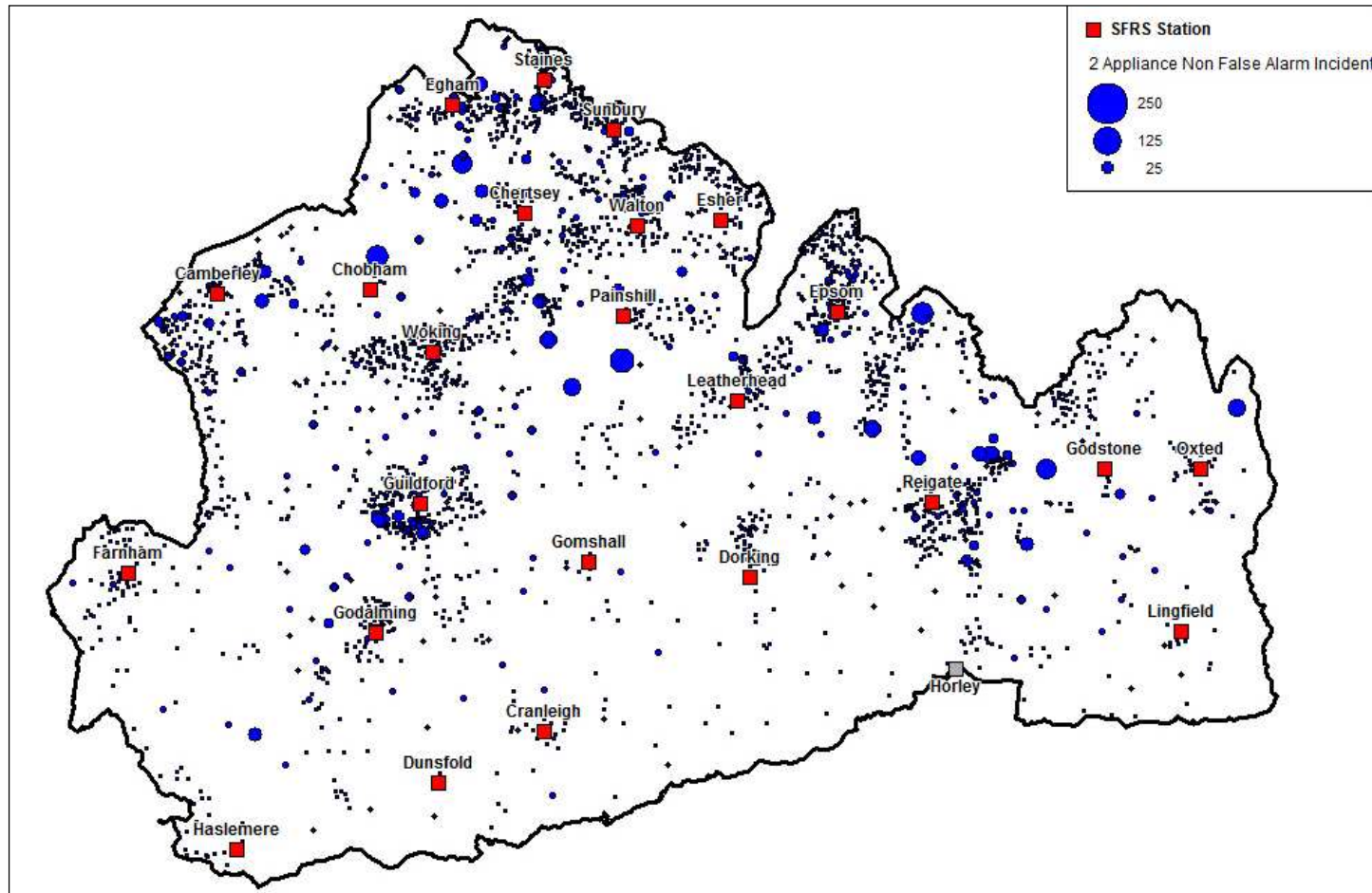
Response standard		1st response to all 2+ fire engine incidents		2nd response to all 2+ fire engine incidents		1st response to other emergencies
		Average	% in 10 mins	Average	% in 15 mins	% in 16 mins
Current situation	Surrey	07:25s	80.7%	10:03s	90.3%	98.1%
	E&E	05:16s	94.0%	06:12s	96.2%	98.5%
	R&B	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%

# EQUALITY IMPACT ASSESSMENT

## Numbers of one and two pump incidents in Surrey:

Approximately 67% of incidents are resolved with only one fire engine in attendance.:

## Incident Distributions (6 year – 2006/07 – 2010/11 2 fire engine Non False Alarm Incidents)



## EQUALITY IMPACT ASSESSMENT

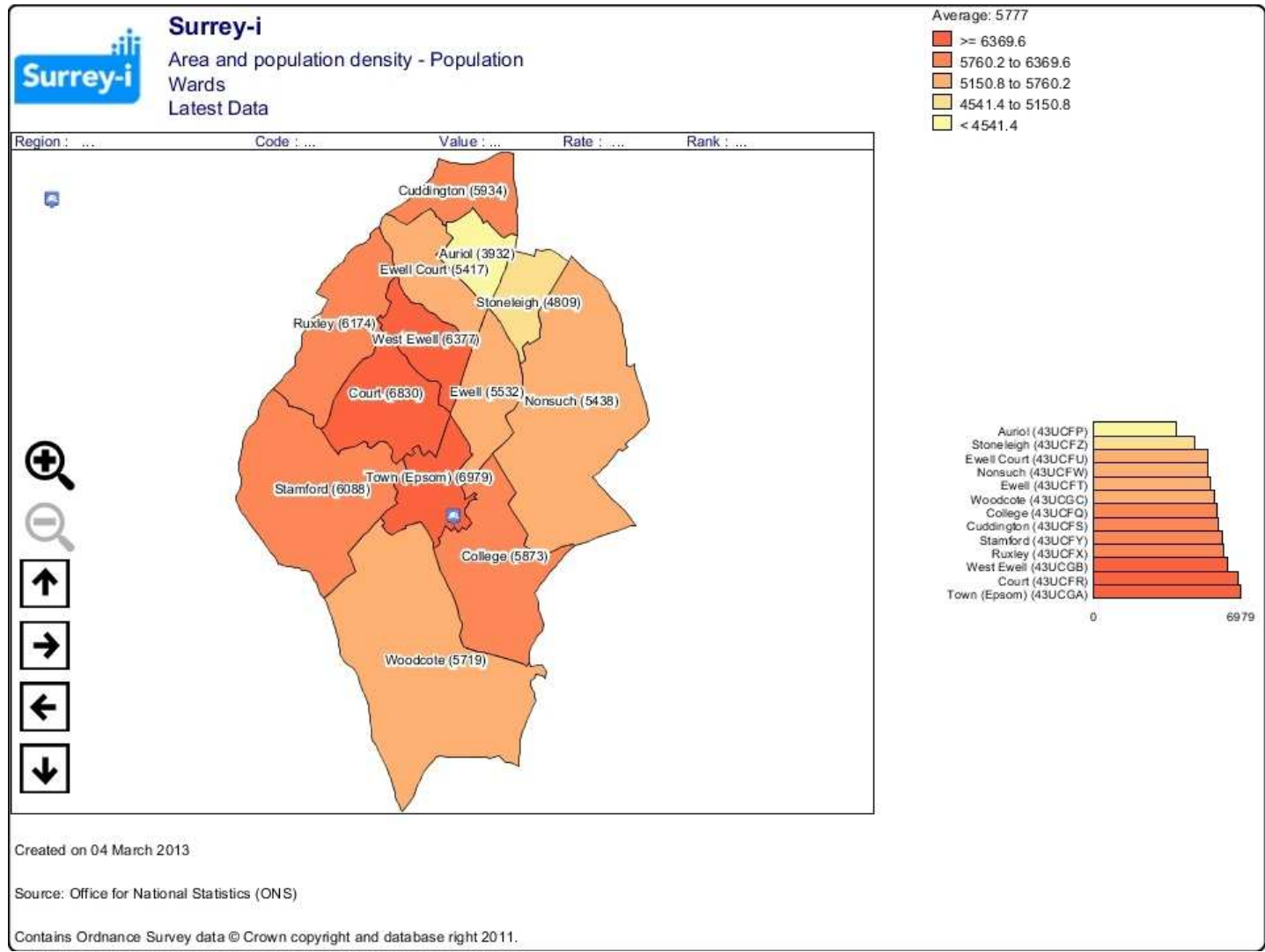
The distribution of number of incidents shows that, as expected, frequency is linked to density of population. The key areas for numbers of incidents are urban areas (however, severity of incidents is not linked to population density):

- Redhill / Reigate area
- Epsom
- North Reigate & Banstead (Burgh Heath / Banstead area)

The changes to the deployment of fire engines means that residents in North Reigate and Banstead that have previously had longer than average response times will have an improved provision (i.e. first engines are more likely to reach them within 10 minutes).

# EQUALITY IMPACT ASSESSMENT

## Epsom and Ewell: Population by Ward



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**Source:** Office for National Statistics (ONS)

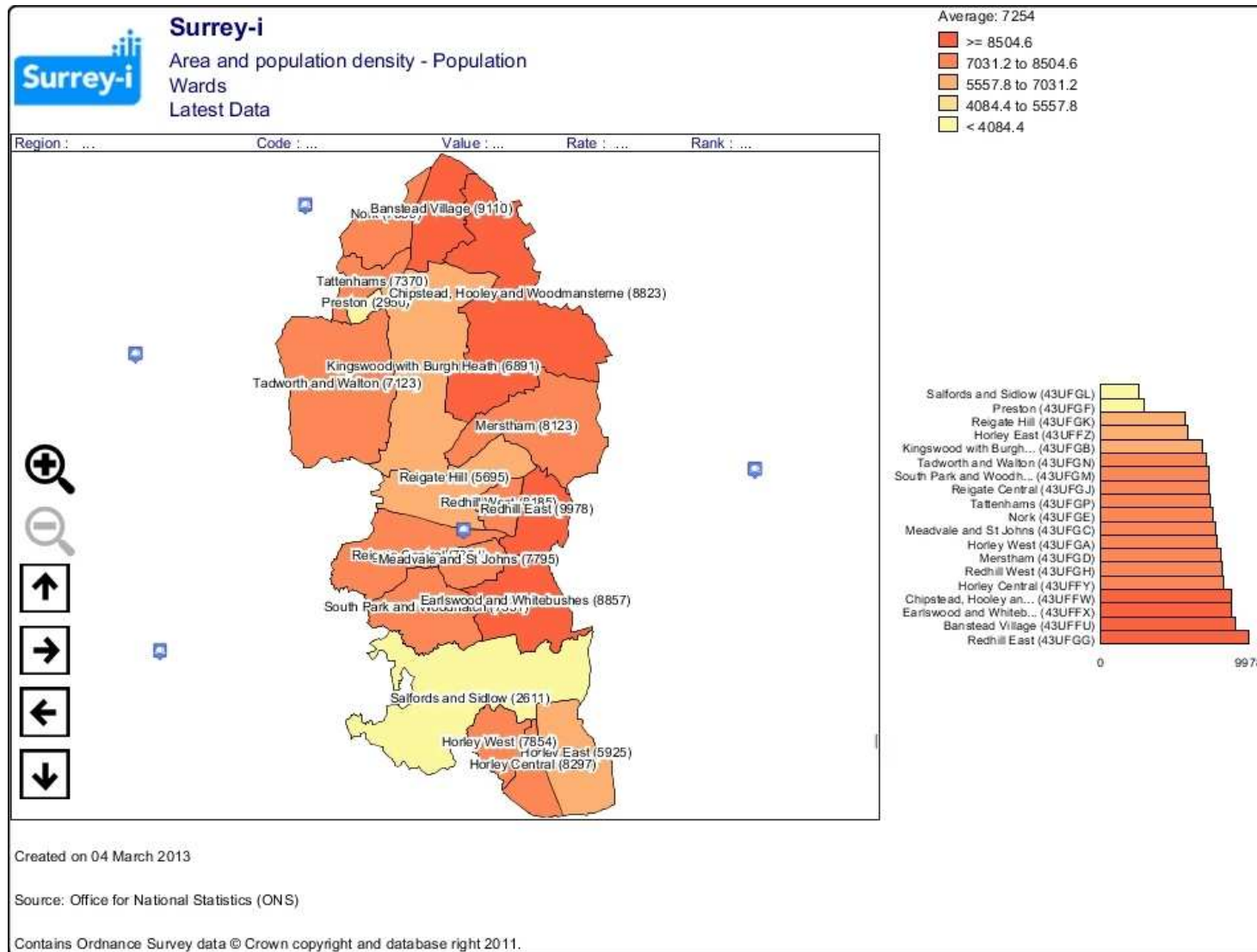
**Dataset:** Census: Population, households and area

This dataset includes data from the 2011 Census released by the Office for National Statistics (ONS)

<http://www.surreyi.gov.uk/GeographyDataBrowser.aspx>

# EQUALITY IMPACT ASSESSMENT

## Reigate and Banstead: Population by Ward



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**Source:** Office for National Statistics (ONS)

**Dataset:** Census: Population, households and area

This dataset includes data from the 2011 Census released by the Office for National Statistics (ONS)

<http://www.surreyi.gov.uk/GeographyDataBrowser.aspx>

# EQUALITY IMPACT ASSESSMENT

## Population by Ward in Epsom and Ewell, Reigate and Banstead and Surrey

Reigate & Banstead	Population
Redhill East	9978
Banstead Village	9110
Earlswood and Whitebushes	8857
Chipstead, Hooley and Woodmansterne	8823
Horley Central	8297
Redhill West	8185
Merstham	8123
Horley West	7854
Meadvale and St Johns	7795
Nork	7556
Tattenhams	7370
Reigate Central	7361
South Park and Woodhatch	7331
Tadworth and Walton	7123
Kingswood with Burgh Heath	6891
Horley East	5925
Reigate Hill	5695
Preston	2950
Salfords and Sidlow	2611
<b>Total</b>	<b>137835</b>

Epsom & Ewell	Population
Town (Epsom)	6979
Court	6830
West Ewell	6377
Ruxley	6174
Stamford	6088
Cuddington	5934
College	5873
Woodcote	5719
Ewell	5532
Nonsuch	5438
Ewell Court	5417
Stoneleigh	4809
Auriol	3932
<b>Total</b>	<b>75102</b>

<b>Surrey</b>	<b>1132390</b>
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**Source:** Office for National Statistics (ONS)

**Dataset:** Census: Population, households and area

This dataset includes data from the 2011 Census released by the Office for National Statistics (ONS)

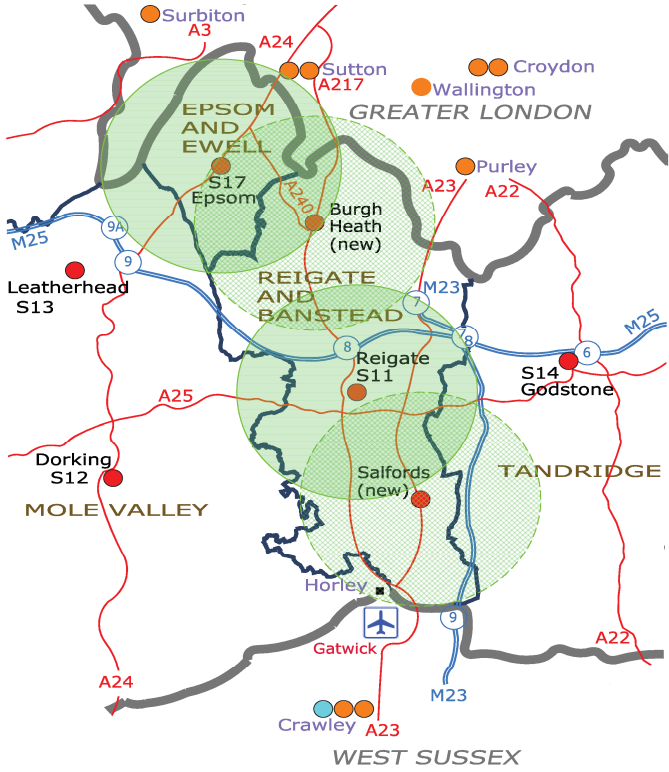
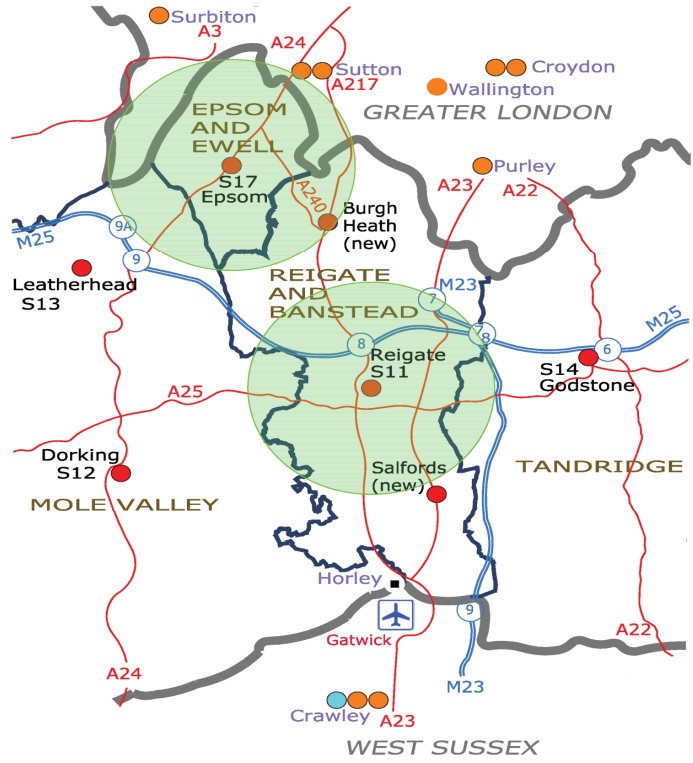
<http://www.surreyi.gov.uk>

# EQUALITY IMPACT ASSESSMENT

Graphic to demonstrate 10 minute drive time:  
Current Configuration

Graphic to demonstrate 10 minute drive time:  
Proposed Configuration

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**LEGEND**

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



# EQUALITY IMPACT ASSESSMENT

## Vulnerable Adults

The Fire Investigation and Community Risk Reduction Team has direct access to the Adult Social Care (ASC) AIS client management system. This is a major step forward for both services as it allows SFRS to streamline its working practices with ASC, saving staff time and allowing us to better serve the adults at risk in Surrey.

Through the use of a Fire Risk Matrix which takes into account factors of age, client group (mental health, drug or alcohol use) and living alone, a risk score can be assigned to all open cases from the Social Care database, ie those known to ASC. The matrix does not include information on smokers which is likely to affect fire risk. Any individual may have a risk score of 0 - 6 based on this logic, and up to 3 risk factors recorded.

For the purposes of this EIA, this information was updated in February 2013. Countywide, 2666 people have been identified with a risk score of 5 or 6, indicating they may be at high risk in a fire situation. This represents 10% of the overall cohort.

### Breakdown of people who may be at higher risk in a fire situation by District & Borough

District / Borough	High Fire Risk people out of all people open to ASC	% High Risk people
Elmbridge	258 out of 2638	10%
<b>Epsom and Ewell</b>	<b>157 out of 1784</b>	<b>9%</b>
Guildford	246 out of 2772	9%
Mole Valley	213 out of 1857	11%
Waverley	378 out of 3132	12%
Runnymede	214 out of 2106	10%
<b>Reigate and Banstead</b>	<b>343 out of 3353</b>	<b>10%</b>
Spelthorne	229 out of 2178	11%
Surrey Heath	171 out of 1914	9%
Tandridge	184 out of 1865	10%
Woking	273 out of 2190	12%
Grand Total	2666 out of 25789	10%

Source: ASC, SCC, February 2013

# EQUALITY IMPACT ASSESSMENT

## Breakdown of people who may be at higher risk in a fire situation

By Ward:

### Epsom & Ewell

Wards with a % greater than 10% have been highlighted

District / Borough	Ward	High Fire Risk people out of all people open to ASC	% of open cases considered to be at high risk in a fire situation
Epsom and Ewell	Auriol	7 out of 73	10%
	College	13 out of 129	10%
	Court	21 out of 221	10%
	Cuddington	5 out of 113	4%
	Ewell	16 out of 156	10%
	Ewell Court	13 out of 143	9%
	Nonsuch	9 out of 83	11%
	Ruxley	3 out of 140	2%
	Stamford	11 out of 129	9%
	Stoneleigh	7 out of 78	9%
	Town (Epsom)	27 out of 243	11%
	West Ewell	11 out of 140	8%
Woodcote	14 out of 136	10%	

Source: ASC, SCC, February 2013

# EQUALITY IMPACT ASSESSMENT

## Reigate & Banstead

Wards with a % greater than 10% have been highlighted

District / Borough	Ward	High Fire Risk people out of all people open to ASC	% of open cases considered to be at high risk in a fire situation
Reigate and Banstead	Banstead Village	59 out of 321	18%
	Chipstead, Hooley and Woodmansterne	12 out of 156	8%
	Earlswood and Whitebushes	12 out of 208	6%
	Horley Central	47 out of 304	15%
	Horley East	2 out of 83	2%
	Horley West	14 out of 202	7%
	Kingswood with Burgh Heath	17 out of 143	12%
	Meadvale and St. John's	11 out of 132	8%
	Merstham	43 out of 314	14%
	Nork	8 out of 156	5%
	Preston	7 out of 85	8%
	Redhill East	3 out of 169	2%
	Redhill West	12 out of 215	6%
	Reigate Central	15 out of 161	9%
	Reigate Hill	23 out of 124	19%
	Salfords and Sidlow	5 out of 66	8%
	South Park and Woodhatch	9 out of 191	5%
	Tadworth and Walton	24 out of 169	14%
Tattenhams	20 out of 154	13%	

Source: ASC, SCC, February 2013

# EQUALITY IMPACT ASSESSMENT

## General Background on Reigate & Banstead and Epsom & Ewell:

In the Surrey Fire and Rescue Service Community Risk Profile 2011-12,

Area	Accidental Fire Deaths	Fire Injuries and/ or rescues
Reigate & Banstead	1	12*
Epsom & Ewell	2	15 *
<b>Surrey</b>	<b>14</b>	<b>91</b>

(Reporting period: 2006-09)

\*The highest and second highest number of injuries or rescues in the County for that period.

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## General Background on the Most Vulnerable Groups:

It has been recognised that “a healthy person, excluding infants, with well positioned and working smoke alarms, should be able to escape without injury or the need to be rescued from an accidental dwelling fire at any time of the day or night.

Local and national risk assessment of those at highest risk of fire suggests that the key equality groups on which this project could impact are older and disabled people, including those who may be at risk of multiple disadvantage.

The [SFRS Community Risk Profile 2011-12](#) has identified that those at risk from a fire in their home fall into one or more categories of:

- Over 60 years old – (the risk increases when 75+)
- Living alone
- Mental health needs/dementia (or memory) issues
- Mobility issues
- Drug and/or alcohol issues
- Smokers

# EQUALITY IMPACT ASSESSMENT

50% of the fatal fires in Surrey were started by careless use of smoking material resulting in the ignition of bedding or other furniture such as chairs. Research has highlighted that where a person is a smoker there are significant additional risks if the person is:<sup>6</sup>

- elderly,
- alcohol dependant,
- infirm (limited mobility) and/or
- has mental health needs

In London Care workers are being targeted in a new fire safety drive, after figures showed that one person receiving care is dying in a fire every month.<sup>7</sup>

Following a rise in fatal fires involving adults at risk in the year 2011/12, a joint Surrey Fire and Rescue Service (SFRS) and Adult Social Care (ASC) working group was set up to report to Surrey County Council (SCC) Cabinet on how the County can reduce the harm being caused by fire. The group took into account the publication of the Chief Fire Officers Association (CFOA) report on an aging population, [Ageing Safely](#) (December 2011), and the report on the fatal fire at [Rosepark Nursing Home](#) (April 2011). The [report to Cabinet](#), in May 2012 included a number of recommendations on how we can reduce the risk and better support adults to live in their own homes and in residential care. The strategy to implement the recommendations is being delivered through four working groups with an overarching, multi-agency Steering Group. The working groups are:

- Telecare Group – to use a high risk matrix to identify adults at increased risk of harm from fire and ensure they are offered telecare with a linked smoke alarm
- Residential Care – to increase the number of residential settings with sprinkler systems, fire retardant materials and improved training for staff
- Community Care – to ensure adults at risk are kept safe when in their own homes through better knowledge of the fire risks, the referral process and equipment available to them to keep them safe
- Marketing group – to increase awareness of the risks, support and equipment available to keep adults safe from fire.

<sup>6</sup> <http://www.surreycare.org.uk/cms/uploads/news/keeping%20people%20safe%20from%20fire%20frontline%20staff%20briefing%20note%20v3.pdf>

<sup>7</sup> <http://www.guardian.co.uk/social-care-network/2012/sep/11/fire-safety-drive-care-workers>

# EQUALITY IMPACT ASSESSMENT

## Residential Care Homes and Number of Beds by Town

### Reigate & Banstead

Town	Total number of Care Homes in this town	Total number of beds in Care Homes in this town
Redhill	32	397
Horley	20	275
Reigate	19	466
Banstead	19	610
Tadworth	7	218
Walton on the Hill	1	6
Chipstead	1	36
Lower Kingswood	1	6
<b>Total</b>	<b>100</b>	<b>2014</b>

### Epsom & Ewell

Town	Total number of Care Homes in this town	Total number of beds in Care Homes in this town
Epsom	27	490
Ewell	3	31
Worcester Park	1	3
<b>Total</b>	<b>31</b>	<b>524</b>

Surrey	Total number of Care Homes	Number of beds in Care Homes
<b>Total</b>	<b>451</b>	<b>12124</b>

Source: ASC, SCC, December 2012

# EQUALITY IMPACT ASSESSMENT

## Incident and Indices of Multiple Deprivation Correlation

The tables below present the correlations at the Super Output Area (SOA) level between Indices of Multiple Deprivation (IMD) Score, and Incident and Incident Type.

The IMD data is only available at the SOA level, whereas the incident data is more granular. This may result in the correlations being underestimated to a small extent. Also, the IMD scores in Surrey do not vary significantly. The first table shows that each incident type is very weakly correlated with the IMD score, however there is some evidence that FDR1s (Primary Fires) and FDR3s (Secondary Fires) are more reflective of IMD than other incident types. This result would be expected. The second table shows a weak correlation between IMD and incident numbers.

### Geographical Incident Correlation to IMD Score

6 Year Sample (April 03 to March 09)

Incident Type <sup>8</sup>	Correlation
Chimney	-0.01
False Alarm	0.03
FDR1	0.14
FDR1 - Vehicle	0.07
FDR3	0.14
RTC	0.01
Other Special Services	0.11

### Geographical Incident Correlation to IMD

7 Year Sample

	Correlation
1 Appliance Incidents	0.08
2+ Appliance Incidents	0.06
All Incidents	0.08

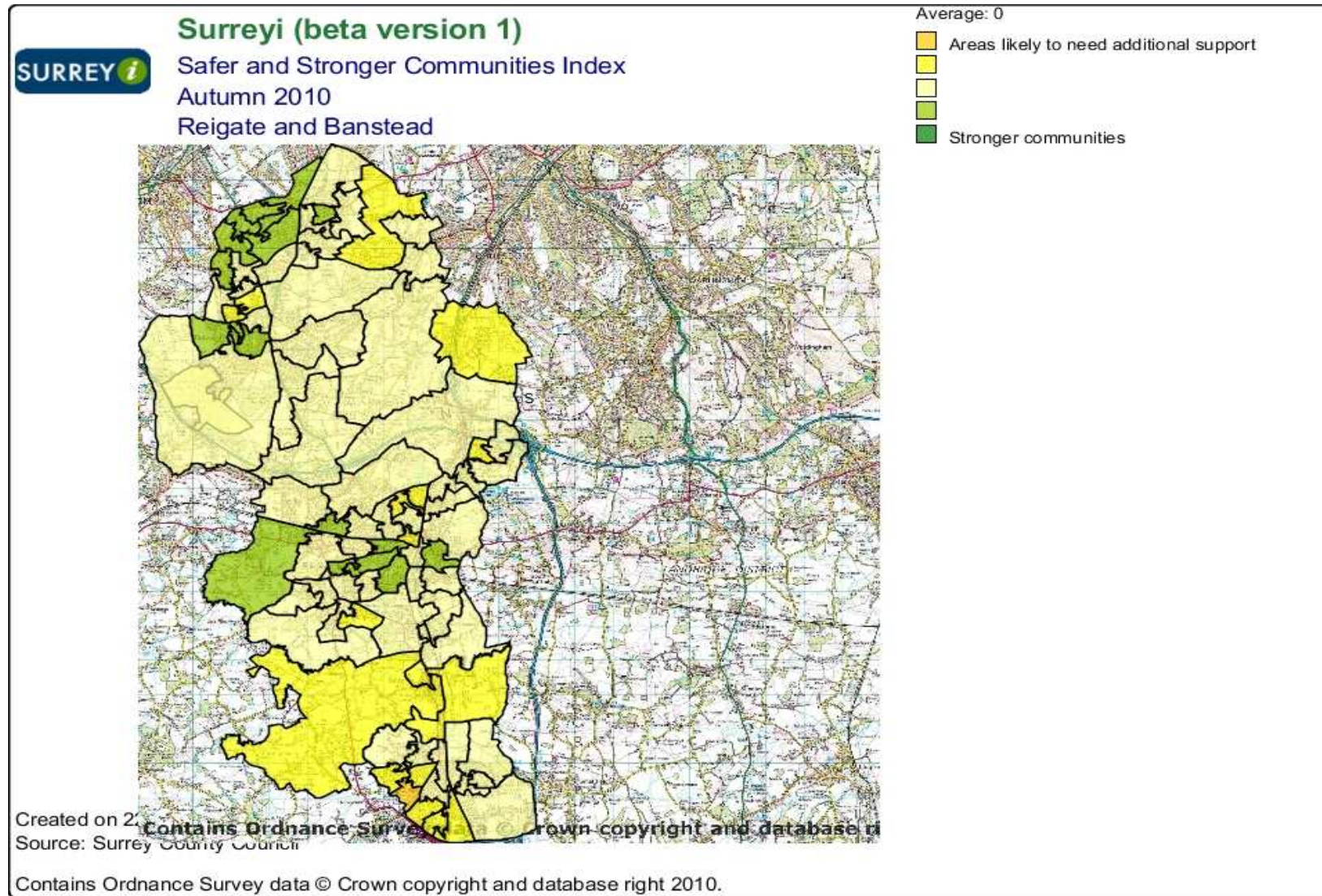
Source: SFRS

<sup>8</sup> FDR1 and FDR3 describe types of fire before the national Incident Recording System (IRS) was introduced. An FDR1 fire related primarily to property that has an insurable value, such as a dwelling or commercial property, vehicle, etc. An FDR3 fire related primarily to those fires where there is no insurable loss, such as rubbish or grass, abandoned vehicle, etc.

# EQUALITY IMPACT ASSESSMENT

## Surrey-i Heat Maps

The heat maps consist of 28 indicators, to highlight areas in Surrey that are likely to need additional support. The category indicators include population over 80, single pensioner households, households in socially rented tenure, income deprivation affecting older people, working age population claiming benefits, recorded crime and anti-social behaviour incidents, and accidental dwelling fires.





# EQUALITY IMPACT ASSESSMENT

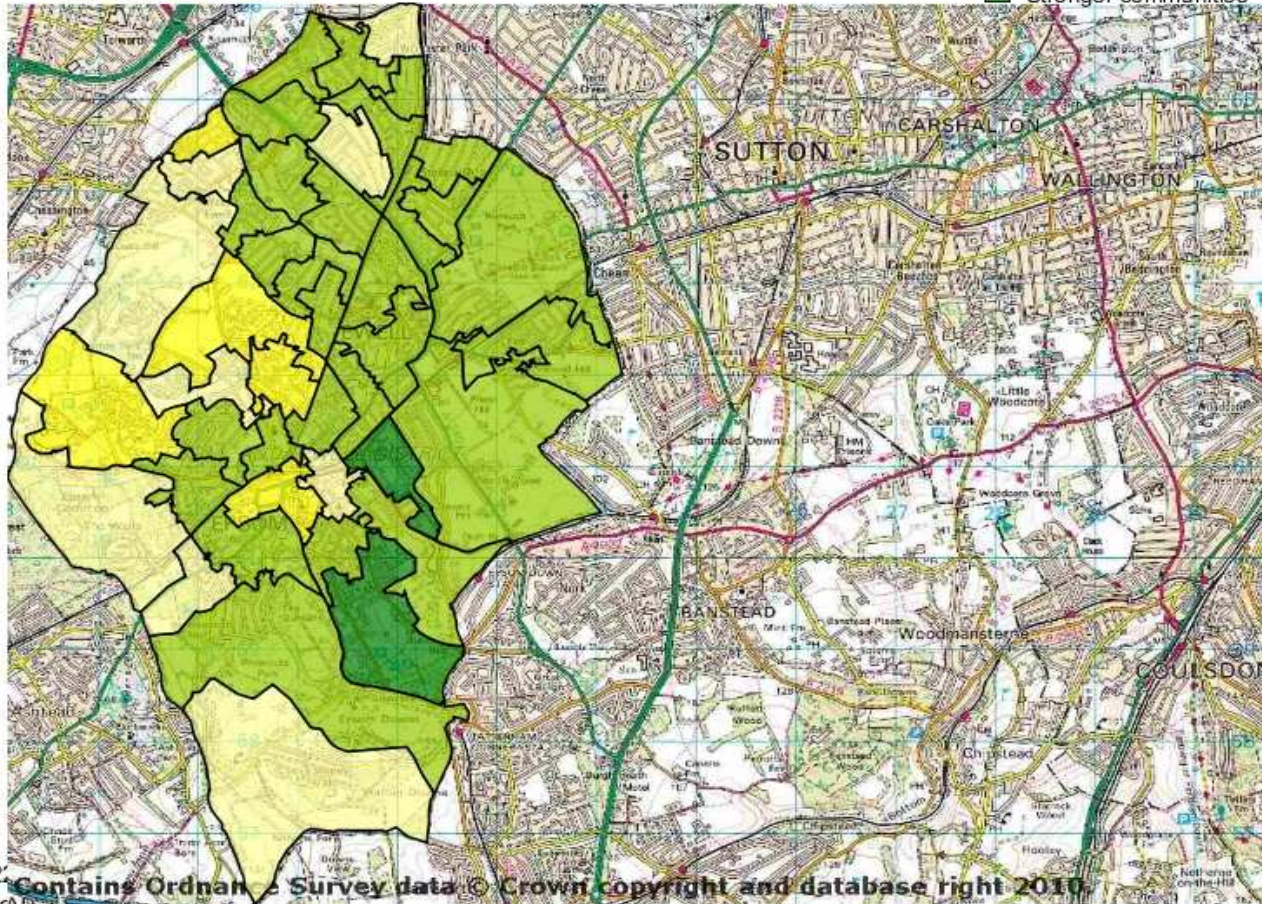


## Surreyi (beta version 1)

Safer and Stronger Communities Index  
Autumn 2010  
Epsom and Ewell

Average: 0

- Areas likely to need additional support
- Stronger communities



Created on 25/10/2010. Contains Ordnance Survey data © Crown copyright and database right 2010.  
Source: Surrey County Council

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## Hate Crime and Arson

In 2012 there has been only one Arson offence with a hate flag against it (racial flag). This offence was in Mole Valley. (Source: Surrey Police Incident Recording System, 2012) To understand if 1 racially motivated arson is 'typical', the tables below demonstrate that criminal damage is fairly prevalent, yet less than 0.5% of criminal damage to a dwelling was racially or religiously motivated. If this is used as a proxy, 1 racially motivated arson out of 299 (0.33%) suggests this would be the expected level.

<b>Criminal Damage</b>	Offence category	April 2010 – March 2011	April 2011 – March 2012
	Criminal damage to a dwelling	1809	1591
	Criminal damage to a building other than a dwelling	1059	925
	Criminal damage to a vehicle	5446	5026
	Other criminal damage	3365	3076
	<b>Total</b>	<b>11679</b>	<b>10618</b>

<b>Racial or Religious Aggravated Criminal Damage</b>	Offence category	April 2010 – March 2011	April 2011 – March 2012
	Racially or religiously aggravated criminal damage to a dwelling	4	5
	Racially or religiously aggravated criminal damage to a building other than a dwelling	6	0
	Racially or religiously aggravated criminal damage to a vehicle	5	6
	Racially or religiously aggravated other criminal damage	2	4
	<b>Total</b>	<b>17</b>	<b>15</b>

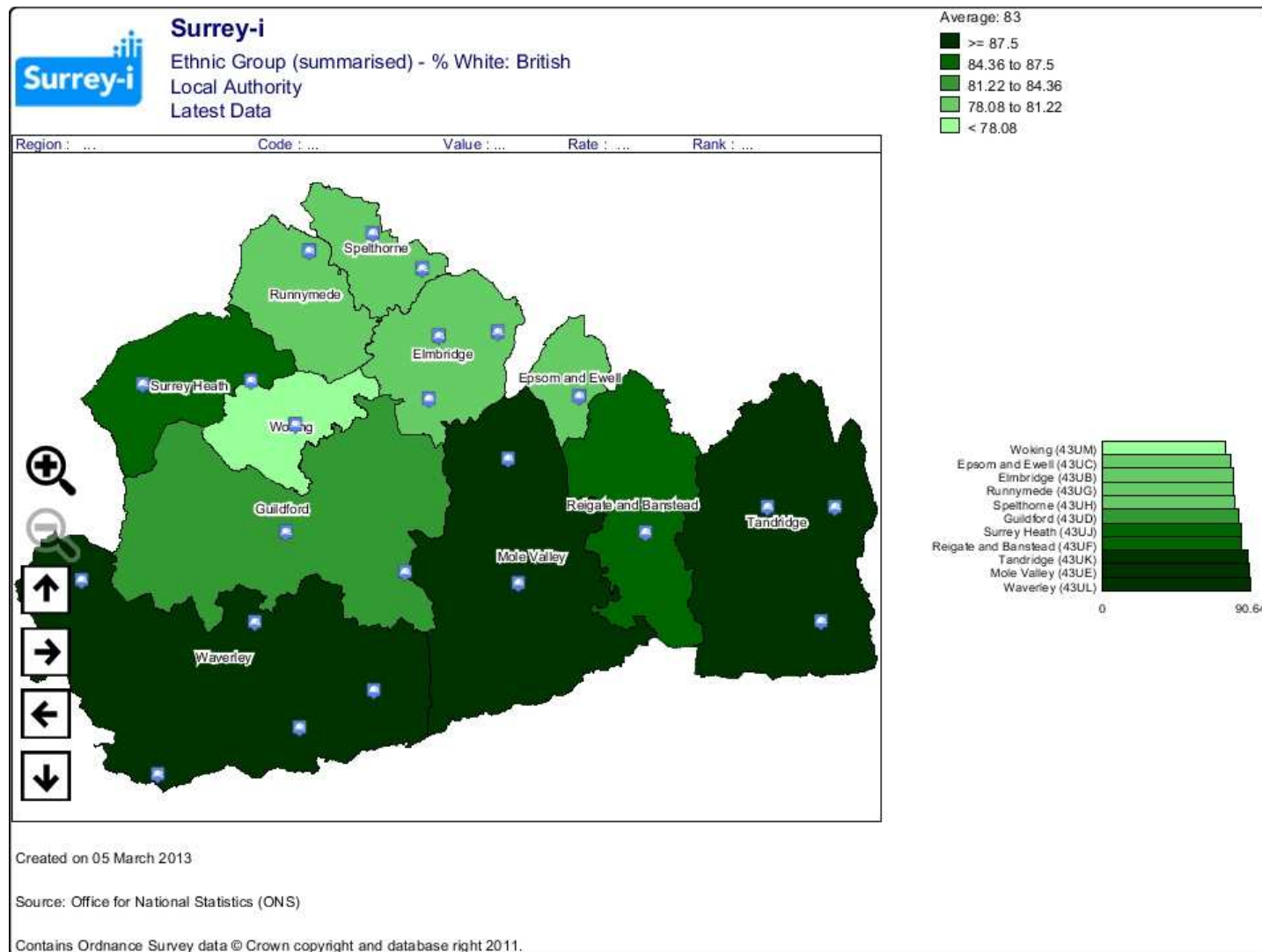
<b>Arson</b>	Offence category	April 2010 – March 2011	April 2011 – March 2012
	Arson endangering life	49	22
	Arson not endangering life	305	277
	<b>Total</b>	<b>354</b>	<b>299</b>

Source: D10 Partnership Product, Surrey Police Incident Recording System, March 2012

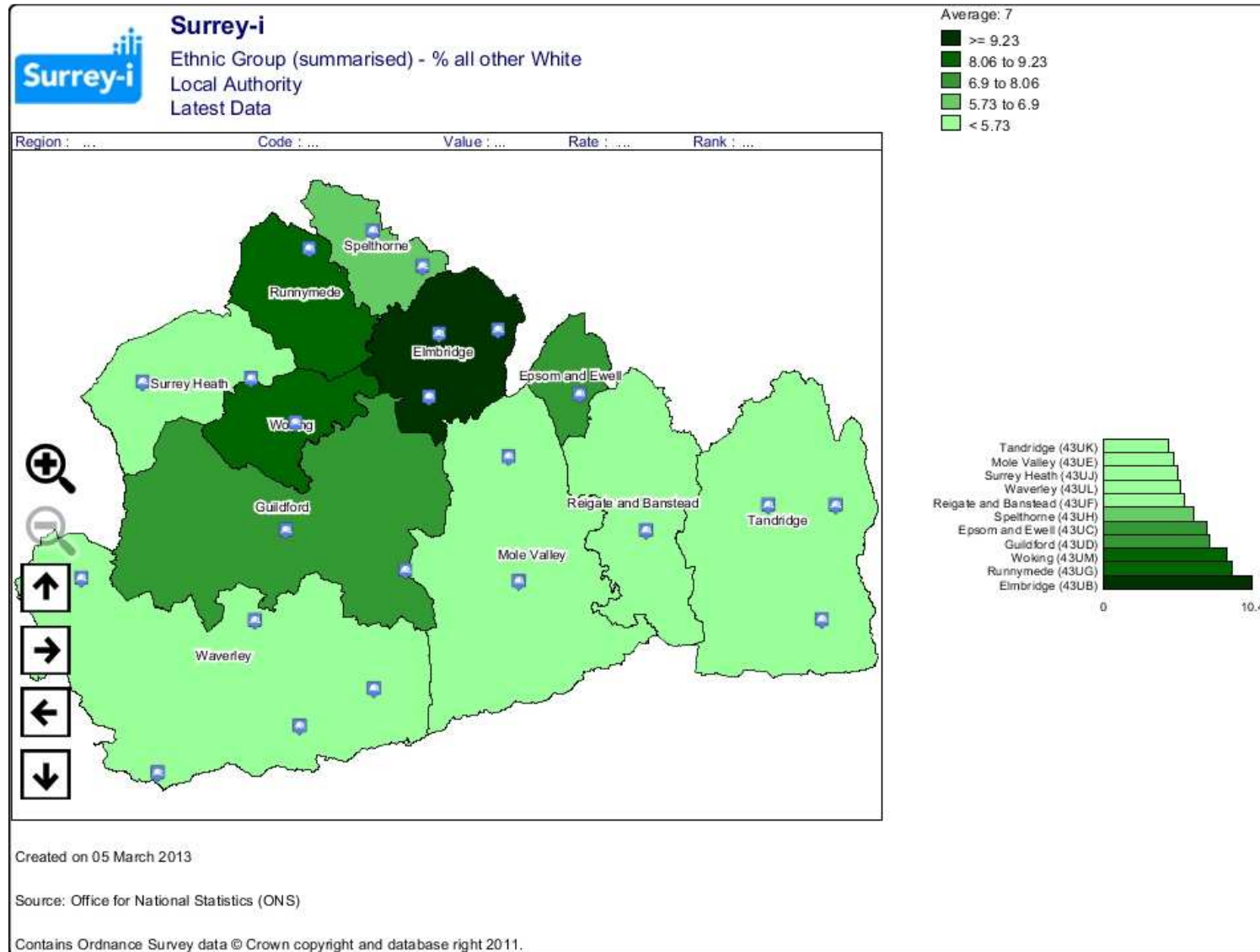
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## Race

Data from the Community Risk Profile 2011-12 suggests that the groups most at risk in Surrey are White British and White Other. The two maps below show that the White British population in Epsom and Ewell is below average for Surrey and above average in Reigate and Banstead. The trend for the category White Other demonstrates the reverse trend.



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Source: Surrey-i: <http://www.surreyi.gov.uk/Viewpage.aspx?C=basket&BasketID=224>

# EQUALITY IMPACT ASSESSMENT

Protected characteristic <sup>9</sup>	Impacts	Evidence																																																																
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 97</p> <p><b>Age</b></p>	<p><b>Data Analysis</b></p> <p>This has identified a link between fire deaths/injuries and older people (i.e. 65 years and over). This risk is compounded in cases where there are other risk factors, e.g living alone, mobility, mental health, smoking, etc). There is also an increase in fire deaths during the winter months.</p> <p><b>Potential Positive Impacts</b></p> <p>Continued emergency response cover for the Horley area and better first engine response times across R&amp;B, especially in the north of the borough.</p> <p><b>Potential Negative Impact</b></p> <p>Modeled slightly longer emergency response times for the second fire engine in the Reigate area and significantly longer response time for second fire engine for E&amp;E but within the Surrey Emergency Response Standard.</p>	<p><b>Census 2011</b></p> <p>Surrey shows an increased number of under 5s and increase of older people over 65.</p> <p><b>Population Increases by Age Group in Surrey between 2001 and 2011 Census</b></p> <table border="1" data-bbox="1048 507 1995 762"> <thead> <tr> <th rowspan="2">Age Group</th> <th colspan="2">Reigate &amp; Banstead</th> <th colspan="2">Epsom &amp; Ewell</th> <th colspan="2">Surrey</th> </tr> <tr> <th>Population</th> <th>% Inc.</th> <th>Population</th> <th>% Inc.</th> <th>Population</th> <th>% Inc.</th> </tr> </thead> <tbody> <tr> <td>Under 5s</td> <td>9,200</td> <td>17.9</td> <td>4,600</td> <td>15</td> <td>71,300</td> <td>13.5%</td> </tr> <tr> <td>Over 65s</td> <td>22,700</td> <td>10.2</td> <td>12,600</td> <td>11.5</td> <td>194,500</td> <td>13%</td> </tr> <tr> <td>Over 85s</td> <td>3,800</td> <td>26.7</td> <td>1,900</td> <td>11.8</td> <td>30,000</td> <td>25.5%</td> </tr> </tbody> </table> <p><a href="http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=928">http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=928</a></p> <p><b>Population Projection 2035</b></p> <table border="1" data-bbox="1048 858 1995 1230"> <thead> <tr> <th>Region</th> <th>All ages</th> <th>Age 0-4</th> <th>Age 65-84</th> <th>Age 85+</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>62,078,400</td> <td>343,8700</td> <td>424,8300</td> <td>294,8900</td> </tr> <tr> <td>Surrey</td> <td>133,7500</td> <td>71,600</td> <td>111,000</td> <td>75,600</td> </tr> <tr> <td>South East</td> <td>989,9500</td> <td>517,000</td> <td>815,600</td> <td>561,700</td> </tr> <tr> <td>Epsom and Ewell</td> <td>93,200</td> <td>5,300</td> <td>6,400</td> <td>4,400</td> </tr> <tr> <td>Reigate and Banstead</td> <td>176,300</td> <td>9,800</td> <td>14,000</td> <td>9,600</td> </tr> </tbody> </table> <p><a href="http://www.surreyi.gov.uk/Viewpage.aspx?C=basket&amp;BasketID=222">http://www.surreyi.gov.uk/Viewpage.aspx?C=basket&amp;BasketID=222</a></p>	Age Group	Reigate & Banstead		Epsom & Ewell		Surrey		Population	% Inc.	Population	% Inc.	Population	% Inc.	Under 5s	9,200	17.9	4,600	15	71,300	13.5%	Over 65s	22,700	10.2	12,600	11.5	194,500	13%	Over 85s	3,800	26.7	1,900	11.8	30,000	25.5%	Region	All ages	Age 0-4	Age 65-84	Age 85+	England	62,078,400	343,8700	424,8300	294,8900	Surrey	133,7500	71,600	111,000	75,600	South East	989,9500	517,000	815,600	561,700	Epsom and Ewell	93,200	5,300	6,400	4,400	Reigate and Banstead	176,300	9,800	14,000	9,600
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<sup>9</sup> More information on the definitions of these groups can be found [here](#).

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## SFRS Community Risk Profile 2011-12

### Fatalities from Fire

The age range of all who died in accidental fires from 2006 -2009 was 17 – 97 years of age.

### Average Age of those who died

Male / Female	Average Age
Male	64
Female	69
Overall	67

### Number of those who died under /over Statutory Retirement Age

Under Statutory Retirement Age	Over Statutory Retirement Age	Total
5	9	14

The individuals most at risk of fire are white British males and females in the 30 -60 year age range. Over all the age ranges, white British Females are shown to be the biggest groups at risk from injury and/or rescue from fire.

### Underlying Causes of fire deaths and incidents:

#### Underlying Cause to Fire Deaths and Incidents

Category	Alcohol	Mobility	Mental Health / Depression
Number of Fire Deaths	7	5	10
% of Fire Incidents	50%	35%	71%

# EQUALITY IMPACT ASSESSMENT

**Age and Alcohol Misuse:** The Surrey Fire and Rescue Service Community Risk Profile 2011-12 identified alcohol as a contributing factor to the cause of the fire and/or their injury. As a contributing factor to the cause of the fire and/or to their injury affect the 21 – 60 age groups. Of the 13 people who were asleep at the time of the fire, 7 were under the influence of drugs or alcohol. Alcohol misuse declines with age, however the chronic health damage from prolonged alcohol misuse is more likely to manifest as people get older. Different types of drinking and alcohol misuse are associated with different ages. For example, binge drinking is more prevalent in 18-24 year olds while increasing risk drinking is more common among 25-44 year olds.

**Age and Mobility:** Numerous studies have documented a positive correlation between age and mobility limitations, i.e as age increases, the likelihood of having difficulties with walking and movement increases. In particular, at higher ages of 70 years and over, there is a very strong association between age and mobility limitations. However research also suggests that such a relationship is influenced by gender (i.e women live longer increasing the likelihood of mobility limitations), marital status, and health behaviours e.g. smoking and alcohol misuse, and changes in health behaviours in smoking and physical activity.

**Age and Mental Health:** Older people are particularly affected by several risk factors for depression: poor physical health, caring responsibilities, loss and bereavement and isolation.

### **Road Casualties**

In 2009, 25% of all road casualties in Surrey involved young people. Of these 158 were Killed or Seriously Injured casualties and 1,278 slight casualties.

### **SFRS Consultation on Changes to Fire Engine Deployment 2013**

Consultation for this project has produced data from Care Home managers that reports that reduced mobility of older residents impacts on fire safety.

# EQUALITY IMPACT ASSESSMENT

		<p><b>Mosaic Data 2009</b> The table below shows the breakdown of the 3.7% of the Surrey population placed in category M: Elderly people reliant on state support.</p> <table border="1"> <tr> <td>M56: Older people living on social housing estates with limited budgets</td> <td>1.2%</td> </tr> <tr> <td>M57: Old people in flats subsisting on welfare payments</td> <td>0.1%</td> </tr> <tr> <td>M58: Less-mobile older people requiring a degree of care</td> <td>2.2%</td> </tr> <tr> <td>M59: People living in social accommodation designed for older people</td> <td>0.2%</td> </tr> </table>	M56: Older people living on social housing estates with limited budgets	1.2%	M57: Old people in flats subsisting on welfare payments	0.1%	M58: Less-mobile older people requiring a degree of care	2.2%	M59: People living in social accommodation designed for older people	0.2%																
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<p><b>Disability / health</b></p>	<p><b>Data Analysis</b></p> <p>This has identified a link between fire deaths/injuries and mobility. This risk is compounded in cases where there are other risk factors, e.g. age, living alone, mental health, smoking, etc.</p> <p>There is no heat map available that can identify where single people with health conditions or disabilities live. However, please see Heat Maps on Page 21 and 22 for areas in Reigate and Banstead and Epsom and Ewell identified as places likely to need additional support.</p> <p>Consultation has not produced any specific issues related to disability. All concerns reflected those of the general population.</p>	<p><b>Census 2011</b> Proportion of people reporting a health problem or disability</p> <table border="1"> <thead> <tr> <th>Category</th> <th>R&amp;B</th> <th>E&amp;E</th> <th>Surrey</th> </tr> </thead> <tbody> <tr> <td>Day to day activities limited a little</td> <td>7.9%</td> <td>7.8%</td> <td>7.8%</td> </tr> <tr> <td>Day to day activities limited a lot</td> <td>6.1%</td> <td>5.6%</td> <td>5.7%</td> </tr> <tr> <td>All with activities limited</td> <td>14%</td> <td>13.4%</td> <td>13.5%</td> </tr> <tr> <td>In bad or very poor health</td> <td>3.6%</td> <td>3.4%</td> <td>3.5%</td> </tr> <tr> <td>All people providing unpaid care</td> <td>13,105 (9.5%)</td> <td>7,328 (9.8%)</td> <td>9.6%</td> </tr> </tbody> </table> <p><a href="http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&amp;ResourceID=1002">http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&amp;ResourceID=1002</a></p>	Category	R&B	E&E	Surrey	Day to day activities limited a little	7.9%	7.8%	7.8%	Day to day activities limited a lot	6.1%	5.6%	5.7%	All with activities limited	14%	13.4%	13.5%	In bad or very poor health	3.6%	3.4%	3.5%	All people providing unpaid care	13,105 (9.5%)	7,328 (9.8%)	9.6%
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	<p><b>Potential Positive Impacts</b></p> <p>Continued emergency response cover for the Horley area and better first engine response times across R&amp;B, especially in the north of the borough.</p> <p><b>Potential Negative Impact</b></p> <p>Modeled slightly longer emergency response times for the second fire engine in the Reigate area and significantly longer response time for second fire engine for E&amp;E but within the Surrey Emergency Response Standard.</p>	<p><b>SFRS Community Risk Profile 2011-12</b></p> <p>Underlying causes of fire deaths include: mobility and mental health. 7 of the 8 people who died in fires outside the home were suffering from mental health issues and started these fires as a deliberate act. All the people who were asleep at the time of the fire had additional underlying issues of restricted mobility, mental health, and/or alcohol misuse.</p> <p>The risk profile also found that 4 people affected by fire injuries had disabilities, 1 person had special needs and 1 person was under the influence of medication. In total 20 people injured by fire had mobility, medical conditions, disabilities or special needs issues that effected their ability to escape unharmed. This equates to 22% to all casualties and affects in the main, the old age groups.</p> <p>“The county council continues with its intention to support independent living, supporting people to live in their own homes. There are an estimated 222,000 people with common mental health problems in Surrey and a Dementia estimate that approximately one in 79 (1.3%) of the Surrey population should have dementia approximately 13,600 people”.</p> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b></p> <p>Postal questionnaires were predominantly from Care Homes, completed by Care Home Managers. 51% of this cohort were in favour of the proposals, with only 8% rejecting the proposal. The main area of concern was regarding the safety of elderly residents. There was also positive support for the proposals from those with a disability.</p> <p><b>Age and Mobility:</b> See Previous Section</p> <p><b>Disability and Mobility:</b> In addition to the large body of literature on mobility limitations among older adults, there are also a number of studies on mobility limitations among the intellectually and developmentally disabled and the visually impaired (Cleaver, Hunter, and Ouellette-Kuntz, 2008; Salive, Guralnik, Glynn, and Christen, 1994).</p>
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**Mental Health:**

**Race and ethnic** differences in the levels of mental well-being and prevalence of mental disorders are influenced by a complex combination of socio-economic factors, racism, diagnostic bias and cultural and ethnic differences and are reflected in how mental health and mental distress are presented, perceived and interpreted.

**Gender:** Gender impacts significantly on risk and protective factors for mental health and expression of the experience of mental distress. Neurotic disorders including depression, anxiety, attempted suicide and self harm are more prevalent in women than men, while completed suicide, drug and alcohol abuse, anti-social personality disorder, crime and violence are more prevalent among men.

**Gay, lesbian, bisexual and gender reassignment** peoples are at increased risk for some mental health problems – notably anxiety, depression, self-harm and substance misuse – and more likely to report psychological distress than their heterosexual counterparts.

**Smoking (and Mental Health):** Surrey JSNA also identifies that those at risk of high rates of smoking include: mental health service users - who exhibit rates of smoking at least twice that found among the general population. The Surrey Fire and Rescue Service Community Risk Profile 2011-12 identified that in 45% of the fire deaths, smoking material was the primary cause of the fires. Of the 7 people who smoked, the primary cause in 4 of these incidents was smoking related. Although relevant, this is the primary cause of fire and all these victims had additional underlying issues of mobility, mental health, and alcohol problems. However only 7 of the accidental fire injuries were due to smoking materials.

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## Estimated Number of Carers 2012

Region	Number of Carers
Reigate and Banstead	13,110
Epsom and Ewell	7,400
Average for Surrey District & Boroughs	9,701
Surrey	106,740

Source Surrey-i

## 65 and over Population Predicted to Have Severe Depression - 2012 -2020

Region	2012	2013	2015	2020	% Increase
Epsom and Ewell	358	366	385	413	15.36%
Reigate and Banstead	665	691	721	786	18.20%
Surrey	5,645	5,802	6,045	6,555	16%

Source: Surrey-i  
(NHS London Health Observatory)

## % of Population with smoking prevalence

Region	% of Population
Epsom and Ewell	14.50
Reigate and Banstead	14.30
Surrey	14.1%

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		Source: Surrey-i (NHS London Health Observatory)																			
Page 104	<p><b>Gender reassignment</b></p> <p><b>Data Analysis</b></p> <p>According to the GIRES report, the prevalence of transgender people experiencing some degree of gender variance is 0.6%, but there is no validated estimate of the population of transgender people in the UK.</p> <p>There could potentially be more at risk of hate crime related fires, but there is no local data on this.</p> <p>Consultation has not produced any specific issues related to gender reassignment. There was no feedback from the gender reassignment population.</p> <p><b>Potential positive / negative impacts</b> See above</p>	<p><b>Gender Variance in the UK: Prevalence, Incidence, Growth and Geographic Distribution</b> Report for Gender Identity Research Organisation (GIRES), June, 2009</p> <p>‘A high degree of stress accompanies gender variance with 34% of transgender adults reporting at least on suicide attempt.’</p> <p>In Surrey the prevalence of people, 16 or over, who have presented with gender dysphoria is 37 per 100,000.</p>																			
	<p><b>Pregnancy and maternity</b></p> <p><b>Data Analysis</b></p> <p>There is a lack of data on this group. Expectant and new mothers could potentially be at more risk, as emergency evacuation may be difficult due to reduced agility, dexterity, co-ordination, speed, reach and balance. Mothers will also face the additional difficulty of evacuating young children, etc.</p> <p>Consultation has not produced any specific issues related to pregnancy and maternity. There was no feedback from respondents proclaiming to be part of this section of the population.</p> <p><b>Potential positive / negative impacts</b> See above</p>	<p><b>Census 2011</b></p> <p>There has been a 17.9% increase in the 0-4 year old population in R&amp;B and a 15% increase in E&amp;E since the 2001 census.</p> <table border="1"> <thead> <tr> <th rowspan="2">Age Group</th> <th colspan="2">Reigate &amp; Banstead</th> <th colspan="2">Epsom &amp; Ewell</th> <th colspan="2">Surrey</th> </tr> <tr> <th>Population</th> <th>% Inc</th> <th>Population</th> <th>% Inc</th> <th>Population</th> <th>% Inc</th> </tr> </thead> <tbody> <tr> <td>Under 5s</td> <td>9,200</td> <td>17.9</td> <td>4,600</td> <td>15</td> <td>71,300</td> <td>13.5%</td> </tr> </tbody> </table>	Age Group	Reigate & Banstead		Epsom & Ewell		Surrey		Population	% Inc	Population	% Inc	Population	% Inc	Under 5s	9,200	17.9	4,600	15	71,300
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# EQUALITY IMPACT ASSESSMENT

<p><b>Race</b></p>	<p><b>Data Analysis</b></p> <p>There is limited data available on vulnerabilities of specific ethnic groups in terms of fires.</p> <p>In 2012 there has been only one Arson offence with a hate flag against it (racial flag). This offence was in Mole Valley.</p> <p>Prevention work needs to take into account possible requirements for translation and other culturally sensitive approaches (especially for Epsom and Ewell where prevalence of non-White ethnic groups and non-British White groups are above average).</p> <p>The data available suggests that the groups most at risk in Surrey are White British and White Other. Please see maps on page 24 and 25</p> <p>Consultation has not produced any specific issues related to ethnicity. All ethnic groups' concerns were similar and reflected those of the general population.</p> <p><b>Potential Positive / negative impacts</b></p> <p>See above</p>	<p><b>Census 2011</b> <b>Summary of Ethnicity Data</b></p> <table border="1" data-bbox="1048 341 2022 603"> <thead> <tr> <th>Area</th> <th>White British</th> <th>All Other White</th> <th>Indian</th> <th>Paki stani</th> <th>Other Asian Ethnic Grps</th> <th>Black African/ Carb/ Black British</th> <th>All Non White Ethnic Grps</th> </tr> </thead> <tbody> <tr> <td><b>E&amp;E</b></td> <td>78.6%</td> <td>7.3%</td> <td>2.4%</td> <td>0.9%</td> <td>5.3%</td> <td>1.5%</td> <td>14.1%</td> </tr> <tr> <td><b>R&amp;B</b></td> <td>85%</td> <td>5.7%</td> <td>1.6%</td> <td>0.9%</td> <td>2.6%</td> <td>1.6%</td> <td>9.4%</td> </tr> <tr> <td><b>Surrey</b></td> <td>83.5%</td> <td>6.9%</td> <td>1.86%</td> <td>1.0%</td> <td>2.9%</td> <td>1.1%</td> <td>9.6%</td> </tr> </tbody> </table> <p><a href="http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=999">http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=999</a></p> <p>The Surrey Fire and Rescue Community Risk Profile 2011-12 found that the majority of those injured in fires (68 of 91) were white. The second highest group was white other (3).</p> <p>Understanding communities and particular risks relating to behaviour and lifestyles becomes more complex with changes to population demography.</p> <p><b>Hate Crime and Arson</b></p> <p>Please see page 23 Source: D10 Partnership Product, Surrey Police Incident Recording System, March 2012</p> <p><b>Age and Ethnicity</b></p> <p>People living alone are at higher risk of accidental fires The proportion of White men aged 85 living alone is around 42%, which is much higher than for other ethnic groups.</p> <p><a href="https://www.wp.dh.gov.uk/health/files/2012/11/Adult-Social-Care-Outcomes-Framework-Equality-Analysis.pdf">https://www.wp.dh.gov.uk/health/files/2012/11/Adult-Social-Care-Outcomes-Framework-Equality-Analysis.pdf</a></p>	Area	White British	All Other White	Indian	Paki stani	Other Asian Ethnic Grps	Black African/ Carb/ Black British	All Non White Ethnic Grps	<b>E&amp;E</b>	78.6%	7.3%	2.4%	0.9%	5.3%	1.5%	14.1%	<b>R&amp;B</b>	85%	5.7%	1.6%	0.9%	2.6%	1.6%	9.4%	<b>Surrey</b>	83.5%	6.9%	1.86%	1.0%	2.9%	1.1%	9.6%
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# EQUALITY IMPACT ASSESSMENT

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 106</p> <p><b>Religion and belief</b></p>	<p><b>Data Analysis</b></p> <p>There is limited data available on vulnerabilities of specific religious groups in terms of fires. There could be factors around use of candles, incense burners, or around hate crime related fires, but there is no local data on this.</p> <p>Consultation has not produced any specific issues related to faith or belief. All religious groups' concerns were similar and reflected those of the general population.</p> <p><b>Potential Positive / negative impacts</b></p> <p>See above</p>	<p><b>Census 2011</b></p> <p><b>Summary of Faith &amp; Belief Data</b></p> <table border="1"> <thead> <tr> <th>Region</th> <th>Christian</th> <th>Buddhist</th> <th>Hindu</th> <th>Jewish</th> <th>Muslim</th> <th>Sikh</th> </tr> </thead> <tbody> <tr> <td>E&amp;E</td> <td>46,222</td> <td>480</td> <td>1,913</td> <td>239</td> <td>2,277</td> <td>125</td> </tr> <tr> <td>R&amp;B</td> <td>85,325</td> <td>618</td> <td>1,880</td> <td>294</td> <td>2,637</td> <td>205</td> </tr> <tr> <td>Surrey</td> <td>711,110</td> <td>6,019</td> <td>15,018</td> <td>3,055</td> <td>24,378</td> <td>3,783</td> </tr> </tbody> </table> <p><a href="http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=1000">http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&amp;ResourceID=1000</a></p> <p><b>Hate Crime and Arson</b></p> <p>In 2012, in Surrey, only one arson incident was recorded as hate crime with a racial or religious motivation. This was in Mole Valley. Please see page 23 Source: D10 Partnership Product, Surrey Police Incident Recording System, March 2012</p>	Region	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	E&E	46,222	480	1,913	239	2,277	125	R&B	85,325	618	1,880	294	2,637	205	Surrey	711,110	6,019	15,018	3,055	24,378	3,783
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<p><b>Sex</b></p>	<p><b>Data Analysis</b></p> <p>Identified the individuals most at risk of fire are white British males and females in the 30 - 60 year age range. Overall the age ranges, white British Females are shown to be the biggest groups at risk from injury and/or rescue from fire.</p> <p>Consultation has not produced any specific issues related to gender. Both genders' concerns were similar and reflected those of the general population.</p>	<p><b>SFRS Community Risk Profile 2011-12</b></p> <p><b>Accidental Dwelling Fires</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Deaths</td> <td>7</td> <td>7</td> <td>14</td> </tr> <tr> <td>Deaths (+ under influence of alcohol)</td> <td>2</td> <td>5</td> <td>7</td> </tr> <tr> <td>Injured and/or rescued</td> <td>39</td> <td>52</td> <td>91</td> </tr> <tr> <td>Injured attempting to extinguish before arrival of Fire Service</td> <td>3</td> <td>6</td> <td>9</td> </tr> </tbody> </table>	Category	Male	Female	Total	Deaths	7	7	14	Deaths (+ under influence of alcohol)	2	5	7	Injured and/or rescued	39	52	91	Injured attempting to extinguish before arrival of Fire Service	3	6	9								
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	<p><b>Potential Positive / negative impacts</b></p> <p>See above</p>	<p><b>Road Casualties</b> In terms of road casualties, 72% were male. And in terms of slight casualties 56% were male.</p> <p><b>Risk of Fire and Alcohol Misuse</b> In England, alcohol misuse is greater among men than women. 38% of men and 16% of women consume more alcohol than is recommended by the Department of Health (3-4 units per day for men, 2-3 units per day for women) (5,7).</p> <p><b>Risk of Fire, Age, Gender and Mobility</b> See previous section on age.</p> <p><b>Risk of Fire, Gender and Mental Health</b> See previous section on disability.</p> <p><b>Risk of Fire, Age, Gender, and Ethnicity</b> The proportion of White men aged 85 living alone is around 42%, which is much higher than for other ethnic groups. <a href="https://www.wp.dh.gov.uk/health/files/2012/11/Adult-Social-Care-Outcomes-Framework-Equality-Analysis.pdf">https://www.wp.dh.gov.uk/health/files/2012/11/Adult-Social-Care-Outcomes-Framework-Equality-Analysis.pdf</a></p>
<p><b>Sexual orientation</b></p>	<p><b>Data Analysis</b></p> <p>There is a lack of data on this group, there may be an associated risk relating to living alone.</p> <p>Consultation has not produced any specific issues related to sexual orientation. Concerns from all individual groups were similar and reflected those of the general population.</p> <p><b>Potential Positive / negative impacts</b></p> <p>See above</p>	<p>People living alone at higher risk of accidental fires</p> <p>National research has found that Gay men and women in Britain are far more likely to end up living alone and have less contact.</p> <p>It has been found that 75 % of older LGBT people leave alone, compared to 33% of the general population.</p> <p>Also see previous section on disability and mental health.</p> <p>In 2011/12 Reigate &amp; Banstead had the highest number of deliberate fires (excluding vehicles) than any other District or Borough within Surrey.</p> <p>In 2012, in Surrey, only one arson incident was recorded as hate crime</p>

## EQUALITY IMPACT ASSESSMENT

	<p><b>Negative impacts</b></p> <p>Whilst there are many causes for deliberate fires, hate crime is one potential cause. If hate crime against specific groups with protected characteristics is taking place then these groups will be more regular users of SFRS and would therefore experience a greater impact</p>	<p>with a racial or religious motivation. This was in Mole Valley.</p> <p>Please see Hate Crime and Arson on page 23</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Page 108</b></p> <p><b>Marriage and civil partnerships</b></p>	<p><b>Data Analysis</b></p> <p>There is a lack of data on this group. There may be an associated risk with living alone.</p> <p>Consultation has not produced any specific issues related to status of marriage or civil partnership. Concerns from all individual groups were similar and reflected those of the general population.</p> <p><b>Potential Positive / negative impacts</b> See above</p>	<p>It is people who live alone, rather than those who live with partners, who are at higher risk of accidental fires.</p> <p>“The increase in those living alone also coincides with a decrease in the percentage of those in this age group who are married – from 79 per cent in 1996 to 69 per cent in 2012 – and a rise in the percentage of those who have never married or are divorced, from 16 per cent in 1996 to 28 per cent in 2012.” Labour Force Survey.</p>



# EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence																																							
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 109</p> <p style="text-align: center;"><b>Age</b></p>	<p>The new stations in Salfords and Burgh Heath may be a more convenient location for some staff to access.</p>	<p>The new stations in Salfords and Burgh Heath may be a less convenient location for some staff to access.</p>	<p>The location of the new venue could impact on staff with caring responsibilities.</p> <p>Due to the nature of the Service and retirement age, the bulk of staff are between 30- 50 years old (over 70%).</p> <p><b>% of Staff by Age Group</b></p> <table border="1" data-bbox="1469 639 1921 1214"> <thead> <tr> <th>Age</th> <th>SFRS %</th> <th>SCC %</th> </tr> </thead> <tbody> <tr><td>15-19</td><td>0.12</td><td>1.03</td></tr> <tr><td>20-24</td><td>2.20</td><td>4.69</td></tr> <tr><td>25-29</td><td>8.29</td><td>9.51</td></tr> <tr><td>30-34</td><td>14.15</td><td>11.68</td></tr> <tr><td>35-39</td><td>16.10</td><td>12.34</td></tr> <tr><td>40-44</td><td>23.66</td><td>15.32</td></tr> <tr><td>45-49</td><td>19.51</td><td>16.96</td></tr> <tr><td>50-54</td><td>9.88</td><td>16.35</td></tr> <tr><td>55-59</td><td>3.66</td><td>13.06</td></tr> <tr><td>60-64</td><td>1.95</td><td>7.70</td></tr> <tr><td>65-69</td><td>0.49</td><td>2.41</td></tr> <tr><td>70-75</td><td>0.00</td><td>0.42</td></tr> </tbody> </table> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>	Age	SFRS %	SCC %	15-19	0.12	1.03	20-24	2.20	4.69	25-29	8.29	9.51	30-34	14.15	11.68	35-39	16.10	12.34	40-44	23.66	15.32	45-49	19.51	16.96	50-54	9.88	16.35	55-59	3.66	13.06	60-64	1.95	7.70	65-69	0.49	2.41	70-75	0.00	0.42
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# EQUALITY IMPACT ASSESSMENT

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<p><b>Disability</b></p>	<p>The new stations in Salfords and Burgh Heath may be more accessible to some staff.</p>	<p>The new stations in Salfords and Burgh Heath may be less accessible to some staff. However disabled accessibility is a legal requirement and will need to be ensured as part of the relocation.</p>	<p>The location of the new venue may be less accessible for some staff.</p> <p><b>% of Staff with a Disability</b></p> <table border="1" data-bbox="1469 336 1904 600"> <thead> <tr> <th>Staff</th> <th>SFRS %</th> </tr> </thead> <tbody> <tr> <td>Headcount</td> <td>1.34</td> </tr> <tr> <td>Front Line Staff</td> <td>1.49</td> </tr> <tr> <td>Team Leaders</td> <td>0.82</td> </tr> <tr> <td>Middle Mgr</td> <td>6.67</td> </tr> <tr> <td>Senior Mgr</td> <td>0.00</td> </tr> </tbody> </table> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>	Staff	SFRS %	Headcount	1.34	Front Line Staff	1.49	Team Leaders	0.82	Middle Mgr	6.67	Senior Mgr	0.00
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<p><b>Gender reassignment</b></p>	<p>No specific issues have been identified.</p>	<p>No specific issues have been identified.</p>	<p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>												
<p><b>Pregnancy and maternity</b></p>	<p>The new stations in Salfords and Burgh Heath may be more accessible to some staff, e.g in terms of changing rooms, etc.</p>	<p>The new stations in Salfords and Burgh Heath may be less accessible to some staff. However such accessibility is a legal requirement and will need to be ensured as part of the relocation.</p>	<p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>												

# EQUALITY IMPACT ASSESSMENT

<p style="text-align: center;"><b>Ethnicity</b></p>	<p>No specific issues have been identified</p>	<p>No specific issues have been identified.</p>	<p><b>% of BME Staff</b></p> <table border="1" data-bbox="1402 236 1984 499"> <thead> <tr> <th>Staff</th> <th>SFRS %</th> <th>SCC %</th> </tr> </thead> <tbody> <tr> <td>Headcount</td> <td>1.95</td> <td>7.58</td> </tr> <tr> <td>Front Line Staff</td> <td>0.75</td> <td>7.87</td> </tr> <tr> <td>Team Leaders</td> <td>2.46</td> <td>7.61</td> </tr> <tr> <td>Middle Mgr</td> <td>0.00</td> <td>6.67</td> </tr> <tr> <td>Senior Mgr</td> <td>0.00</td> <td>5.29</td> </tr> </tbody> </table> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>	Staff	SFRS %	SCC %	Headcount	1.95	7.58	Front Line Staff	0.75	7.87	Team Leaders	2.46	7.61	Middle Mgr	0.00	6.67	Senior Mgr	0.00	5.29												
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 111</p> <p style="text-align: center;"><b>Religion and belief</b></p>	<p>The new stations in Salfords and Burgh Heath may be more accessible to some staff, e.g in terms of pray space, etc.</p>	<p>The new stations in Salfords and Burgh Heath may be less accessible to some staff. However such accessibility will need to be ensured as part of the relocation.</p>	<p><b>% of Staff by Religion/Belief</b></p> <table border="1" data-bbox="1391 807 1977 1230"> <thead> <tr> <th>Religion</th> <th>SFRS %</th> <th>SCC %</th> </tr> </thead> <tbody> <tr> <td>Any other religion</td> <td>3.90</td> <td>5.34</td> </tr> <tr> <td>Buddhist</td> <td>0.73</td> <td>0.57</td> </tr> <tr> <td>Christian - all faiths</td> <td>33.78</td> <td>32.98</td> </tr> <tr> <td>Hindu</td> <td>0.12</td> <td>0.67</td> </tr> <tr> <td>Jewish</td> <td>0.12</td> <td>0.12</td> </tr> <tr> <td>Muslim</td> <td>0.37</td> <td>0.84</td> </tr> <tr> <td>No Faith / Religion</td> <td>17.20</td> <td>17.89</td> </tr> <tr> <td>Sikh</td> <td>0.00</td> <td>0.22</td> </tr> <tr> <td>Not Stated</td> <td>43.78</td> <td>41.36</td> </tr> </tbody> </table> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>	Religion	SFRS %	SCC %	Any other religion	3.90	5.34	Buddhist	0.73	0.57	Christian - all faiths	33.78	32.98	Hindu	0.12	0.67	Jewish	0.12	0.12	Muslim	0.37	0.84	No Faith / Religion	17.20	17.89	Sikh	0.00	0.22	Not Stated	43.78	41.36
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# EQUALITY IMPACT ASSESSMENT

## Sex

The new stations in Salfords and Burgh Heath may be a more convenient location for some staff to access.

The new stations in Salfords and Burgh Heath may be a less convenient location for some staff to access.

Due to the makeup of the workforce, more males will be affected by the proposals than females.

Some firefighters may need to be relocated which might mean increased travelling times and cause potential childcare/caring issues.

### % of Staff by Gender

Gender	SFRS %	SCC %
Female	9.51	73.00
Male	90.49	27.00

### % of Male/Female Staff Full and Part Time

Male/Female Full Time/Part Time	SFRS %	SCC %
Female FT	83.33	38.26
Female PT	16.67	61.74
Male FT	84.64	72.48
Male PT	15.36	27.52

### % of Female Staff

Female Staff	SFRS %	SCC %
Front Line Staff	8.96	80.73
Team Leaders	9.51	57.78
Middle Mgr	8.33	68.41
Senior Mgr	18.75	46.47

### SFRS Consultation on Changes to Fire Engine Deployment 2013

No specific concerns were raised on grounds of a protected characteristic.

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<p><b>Sexual orientation</b></p>	<p>No specific issues have been identified</p>	<p>No specific issues have been identified.</p>	<p><b>% of Staff by Sexual Orientation</b></p> <table border="1"> <thead> <tr> <th>Sexual Orientation</th> <th>SFRS %</th> <th>SCC %</th> </tr> </thead> <tbody> <tr> <td>Bisexual</td> <td>0.61</td> <td>0.60</td> </tr> <tr> <td>Gay Man</td> <td>0.61</td> <td>0.43</td> </tr> <tr> <td>Heterosexual</td> <td>55.49</td> <td>47.18</td> </tr> <tr> <td>Lesbian</td> <td>0.12</td> <td>0.32</td> </tr> <tr> <td>Prefer Not to Say</td> <td>19.88</td> <td>24.47</td> </tr> <tr> <td>Not Stated</td> <td>23.29</td> <td>27.00</td> </tr> </tbody> </table> <p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>	Sexual Orientation	SFRS %	SCC %	Bisexual	0.61	0.60	Gay Man	0.61	0.43	Heterosexual	55.49	47.18	Lesbian	0.12	0.32	Prefer Not to Say	19.88	24.47	Not Stated	23.29	27.00
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<p><b>Marriage and civil partnerships</b></p>	<p>No specific issues have been identified.</p>	<p>No specific issues have been identified.</p>	<p><b>SFRS Consultation on Changes to Fire Engine Deployment 2013</b> No specific concerns were raised on grounds of a protected characteristic.</p>																					

# EQUALITY IMPACT ASSESSMENT

## 8. Amendments to the proposals

Change	Reason for change
<p><b>Impact on Residents and Users.</b> No change in approach is required as a multi-agency prevention and protection arrangements are in place to reduce the risk from fire incidents and other emergencies, which are targeted to vulnerable groups. Evidence demonstrates that suitable prevention arrangements have the most positive affect on enabling vulnerable people to live safely in the community rather than relying solely on emergency response once an incident has occurred.</p> <p><b>Impact on Staff</b> The project will pursue a cooperative and voluntary approach where possible to identifying and selecting suitable staff for the move to minimise negative impact. The Service may need to post staff to locations where they do not chose to work, but this is within current contractual terms &amp; conditions and will be avoided if possible. Furthermore, union representatives will be involved throughout the project.</p>	

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## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Improved balance of service provision: some areas will have improved first fire engine response times, other areas a longer second fire engine response time.	None identified.		

# EQUALITY IMPACT ASSESSMENT

## 10. Potential negative impacts that cannot be mitigated

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

## 11. Summary of key impacts and actions

<b>Information and engagement underpinning equalities analysis</b>	Consultation process JSNA, GIREs 2009, Community Risk Profile, Census 2011
<b>Key impacts (positive and/or negative) on people with protected characteristics</b>	Better response times for first fire engines in Reigate and Banstead, and the whole of Surrey. Longer response times for first fire engines in Epsom and Ewell, however on average they will be within the Surrey Response Standard. Longer response times for second fire engines in all areas (Reigate and Banstead, Epsom and Ewell and Surrey), however on average they will still be within the Surrey Response Standard.
<b>Changes you have made to the proposal as a result of the EIA</b>	None identified.
<b>Key mitigating actions planned to address any outstanding negative impacts</b>	None identified.
<b>Potential negative impacts that cannot be mitigated</b>	None identified.

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## **DRAFT Consultation report**

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## 1 Executive Summary

From April 2013, there will no longer be a fire engine based at Horley Fire Station, which is operated by West Sussex. Surrey Fire and Rescue Service (SFRS) intends to alter the deployment of fire engines in order to maintain effective emergency response arrangements in accordance with the Public Safety Plan (PSP). SFRS aims to create a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead, with two new fire stations in Salfords and Burgh Heath. This would create a more efficient use of resources across the county.

Consultation on this proposal ran from 10/12/2012 to 04/03/2013 and Members of the public, staff, councillors, community groups, businesses and partners were invited to provide us with their feedback.

Around 350 responses were received including from focus groups, surveys and questionnaires, email feedback, staff workshops, public meetings and formal responses. The results are as follows:

- Feedback from the survey, emails, focus groups, public meetings and formal responses was mixed. After merging and analysing the data, the level of support for the proposal overall is as follows:
  - 42% supportive
  - 20% uncertain
  - 32% opposing
  - 6% no opinion
- Staff were slightly less supportive (38%) and had concerns about the new facilities, the accuracy of the modelled response times, impact of changes to on-call contracts, and the resilience of the service. Some said that the FRS should be looking to relocate sources from north Surrey to avoid reducing the number of pumps in the area.
- Members of the public (including community representatives and Councillors) were slightly more supportive of the proposal (42%) than staff.
- Main objections came from people of Epsom and Ewell, where 60% of the public opposed the proposal and only 15% supported it. The main concern was that the continued growth in their area will add to congestion and increased fire risk – which in their opinion requires the second pump response time to be much faster than under the new proposal. Also, the cost of the move and the overall drivers for the proposals were questioned.
- Residents from areas in R&B that have been chronically under-served were supportive of the proposal. 61% of the public in R&B supported the proposal, saying it would be fairer distribution of resources; only 13% opposed it.

## 2 Context – Surrey Fire and Rescue Service

The Public Safety Plan (PSP) outlines 12 outcomes to be achieved by 2020. These include improving the balance of service provision across Surrey and improving the provision and use of property. Subsequent to the PSP, West Sussex Fire and Rescue Service are relocating the fire engine based at Horley and terminating their agreement to receive and respond to calls for assistance in the local ceded area with effect from 1st April 2013.

Surrey Fire and Rescue Service (SFRS) currently base two 24 hour fire engines each at Epsom and Reigate Fire Stations, which provide most of the initial response cover for Epsom & Ewell (E&E) and Reigate & Banstead (R&B) Borough areas.



This project seeks to provide a more balanced service provision across the E&E and R&B Borough areas, in order to be better positioned to achieve the Surrey Response standard. It should also address the relocation of the fire engine from Horley as well as improving the property provision in these boroughs.

The 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.

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.

This report summarises the results of the extensive consultation about the proposals undertaken between December 2012 and March 2013.

### 3 Methodology

Government recommends running proportional consultation exercises ranging 2 to 12 weeks.<sup>1</sup> The proposal generated strong public opinion and significant interest, which is why the consultation period was extended from originally 8 to 12 weeks (10 December 2012 to 4 March 2013).

Before the start of the consultation, we agreed with key stakeholders on how they would like to be kept engaged during the consultation process. All nine protected characteristics, as stipulated in the Equality Act 2010, have been considered in the consultation plan. We sought advice and support from an external Equality & Diversity expert and the directorate's Equality and Cohesion Officer. We also followed the good practice developed during the PSP consultation and national and SCC consultation and engagement guidance. As a result, a comprehensive consultation and communications plan was established to target those who are likely to be most affected by the proposals. We used a mix of quantitative and qualitative research methods, as well as a wide mix of communication channels to gather the views of our stakeholders (see Appendix F for consultation plan). This included:

- Letters and emails to approx 700 stakeholders, including partner agencies (e.g. Police, NHS, Ambulance, etc), Voluntary Community Faith Sector (VCFS) organisations, Resident Associations, Resident Panel members and County Council, Borough Council and Parish Council Members (see Appendix B).
- Distribution of consultation material through the External Equality Advisory Group, borough councils' community officers' mailing lists and business associations
- On-line survey for residents, businesses, partner agencies, staff and Members (using email invites to ORS panel<sup>2</sup>, R&B and E&E mailing list, Business mailing list, EEAG member mailing list<sup>3</sup>)

<sup>1</sup> Cabinet office, Consultation Principles, July 2012, <http://www.cabinetoffice.gov.uk/sites/default/files/resources/Consultation-Principles.pdf>

<sup>2</sup> ORS – external research organisation used for previous consultation on Public Safety Plan in 2011.



- Postal questionnaires to care homes in Epsom and Ewell and Reigate and Banstead and a mental health group in Reigate (see Appendix A).
- Presentation at Horley West neighbourhood panel, Horley neighbourhood panel and Horley North West neighbourhood panel (through Surrey Police)
- Presentation at Horley Town Council and Salfords and Sidlow Parish Council meetings
- Informal meetings of Reigate & Banstead and Epsom & Ewell Local Committees
- Presentations at Communities Select Committee in January and March 2013
- Meetings with partner agencies to discuss the proposal (West Sussex FRS, Fire and Rescue Advisory Group, London Fire Brigade, Public Sector Board)
- Meetings with the Fire Brigade Union
- Face to face briefings for staff at two workshops in Reigate and Epsom
- Frequent briefs and written communication for staff
- Two focus groups in Reigate and Epsom, with members of the public recruited through the survey
- Public meeting in Ewell's Bourne Hall
- Advertisement of our consultation through:
  - SCC, E&E and R& B websites, social media (SCC, E&E and R&B Twitter / Facebook feeds), boroughs' residents' magazines (articles appeared in both), Members' and Senior Manager bulletins ('Communicate', Select Committee Briefing, 'Issues Monitor' and E&E BC Members briefing), press and media (see Appendix E).
  - Leaflets and posters sent to libraries, town centres, resident associations, community centres, Citizens Advice Bureaux, schools, churches, GP surgeries, fire stations, post offices, Borough Council offices, E&E Town Hall notice board (see Appendix C).
  - Posters (inside and out) at Bourne Hall and flyers in Reception area.

#### 4 Resources

A dedicated team has developed, delivered and analysed the consultation between October 2012 and March 2013. The principle resources dedicated to this have been:

- Senior manager in Surrey Fire & Rescue (30% FTE throughout)
- Project and evaluation support (approx 100% full time equivalent throughout)
- Communications and promotional support (approx 80% Full Time Equivalent throughout)

In addition to the dedicated team, there has been a considerable time commitment from other senior Fire & Rescue officers, including the Chief Fire Officer, in providing guidance and progress review and liaising with elected Members.

The Cabinet portfolio holder has dedicated support and time to help shape the process and to present to other elected Members.

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<sup>3</sup> EEAG – External Equalities Advisory Group (Surrey-wide network of organisations representing people with protected characteristics)



## 5 Analysis

The consultation received feedback from around 350 individuals and groups, through surveys, workshops, emails and calls, formal responses from Councils and other representative groups.

	Staff		Public*		E&E		R&B		Total
Survey	56	22%	187	74%	69	27%	149	59%	<b>253</b>
Workshops	27	57%	20	43%	31	66%	16	34%	<b>47</b>
Emails / calls	3	17%	15	83%	14	78%	4	22%	<b>18</b>
Neighbourhood panels			22		0		22		<b>22</b>
Other (rep groups)	1		9						<b>10</b>
<b>TOTAL</b>	<b>86</b>	<b>25%</b>	<b>253</b>	<b>72%</b>	<b>114</b>	<b>33%</b>	<b>191</b>	<b>55%</b>	<b>350</b>

\* includes residents, businesses, representative groups, neighbourhood panels and councils  
 See Appendix G for full listing and analysis.

### 5.1 Survey

- 253 responses, of which 38 postal returns and 215 surveys answered on-line<sup>4</sup>. Response rate is hard to gauge, because invites were distributed to an unknown number of people from various partner agencies' mailing lists.
- The respondent groups were distributed as follows:

Member of the public	141	56%
Representative of a business	33	13%
Member of staff (Surrey Fire and Rescue Service)	56	22%
Member of staff (Surrey County Council)	6	2%
Partner agency, for example NHS, Police, other FRS	4	2%
Representative of a community group	7	3%
Elected Member	6	2%
<b>answered question</b>		<b>253</b>

- 94% of respondents value or strongly value the SFRS. Only 4% stated that they were unsure.
- 33 respondents said that they had contact with the SFRS because of a fire incident in the last three years, and 26 respondents had a Home Fire Safety visit. The main contact point, as staff and partners also completed the survey, was in a professional capacity (34%). If we discount staff and partners, the main way that respondents had contact with the FRS was still in a professional capacity (15%), 12% through a fire incident and 11% through a Home Fire Safety visit. 52% of non-staff and non-partners had not had any contact with the service.
- 41% of all respondents agreed with the proposals. 20% were not sure and 31% rejected the proposals. Only 8% stated that they held no opinion or didn't submit an answer. The level of support for this proposal, by respondent group, was:

<sup>4</sup> This sample size means, the survey has a confidence level of 95% and confidence interval of 6.2% (slightly above standard).



	SFRS staff (56)		Public (residents and businesses) (174)							
			E&E (56)		R&B (110)		Other (8)		Total (174)	
Yes	24	43%	12	21%	54	49%	1	13%	67	<b>38%</b>
Not sure	12	21%	11	20%	26	24%	1	13%	38	<b>21%</b>
No	15	27%	32	57%	19	17%	4	50%	55	<b>29%</b>
No opinion / na	5	9%	1	2%	11	10%	2	25%	14	<b>7%</b>

	Community Representatives / Councillors (13)						Partners (4)		SCC staff (6)	
	E&E (7)		R&B (6)		Total (13)					
Yes	0	0%	6	100%	6	<b>46%</b>	1	25%	6	100%
Not sure	0	0%			0	<b>0%</b>		0%		0%
No	6	86%			6	<b>46%</b>	2	50%		0%
No opinion / na	1	14%			1	<b>8%</b>	1	25%		0%

	TOTAL (253)							
	EE (69)		RB (149)		Other (27)		TOTAL	
Yes	13	19%	77	52%	14	52%	104	<b>41%</b>
Not sure	12	17%	32	21%	6	22%	50	<b>20%</b>
No	40	58%	27	18%	6	22%	78	<b>31%</b>
No opinion / na	4	6%	13	9%	1	4%	21	<b>8%</b>

- Councillors, community representatives and residents from Epsom and Ewell were the strongest opponents of the proposal. The main points of objection were:
  - A doubling of response time for the 2nd engine in Epsom and Ewell, with its continuing population growth and development
  - Cost of building new fire stations
  - Resilience of a one pump station
  - Lack of detail for the proposals
- We received 38 postal surveys, mainly from care homes and some from members of a mental health community group. Their feedback on the proposals was a bit more positive than the on-line responses: only 8% rejected the proposals outright. 53% supported them and 26% were unsure. The main concern for care home managers was the increased response times which they felt would impact the safety of their residents.
  - “Arrival of 2nd fire engine (12 minutes) would not be acceptable as we have 75 elderly residents.” (Care home manager)
- 8 in 10 respondents said that we explained the proposals clearly. Of those that requested more clarification, 35% were staff. The main demand was for more details on the location of fire stations, planning permission and costing. Very few respondents were under the impression that we proposed closure of fire stations.
- General comments included praise for the service in general, concerns about the proposals (reduction in fire engines, extra cost and fragmentation of fire stations, vicinity of major transport hubs and increasingly dense population) and the wish that consultation should be more extensive and better advertised.



- 44% of respondents heard about the consultation directly from the SFRS (for staff it was 96%, for the public the figure was 18%). The other major channel was local press, where 34% became aware of the consultation. Only 8% of respondents were alerted to the survey through the SCC website, Facebook and Twitter.
- 77% were willing to complete the Equality and Diversity section. Compared to the demographic make up of E&E and R&B, the sample was slightly more middle-aged, more male and with fewer representatives of the disabled and BME sections. However, care home managers responded on behalf of their elderly and disabled residents, which would increase the elderly and disabled sample size. There was one pregnant respondent and none who had undergone gender reassignment. Looking at the responses from the individual sub-groups, no difference in attitude could be discerned, either because they reflected the average result or because the sample size was statistically too insignificant to be representative.

## 5.2 Focus groups

### Reigate

Seven members of the public joined the group to discuss the proposal. Issues like costing, risk profile, possible locations and staffing were explored with the attending Fire Officers. The overall consensus at the end of the session was supportive, as respondents recognised the proposal to be about service improvement and fairer provision across the borough and county, rather than a cost cutting exercise. Three of the respondents stated that the session had answered all their concerns and that they had changed their minds as a result. Only one attendee, despite being overall supportive, maintained slightly concerned about response times to major incidents on the M23.

- *“The proposal seems sensible and I’m happy that the service has explored all options to put forward the most robust approach.”* (attendee)

### Epsom

Seven members of the public, among them 2 Councillors, attended the focus group in Epsom to discuss the proposals. The overall consensus at the end of the session was more re-assured than at the beginning, when attendees registered their concerns, which revolved around suitable locations in Burgh Heath, the cost of building a new fire station, the overall reduction in pumps, an increased response time for the 2<sup>nd</sup> fire engine and congestion. Equally, positives about the more flexible approach and improved service for areas around Burgh Heath (Chipstead, Kingswood) were identified. The FRS was able to reassure attendants about the comprehensiveness of the modelling and response standards, and that partners are being involved.

- *“There is a greater area of deficit for the 2<sup>nd</sup> response but I do accept that the 1<sup>st</sup> response is the most important. I think you may have difficulties finding a Burgh Heath site – may be unachievable.”*
- *“Tonight has certainly changed my views on things, changed the picture.”*

## 5.3 Public meeting

The SFRS organised a public meeting on request of Epsom and Ewell Borough Council. The meeting was held on 14 February 2013 and was publicised in 102 outlets, including libraries, town centres, GPs, community centres, churches, schools, post offices, borough council offices and town halls. Posters were put inside and out of Bourne Hall, with flyers available in



the reception. A press release on the event was issued and the media were also briefed separately by E&E BC staff and an article appeared in Epsom Guardian. The event was also publicised online and through social media sites Twitter and Facebook. County and local Members were also briefed on the event so that they could raise it with their constituents. 6 people attended, amongst them 3 local councillors and 3 members of the public. The SFRS gave a presentation and collected feedback and replied to questions which included:

- Cost of building new stations (is it worthwhile?)
- Finding a suitable location in Burgh Heath
- Epsom and Ewell is an area with continued growth
- Frequency and nature of cooperation with Sutton Fire Brigade
- Option of acquiring an additional engine in Burgh Heath  
*“As an Epsom resident I don’t want to just defend us, that’s not right, but the quicker you get somewhere the better. Looking at it in the great whole of things, it’s worth spending the money. So I’d like the option of keeping a 5<sup>th</sup> engine on the patch.”* (attendee)
- Cover when the engine is out and about
- Number of false alarms
- Proportion of one pump incidents
- Number of crew on a fire engine
- Incidents on Epsom Downs, the common and Horton Country Park in dry summers

#### 5.4 Neighbourhood Panels

As part of the consultation, officers and Members attended three Neighbourhood Panel meetings in the Horley area in December and January. The general consensus was:

##### Horley West, 12/12/2012:

- Kay Hammond attended. No feedback.

##### Horley, 18/12/2012:

- Seven members in attendance. Several questions about the proposals, including locations, response time impacts. Everyone present, including the Police officers, seemed to support our proposals.

##### Horley North West, 24/1/2013:

- Well attended (over 15 residents). Very few questions about the proposals and general support for proposal.

#### 5.5 Equality & Diversity sections

##### E&D survey results

- **Age:** The distribution of age groups for the population of R&B and E&E and the age distribution for the survey is as follows:

Age	R&B	E&E	Applied to sample (15-85+)	Actual sample
15-24	11%	12%	14%	1%
25-44	28%	26%	33%	33%
45-64	26%	28%	33%	47%
65-84	14%	14%	17%	19%
85+	3%	3%	4%	





It is not representative of the demographic make up of the boroughs. The survey contains questionnaires that were completed by care home managers, who represent old age pensioners (predominantly 75+). When looking at the postal questionnaires (mainly from care homes), we find that 53% support the proposal and only 8% reject it outright. Of those that were unsure and unsupportive, the main feedback concerned the safety of the elderly residents.

Only two respondents were aged 15-24 and they were not supportive of the proposal. The reasoning however reflected the average causes for objection (population growth in Epsom) and had no reference to young age.

The older age group 65+ (those at high risk of fire death/injury) seemed least supportive of the proposal. However when looking at the verbatim from objectors, comments were mainly made about the location of the Burgh Heath station (2x) and increase in response times (2x) and cover for the M25 area from Reigate (1x).

Age	Sample size		Yes		Not sure		No		No opinion	
15-24	2	1%					2	100%		
25-44	54	33%	25	46%	9	17%	18	33%	2	4%
45-64	78	47%	37	47%	15	19%	24	31%	2	3%
65+	32	19%	13	41%	7	22%	11	34%	1	3%
<b>Overall</b>	<b>166</b>	<b>100%</b>	<b>75</b>	<b>45%</b>	<b>31</b>	<b>19%</b>	<b>55</b>	<b>33%</b>	<b>5</b>	<b>3%</b>

In this survey, age as a risk factor has only been raised by care home managers.

- Disability:** Mobility issues and mental health issues are known to be fire risk factors. Looking at the 18 respondents stating to have a disability, we can say that their level of support is more positive. The main concerns for the disabled group were reduced resources and longer response times. Respondents stating that they had no disability were slightly more negative about the proposal.

Disability	Sample size		Yes		Not sure		No		No opinion	
Yes	18	11%	10	56%	4	22%	3	17%	1	6%
No	146	89%	64	44%	27	18%	51	35%	4	3%
<b>Overall</b>	<b>164</b>	<b>100%</b>	<b>74</b>	<b>45%</b>	<b>31</b>	<b>19%</b>	<b>54</b>	<b>33%</b>	<b>5</b>	<b>3%</b>

- Gender:** The survey was completed by more men than women, which is not representative of the boroughs. Also, females are more at risk of injury or death by fire.<sup>5</sup> In terms of support, women seemed less negative and unsure of the proposal. Men had a much higher objection rate.

Gender	Sample size		Yes		Not sure		No		No opinion	
Female	64	40%	27	42%	16	25%	18	28%	3	5%
Male	97	60%	47	48%	11	11%	37	38%	2	2%
<b>Overall</b>	<b>161</b>	<b>100%</b>	<b>74</b>	<b>46%</b>	<b>27</b>	<b>17%</b>	<b>55</b>	<b>34%</b>	<b>5</b>	<b>3%</b>

<sup>5</sup> Community Risk Profile, 2011-12



- **Ethnicity:** We know that the majority of those suffering injuries or death through fire are White British. In the survey, 91% of those that stated their ethnicity was White British or English (which is slightly above the average for R&B and E&E population, 88%). 7 respondents came from an Other White background (4%) and 4 from an Asian background (2%), 1 (1%) from a Mixed Asian-White background, 1 from a Chinese and 1 from an Arab background and 1 respondent from the Black community. There were no ethnicity-specific comments amongst any of the ethnic groups. On contrary non-White British respondents were more supportive of the proposals.

Ethnicity	Sample size		Yes		Not sure		No		No opinion	
White British	147	91%	68	46%	24	16%	51	35%	4	3%
Not White British	15	9%	7	47%	5	33%	2	13%	1	7%
<b>Overall</b>	<b>162</b>	<b>100%</b>	<b>75</b>	<b>46%</b>	<b>29</b>	<b>18%</b>	<b>53</b>	<b>33%</b>	<b>5</b>	<b>3%</b>

- **Religion:** The majority of respondents classed themselves as Christian (66%, average for R&B and E&E is 62%). 30% said they had no religion (average for E&E & R&B is 25%). 3 respondents were Buddhist and 3 Hindu. There were no Muslim or Jewish respondents amongst the sample. There were no religious-specific comments amongst those that held a religion.

Religion	Sample size		Yes		Not sure		No		No opinion	
Christian	101	66%	46	46%	18	18%	33	33%	4	4%
Other faiths (Buddhist, Hindu)	6	4%	1	17%	4	67%	1	17%	0	0%
No religious / faith group	45	30%	24	53%	7	16%	14	31%	0	0%
<b>Overall</b>	<b>152</b>	<b>100%</b>	<b>71</b>	<b>47%</b>	<b>29</b>	<b>19%</b>	<b>48</b>	<b>32%</b>	<b>4</b>	<b>3%</b>

- **Marital status:** Single occupancy is known to be a fire risk factor. Hence, looking at the 25 respondents stating to be single, divorced, separated and widowed, we can say that their level of support is not as positive but also that their negativity is slightly weaker than average. A considerable part had no opinion. The main concerns for the single group were reduced resources and longer response times. Married and co-habiting respondents were more positive about the proposal.

Status	Sample size		Yes		Not sure		No		No opinion	
Married, co-habiting, civil partnership	132	84%	61	46%	24	18%	46	35%	1	1%
Single, widowed, separated, divorced	25	16%	9	36%	5	20%	8	32%	3	12%
<b>Overall</b>	<b>157</b>	<b>100%</b>	<b>70</b>	<b>45%</b>	<b>29</b>	<b>18%</b>	<b>54</b>	<b>34%</b>	<b>4</b>	<b>3%</b>



- **LGB:** 4 of 253 respondents stated to be lesbian, gay or bisexual. The level of support split into 25% supportive, 25% unsure and 50% unsupportive. However, it was only a very small sample, which makes this data unrepresentative. The verbatim that the unsure and unsupportive respondents gave had no reference to their sexuality or any other lifestyle choice associated with this protected characteristic (single occupancy, etc).

Status	Sample size		Yes		Not sure		No		No opinion	
Heterosexual	147	97%	71	48%	27	18%	45	31%	4	3%
LGB	4	3%	1	25%	1	25%	2	50%	0	0%
<b>Overall</b>	<b>151</b>	<b>100%</b>	<b>72</b>	<b>48%</b>	<b>28</b>	<b>19%</b>	<b>47</b>	<b>31%</b>	<b>4</b>	<b>3%</b>

- **Pregnancy / maternity:** One respondent stated that she was pregnant / had been pregnant in the last 12 months. She objected to the proposal, because of the increase of the 2<sup>nd</sup> engine's response time for Epsom and Ewell. There was no reference to her maternity status.
- **Gender reassignment:** No respondents stating that they had undergone gender reassignment.

Empowerment Board East Surrey and Mid Surrey:

The Surrey Empowerment Boards is a group that represents disabled people with physical, sensory and cognitive impairments in Surrey. The consultation response was prepared by the chairs of the five Empowerment Boards and representatives from the following groups: Surrey Coalition of Disabled People, Social Information Disability, Reigate and Banstead Access Group and Epsom and Ewell Access Group. The group also represents residents from all boroughs of Surrey and the greater dispersal of resources will affect every town and village across Surrey.

The Boards do not support the proposals for various reasons:

- location of other essential services such as Epsom and East Surrey hospitals
- shutting two fire stations to build a new one doesn't make financial sense
- difficulties in responding to serious crashes on the M25 from Salfords and Horley (modelled response times do not reflect rush hour) – maybe operate a similar system to the ambulance service where the engines are based throughout the county on side roads.
- incidences at homes – i.e. Telecare is currently being promoted. If more people take up the offer of having a smoke detector linked to the community alarm this will mean the Fire Service will have to respond to more alerts.
- continuous development of housing and other buildings in Epsom, Horley, Reigate and Redhill
- concerns about sufficient cover if there is a major accident at Gatwick or Heathrow airports
- London Fire Brigade are losing fire engines – effect on response times



## 5.6 Staff meetings / feedback

### Survey responses:

56 SFRS staff responded to the survey. The support for their service was strong with only 7% not being sure about valuing the service. Judging the proposed option, 43% of staff supported the approach, 21% were unsure and 27% rejected the proposal.

The key reasons for those that were unsure or unsupportive were:

- reduction in engines from five to four is detrimental to the service,
- response time will be too long in E&E

59% said that we had explained the proposals clearly. The main criticism of the 26% that said that we hadn't was mainly lack of detail in the plan.

Other comments made by staff were:

- About the timing / extent of the consultation and how the proposal was portrayed
- Proposals timelines were unrealistic and having a fire station at an industrial unit would remove community focal point and might impact on facilities
- Proposals were best possible solution

Of the 46% that were willing to submit information on their demographic background, all were of working age so fell into the 15-24, 25-44 or 45-64 age groups. One staff stated that s/he had a disability (4%), which is above with the general make up of the SFRS (1%). 80% of staff respondents that completed the E&D section were male, which is slightly below the makeup of the SFRS (91%) and all were White British (above average, as 2% of SFRS staff are from a BME background).

### Workshop themes:

#### **Epsom, 18 January (attended by 18 staff):**

- Cover for training (used to be 2nd pump) – acknowledgement that a reliance on the current two pump stations to cover crew based training would require consideration. There was consideration being given for an alternative training delivery but this was still in its formative phase.
- Cost of move to 4 one pump stations – under the current model a two pump borough relies on one station being at 28 and one at 24 compared to a single two pump station being staffed with 48
- Chance of redundancy – concerns around the mechanism by which the Service would manage the reduction in establishment. This was placed in the context that vacancy levels would be managed in order to avoid the necessity of redundancy.
- Modelling times from Epsom not accurate - staff at Epsom had produced a map. London have never been factored into the modelling. The only appliance which was over the border and from another Fire Authority was Horley.
- Because London Fire Brigade and Surrey would both be using the Vision system, the shared principle of nearest and quickest asset would apply. Therefore staff had concerns that where borders were shared LFB would be used in preference to Surrey FRS and therefore there would be a smaller mobilising footprint for SFRS assets in certain part of Reigate and Banstead borough.
- Agree with Proposal 1 (Salfords) but not with Burgh Heath



**Reigate, 18 January (attended by 9 staff):**

- Concerns about accuracy of modelling and predicted response times, should be put in context with staff knowledge
- Move is planned out too quickly. Can Salfords move be delayed, renting Horley for 2 years?
- Concern about reduction in pump numbers overall
- Resilience impaired – concerns about big incidents on M23 for example
- Staff feel that they could have come up with better proposal (but did not mention what)
- Change in on-call contracts might make move more difficult
- Cost of move and if SCC fund it
- Concerns about attractiveness of station in Salfords and functionality (i.e. for training)
- Proposal affects staff morale (prefer 2 pump stations)
- Question recruitment phase commencing before consultation closes – looks like decision was already made
- Consultation in north R&B and Mole Valley and Tandridge
- Contingency plan if SCC reject proposal

Email feedback:

Three staff had contacted the consultation inbox with following queries and concerns:

- Cautious to lose two pump stations – risk factors haven't changed, so reducing cover doesn't seem safe
- Banstead area looks feasible, A23 location ideal for south R&B station
- Avoid over-reliance on neighbouring Fire and Rescue Services
- Changing to crew contracts will increase risk
- Salfords - Potential lack of suitable facilities so managerial role cannot be executed effectively
- Concern about SGI's increasing role in the service

**5.7 Union response**

No formal response was received from the Fire Brigade's Union (FBU) during the consultation period.

However, the following is a summary of the one of the discussions with the Surrey FBU during the consultation period:

- Overall, the FBU feel that the fire cover model seems reasonable.
- Timescales associated with staff needing to apply for the posts that will be at Salfords (Horley) and the ability for FBU to meet with staff at Reigate.
- Duration of the consultation. FBU indicated that they felt the consultation should be 16 weeks (due to Christmas).
- Volume of incidents in certain areas (Burgh Heath and Horley) when compared with areas that the fire engines are being moved from.
- Response time graphic and the table of drive times not being representative and possibly being misleading.
- FBU have requested a risk assessment of the impacts of the proposed changes, specifically in relation to the geographic area where response times will be extended from what they currently are. Specifically the area to the north and west of Epsom fire station.



- Risks associated with Gatwick Airport and training for Surrey crews, now that the West Sussex fire engine will no longer be based at Horley. FBU feel that Surrey crews are much more likely to attend an incident at Gatwick and therefore need additional training.
- Technical suitability of both the Horley and Salfords sites, specifically for Salfords this was linked to training facilities, possibility of being blocked in by traffic, etc.

No formal response was received from any other Representative Body during the consultation period.

## 5.8 Councils and Committees

Before presenting the proposal to the Local Committees and Borough Councils of Epsom & Ewell and Reigate & Banstead, the proposal and accompanying information had been approved by the Portfolio Holder, Kay Hammond.

### Communities Select Committee (Scrutiny role)

At the meeting on 16 January 2013, following points were made by the Members:

- Concerns were expressed that the north of Epsom & Ewell was left vulnerable by the proposals, which were protecting the majority at an increased risk to a minority.
- Concerns were raised about the risk presented in low income or densely populated areas, in particular where there were old high-rise flats. The increased response time for second engines was felt to pose a significant risk in the eventuality of a serious incident taking place in such areas.
- In reference to Reigate & Banstead, the plan would not be able to meet the requirements of the response standard. Dissatisfaction was expressed with the communications received from Property Services when sites were under consideration for potential development.
- Some Members felt that Banstead was left vulnerable by the proposals. The Committee raised a question as to the implementation in Horley and requested further information about the interim cover for April 2013.
- The Committee raised concerns about Members not being informed of public engagement exercises in relation to the consultations.
- Next meeting to be held on 21 March 2013.

### Survey responses from Members

There were 6 responses from Councillors in the survey (mainly from ward level). Four of those objected to the proposal, with reasons revolving around the 2<sup>nd</sup> engine's response time in Epsom and Ewell and the fact that Epsom is such a built up place. One councillor raised the concern that changes in West Sussex and London Fire Brigade have not been discussed in the consultation material.

### Reigate and Banstead Borough Council:

- Members expressed their support for the proposal and welcomed the resulting service improvements in the Borough.
- The Council offered assistance to the SFRS to find a suitable location for the new fire stations in Salfords and Burgh Heath.

### Reigate and Banstead Local Committee:

- Members expressed their support in principle for the proposals.



- Concerns centred around Members wanting to be consulted on possible site locations, the short time line (summer 2014), the suitability of the location in terms of minimising impact on traffic and accessing a new housing development in Netherne on the Hill. Also, the planned refurbishment of Purley fire station needs to be taken into account.

#### Epsom and Ewell Borough Council:

The council objects to the proposal. Main areas for concerns were:

- Consultation should have been better publicised and a public meeting held (in response public meeting held on 14/02 in Ewell)
- North E&E is very populated and whole borough is heavy traffic area. Also, population growth is predicted and new developments are planned.
- Major incidents require two engines, response time for second engine is too long.
- One pump station in Epsom means reduction in prevention work and enforcement work
- Request new risk assessments for new housing development

#### Epsom and Ewell Local Committee:

- Consultation should have been better publicised.
- Epsom is a growing area with new housing developments, and a large volume of traffic.
- Seek to continue the arrangements with West Sussex (Horley) instead of acquiring two new stations.
- Burgh Heath should be in addition to existing resources. Reduction in service (2nd engine response time) is not desirable.

#### Response from Salfords & Sidlow Council

- Supportive of fire station in Salfords.
- Consideration must be given to the correct location in respect of residents and highway matters.

#### Response from Horley Town Council

- Supportive of fire station in Horley and then Salfords.
- Concerns on the ability to meet the second appliance response times. The drive time during day from Reigate Fire Station to Horley is calculated to be 14.8 minutes, which is too close to give any confidence that the target of 15 minutes is achievable. However, the council is aware that there is no quick solution to this.

#### Tattenhams Resident's Association

- Supportive of fire station in Burgh Heath.
- Respond to emergencies more quickly in the surrounding area, especially M25, in East Ewell and West Ewell (avoiding Epsom traffic), in Woodmansterne, Banstead, Kingswood, Walton.



## 5.9 Other feedback

### Email from residents:

14 non-staff submitted their feedback to the consultation email address (one of them a councillor from Epsom, the rest residents and one business with a tender enquiry). One resident left comments via telephone.

Of those 15, 12 were from Epsom and Ewell and 3 from Reigate and Banstead. All but one objected to the proposal or registered some concerns, which included:

- Consultation was not widely enough publicised
- Growing population and more traffic in both Epsom and Reigate means that risk of fire incidents increase and an increase in the second engine's response time will put life at risk (rule by which major incidents need 2 pumps)
- The projected travel times might not be accurate as they did not reflect rush hour
- Cost of creating new fire stations
- Resilience for major incidents (i.e. M25, airports)
- Most in favour of keeping 2 pumps in Epsom

One resident from R&B supported the proposed building of a Salfords station.

### Staff feedback on what customers said:

When asked what residents and businesses made of the consultation, fire and rescue staff didn't have much to report, other than the consultation should have been more publicised in the Reigate area and that there was objection in the Epsom area.

## 5.10 Media coverage

As part of the consultation, several press releases were published (see Appendix D). From 7 Dec – 5 March 2013, the proposal featured in 30 media items:

- 58% Positive
- 15% Neutral
- 27% Negative

Paid-for advertising equivalent for this positive coverage would cost £34,824 (Letters and advertorials are not rated). See Appendix E for full media coverage.





## 6 Key findings

The feedback of the consultation overall has been balanced, with more support from Reigate and Banstead and less support from Epsom and Ewell.

Group	Yes	Not sure	No	No opinion	Key themes	Total
Staff	38%	22%	34%	6%	Facilities at new locations, reduced resilience of service, cost of proposal, effect of changes to on-call contracts, accuracy of modelling times, cooperation with London Fire Brigade (over-reliance, Vision)	87
Public:	42%	20%	32%	6%	Reduced resilience of service, finding suitable sites (accessibility, noise disturbance), cost of creating new locations, consultation should have been better publicised	253
Public EE	15%	21%	60%	3%	High density area with continuous growth in Epsom, reduced resilience, increased risk and long waiting time for major incidents, growing volume of traffic and accuracy of modelled response times	91
Public RB	61%	19%	13%	7%	Fairer distribution, finding suitable sites, increasing population in Reigate, cost of creating new fire station	152
Partners	25%	25%	50%	0%	Support from NHS Surrey and Borders Partnership	4
SCC staff	100%	0%	0%	0%		6
<b>TOTAL</b>	<b>42%</b>	<b>20%</b>	<b>32%</b>	<b>6%</b>		<b>350*</b>

During meetings and focus groups, it transpired that the public require more information and re-assurance about the plans, which will be covered in section 7 below.

## 7 Response to frequently raised concerns

All consultation data including formal responses, survey comments, emails, workshop feedback was coded to determine the most frequently raised concerns and questions.

## 8 Next steps

Following the analysis of the consultation feedback, the key themes will be included in the paper outlining the proposal to Cabinet.

The Community Select Committee will review the final proposal on 21 March, before the Cabinet will make a decision on 26 March. If the proposal is approved, the Action Plan will be implemented. Equally, actions outlined in the EIA will start to be implemented.

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Communities Select Committee  
21<sup>st</sup> March 2013

## Youth Justice Strategic Plan 2013/14

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

The Youth Justice Strategic Plan is produced annually to meet the council's obligations under the Crime & Disorder Act 1998 and is submitted to Cabinet for approval.

### Introduction:

1. Youth Justice relates to that area of the council's responsibilities for the management of young people who have committed criminal offences. These responsibilities are discharged in partnership with the Surrey Police, Surrey & Sussex Probation and NHS Surrey.
2. The council has a duty under the Crime & Disorder Act 1998 to formulate a Youth Justice Plan setting out:
  - 2.1 How youth justice services in their area are to be provided and funded; and
  - 2.2 How the youth offending team or teams established are to be composed and funded, how they are to operate and what functions they are to carry out.
3. In Surrey, the delivery of youth justice services is now embedded within the integrated Youth Support Service, following the transformation of Services for Young People that commenced 1 January 2012.
4. The local response to youth offending in Surrey takes wherever possible a *restorative* approach, placing victims at the heart of the process and offering young people the opportunity to make amends for the harm that their offending behaviour has caused.
5. Local arrangements in Surrey, jointly undertaken with the Police, see many young people who have admitted minor offences being dealt with by means of a *Youth Restorative Intervention*. This offers the opportunity to swiftly resolve offending behaviour to the satisfaction of victims without the formality and cost of a court hearing. This also means that minor mistakes made during adolescence do not carry the stigma of a criminal record that can constrain opportunities for employment in adult life.

## The Youth Justice Strategic Plan

6. The Youth Justice Strategic Plan for 2013-14 (draft plan attached as an annex) follows a template recommended by the Youth Justice Board for England & Wales and includes the following sections:
  - 6.1 Introduction
  - 6.2 Strategy – outlines the service’s high level strategy for the three years ahead
  - 6.3 Outcomes from 2011/12 – a review of service performance over previous 12 months
  - 6.4 Resourcing & value for money – detailing how resources are deployed to deliver effective youth justice services to prevent offending and re-offending
  - 6.5 Structure & Governance – defines the governance arrangements which support integrated strategic planning and performance oversight
  - 6.6 Partnership Arrangements – sets out the wider partnership arrangements showing the connectivity of youth justice services with the childcare and criminal justice system in the county.
  - 6.7 Risks to Future Delivery this section considers the risks that may undermine capacity to deliver effective youth justice services for the year ahead.
  
7. The review of service performance detailed in the Youth Justice Strategic Plan shows continuing strong performance with Surrey having the lowest number in England & Wales of first time entrants to the youth justice system; ranked 7<sup>th</sup> nationally in the number of young people sentenced to custody; and ranked 7<sup>th</sup> in terms of re-offending by young people.

## The Youth Support Service

8. Following the transformation of Services for Young People in January 2012, youth justice services are now delivered within the integrated Youth Support Service which combines in a single service, functions which were previously carried out by the Youth Development Service, Connexions and the Youth Justice Service.
  
9. The key strategic focus of the Youth Support Service is to increase participation in education, training and employment and central to this strategy is the removal of barriers to participation. Involvement in offending behaviour can be a major barrier to participation, hence there is a good strategic fit between reducing offending and increasing participation.
  
10. The Youth Support Service provides a single source of support for vulnerable young people aged 13 – 18 years, offering a wrap around service to tackle a range of barriers to participation that also feature as risk factors linked to offending. This includes access to: support for reducing substance misuse; support for children in need aged 15+, improving mental health; and prevention of youth homelessness.

11. In relation to preventing youth homelessness, agreement was reached during 2012 between the county and borough and district councils for the Youth Support Service to be the single point of referral for all young people presenting as homelessness and to coordinate a range of supported housing resources.

#### **Conclusions:**

12. The Council's arrangements for the provision of youth justice services are continuing to flourish within the new integrated Youth Support Service.

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

13. Effective Youth Justice arrangements that support a reduction in offending by young people contribute to savings to the public purse through reductions in the use of custody and youth detention accommodation (on remand). Furthermore, supporting vulnerable young people to make a successful transition to adulthood reduces the likelihood that young people will require long term support from public funds.

#### **Equalities Implications**

14. Youth Justice services support vulnerable young people to prevent further offending and to enable young people to make a successful transition to adulthood. The service is acutely aware of the over representation of some minority groups within the criminal justice system and works actively to mitigate the impact on young people.

#### **15. Risk Management Implications**

None identified

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

Improving outcomes for vulnerable children is a council priority.

#### **Recommendations:**

17. The Committee is asked to scrutinise activity in this area and make recommendations to Officers and Cabinet as appropriate.

#### **Next steps:**

The Youth Justice Strategic Plan will be submitted for approval to:

- (i) Surrey Youth Justice Partnership Board
- (ii) Cabinet

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**Report contact:** Toby Wells

**Contact details:** 01483 517010 toby.wells@surreycc.gov.uk

**Sources/background papers:**

Youth Justice Strategic Plan 2013/14

2013/14

# Youth Justice Strategic Plan

Surrey Youth Justice Partnership

Draft at 12/3/13





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## Youth Justice Strategic Plan 2013/14

### Introduction

A comprehensive two year review of services for young people in Surrey was completed in January 2012. Existing services of Connexions, Youth Service and Youth Justice Service were decommissioned and from 1<sup>st</sup> January 2012 a new Youth Support Service (YSS) was established to deliver improved outcomes for young people supporting two strategic aims – to increase participation in education, training and employment; and to reduce offending and re-offending. The new service offers an integrated case work approach to vulnerable young people who are not in education training or employment (NEET) or who are at risk of being NEET and to those involved in the youth justice system or who are at risk of becoming involved. The service draws on the skills of youth justice practitioners, youth workers and connexions personal advisers and delivers support to young people through eleven local borough or district based teams within Surrey . The functions of the Youth Offending Team (formerly the Youth Justice Service) are undertaken by practitioners and managers within the YSS. The deputy Head of Service role is designated as Surrey's Youth Offending Team manager and carries the strategic responsibility for youth justice in the County.

The service is now into its second year of operation. The first year being very much one of transition with staff and managers adapting to the new opportunities afforded by the new working arrangements. Despite major organisational upheaval, headline youth justice performance continues to be very strong evidenced by exceptionally low numbers remanded and sentenced to custody, further reductions in first time entrants and a continuing downward trend in re-offending. A Short Quality Screening Inspection carried out by HMIP in December of 2012 found overall that most staff in the Surrey Youth Support Service were delivering work of high quality and evidence of good multi-agency liaison and shared working, particularly in undertaking offending behaviour and victim work. They also identified aspects of our safeguarding and public protection work which required some attention and we are committed to a scheme of planned improvements in relation to this.

The new service also continues to develop the radical changes brought about by the 2011 introduction in partnership with Surrey Police of the Youth Restorative Intervention (YRI). The YRI provides a further step between arrest and the courtroom door and offers offenders and victims opportunity for fast and informal resolution of the harm caused by offending. As a consequence, the number of first time entrants to the youth justice system has fallen by 80% in the last two years. For the first time we are able to shift resource from processing relatively large numbers of offenders through the court system to working with those at risk of offending – intervening earlier to prevent problems escalating.

Surrey continues to be a very low user of custody with just 8 young people sentenced to custody in the last twelve months continuing a downward trend established over several years. Secure remands (to both secure units and prison custody) are also low with a total of 431 nights of such accommodation used last year. The Surrey system is therefore well positioned to take on the transfer of financial responsibility for young people remanded to youth detention accommodation following the implementation of the Legal Aid Sentencing and Punishment of Offenders Act from April 2013.

The challenge ahead is to balance the architecture of the new service – offering an integrated one stop service locally delivered in 11 borough hubs – while maintaining the skills of key practitioners in the context of reducing demand for youth justice services.

**The youth justice strategy for Surrey for 2013 to 2016 is as follows:**

Use restorative approaches to prevent offending, address offending effectively, improve victim satisfaction, raise public confidence and where appropriate to divert young people from the criminal justice system (including young people who are looked after).

Concentrate proportionately more resource on the smaller number of young people with more complex and higher risk issues where intensive support will reduce the risk of further offending and protect the public with particular attention to transitions to adult services for those with enduring needs.

Maintain low use of sentence and remand custody by providing credible bail support and community sentence options

Continue to focus on reducing the over-representation of looked after children in the youth justice system

Tackle four major risk factors in offending behaviour by supporting and enabling young people at risk of offending or re-offending to:

- participate in purposeful activity including education, training and employment.
- live at home or find appropriate supportive alternative housing
- lead lives free of dependency on drugs or alcohol
- overcome the difficulties of emotional and mental health problems

### Outcomes for 2012 calendar year

Youth justice is now part of the integrated Youth Support Service. The role of Youth Offending Team manager has been retained to give a strong strategic focus to youth justice issues. Surrey's youth justice outcomes continue to be some of the best in the country as reflected by the three Youth Justice Board national performance indicators:

#### Use of Custody rate per 100,000 of 10-17 population

Data Period	Surrey	South East	England
Apr 2011 to Mar 2012	0.13	0.44	0.80
% change compared to Apr 2010 to Mar 2011 baseline	-32%	No change	-12%

Rank	Surrey
Against South East (of 19)	3
Against England (of 142)	7

Use of custody: 8 young people received a custodial sentence in 2012. This is the lowest per capita use of custody in England for any sizeable authority and represents a 73% reduction in the use of custody for children and young people in Surrey over the last 5 years.

#### First Time Entrants rate per 100,000 of 10-17 population

Data Period	Surrey	South East	England
Jul 2011 to Jun 2012	210	535	637
% change compared to 2007 baseline	-86%	-69 %	-66%

Rank	Surrey
Against South East	1
Against England	1

First time entrants (FTE): Surrey has achieved an 86% reduction in first time entrants to the youth justice system in the year to June 2012 compared to the 2007 baseline. Surrey has the lowest FTE per capita in England.

### Re-offending of 10-17 population

Data Period	Surrey	South East	England
April 2010 to March 2011	32.7%	33.5%	35.8%
% change compared to Jul 08 to Jun 09 baseline	+2.1%	+1.5%	+3.0%

Rank	Surrey
Against South East	7
Against England	35

Re-offending: the most recent Ministry of Justice figures (Jan 2013) for Surrey indicate a 32.7% re-offending rate for young people in Surrey. This represents a small upturn in re-offending which is attributable to the effect of reducing the overall number of young people convicted – that is those remaining in the system are a higher risk group who are more likely to re-offend.

The driving force behind the improvement in youth justice outcomes has been the implementation of a restorative justice strategy across the partnership. Central to this has been the development of co-located Youth Integrated Offender Management Unit staffed by police and Youth Support Service personnel, which has oversight of the vast majority of youth offences in the county. The development of the Youth Restorative Intervention as an alternative to formal criminal justice disposal has been the mechanism which has underpinned improved youth justice outcomes in Surrey. This has not only delivered much of the reductions in first time entrants, it has meant that victims are now routinely participating in the resolution of youth offences and are reporting increased satisfaction in the youth justice process as a result. The YRI has also been critical to the success of Surrey 'Reducing Looked After Children's Offending Strategy' which has seen a 30% reduction in the numbers of Looked After Children entering the criminal justice system. For those resident in Surrey this reduction is 75% and there were no Surrey resident Looked After Children who entered the criminal justice system for the first time in Surrey in 2011-12. In total the reduction in first time entrants in the last four years has meant there are more than 5000 young people beginning adulthood without the burden of a criminal record.

The focus of the Youth Support Service on increasing participation, preventing homelessness, developing more effective responses to emotional and mental health problems, and delivering improved services to support families, further supports the drive to reduce reoffending. This in turn will promote a further reduction in both remands and custodial sentences. The implementation of restorative approaches within the youth justice system enables Surrey to redirect resources from reacting to re-offending through court ordered interventions, to working with young people to reduce the risk factors that lead to offending behaviour as part of a broader strategy to remove barriers to participation in education, training and employment.

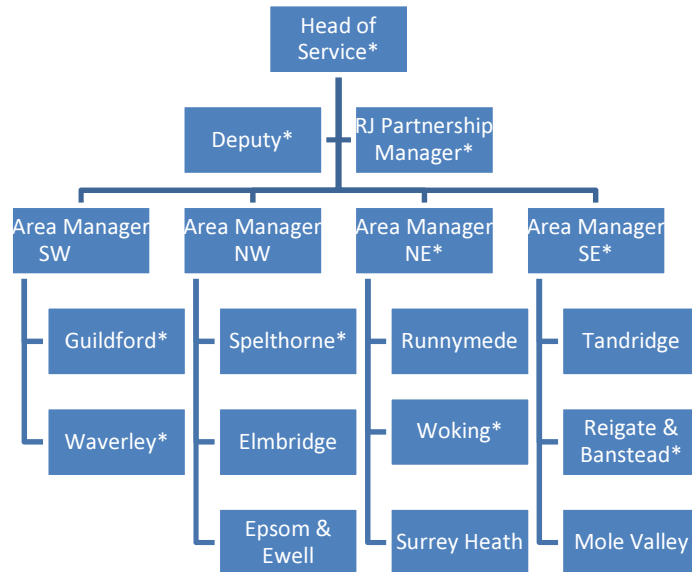
## Resourcing & Value for Money

Outcome:

Efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

The Youth Justice Strategic Plan should provide an overview of how the YOT Management Board and wider partnership will ensure that the YOT has sufficient resources and infrastructure that are appropriately deployed to deliver youth justice services in its area in line with the requirements of the *National Standards for Youth Justice Services*.

Youth justice services are delivered in Surrey by the integrated Youth Support Service (YSS). This new service delivers youth justice services alongside a range of other support for vulnerable young people through eleven borough teams grouped within 4 operational areas of the county. The diagram below shows how the service is organised in terms of our capacity to support and deliver youth justice services with those managers marked (\*) having significant youth justice experience. Other managers within the service bring complementary skills in Youth Work and Careers Guidance. Each of the eleven borough teams includes an appropriate complement of practitioners with youth justice skills and experience. We have three court locations at Guildford, Staines (in Spelthorne) and Redhill (in Reigate & Banstead)



Simplified organisation chart showing management posts with youth justice expertise

## Appropriate Adults

During 2013/14 we will continue to provide a 24/7 Appropriate Adult service through our partnership with the Diocesan Council for Social Responsibility.

## Bail & Remand

An out of hours rota operates to provide cover for Surrey courts sitting on Saturdays and bank holidays. This enables the service to respond to unscheduled remand hearings and ensures that where possible young people are not remanded to Youth Detention Accommodation (remand to prison custody or remand to secure facilities) The Service has responsibility for youth homelessness prevention and is the single point of referral for all young people aged 16-18 presenting as homeless. The Service commissions a range of supported accommodation options to meet the needs of young people combined with a strategy to return young people home wherever it is safe and feasible to do so. The availability of these resources enhances the Service's capacity to meet the needs of young people who are at risk of being denied bail and help position the Service to respond to the opportunity of the transfer of financial responsibility for young people remanded to youth detention accommodation following the implementation of the Legal Aid Sentencing and Punishment of Offenders Act from April 2013.

## Youth Restorative Intervention (YRI)

The YRI is a joint initiative with the Police and extends the range of pre-court diversionary options and is generally (but not exclusively) deployed prior to either the Reprimand or the Final Warning. It offers offenders and victims' opportunity for fast and informal resolution of the harm caused by offending. As a consequence, the number of first time entrants (FTE) to the youth justice system fell by 59% in the year 2010/11 (564 in 2010/11 falling to 230 in 2011/12) and a predicted further fall by the end of 2013.

A full YRI evaluation report is now available and provides evidence of improved victim satisfaction, a 34% reduction in re-offending (based on 180 cases in the pilot period) and value for money calculated at a speculative £4.2million lifetime saving to the Surrey tax payer since the YRI began. Furthermore, the 52% reduction in the overall number of 'youth disposals' in the last four years strongly supports a case for the YRI to continue to contribute to crime reduction and community safety.

The year ahead will provide more detailed evaluation of re-offending, and particularly for those offenders who would previously have been brought before the courts.

YRI quality control and assurance includes quarterly reporting to the IOM Management Board; quarterly victim satisfaction survey; 6 monthly young offender surveys; and a YRI Quality Assurance Panel that sits four times a year involving 'deep-dive' scrutiny of YRI casework. (Membership of the YRI QA Panel includes panel chairs (magistrates), community panel members, CPS, HM Court Service, and an independent 'Victims Champion')

The YRI has significantly contributed to the success in recent years in reducing the numbers of looked after children in the criminal justice system and particularly for those placed in county. Work with representatives of the South East Seven is underway to develop a pan regional agreement to ensure better outcomes for looked after children placed out of area.

### **Referral Orders**

As with overall numbers of young people brought before the courts the number of Referral Orders has also been reducing. This is not least as a consequence of the introduction of the YRI described above. Furthermore, the introduction of the YRI and the associated lengthening of the road to the court door has meant a change in the profile of young people now made subject to Referral Orders. These young people are more likely than before to have complex needs and vulnerabilities, are more likely to have committed more serious offences, are less likely to have made full admissions at the outset and more likely to be subject to a Referral Order made for a longer duration.

Furthermore the YSS is mindful of the YJB review of 'Panel Matters' training for Community Panel Members (and Restorative Justice facilitator training for YOT staff), and new legislation introduced during 2012 that will removed the previous restrictions on the availability of the Referral Order in the youth court and implications for Referral Order practice brought about by our own service transformation.

For these reasons a short-life Referral Order Review Group has produced a review report with 39 recommendations for Referral order practice improvement. This review report is currently subject to consultation with an anticipated timetable for implementing service improvements from July 2013. The focus for change will be the accessibility of the Referral order for victims of crime and to address the involvement and confidence of the local magistracy in the referral order practice.

### **Intensive Supervision & Support (ISS)**

ISS is delivered through our eleven borough teams which have access to a wide range of resources to support alternative to custody programmes. These include the group work programmes run in partnership with two local prisons (*Can Do* at HMP Coldingly and for females only, *New Leaf* at HMP Send); the Community Reparation Scheme and the Ready for Work programme (R4W) and access to an extensive outdoor learning and development programme. Together these resources can form the bulk of the ISS programme requirement. The number of ISS requirements in the last twelve months was exceptionally low at 5 orders. (with low custody numbers also)

### **Priority Young Persons**

The Priority Young Person (PYP) scheme was introduced in Surrey in May 2012, as an evolution and improvement to our previous Deter Young Offender (DYO) arrangements. It involves case managing Surrey YSS's most prolifically offending young people in partnership with police colleagues located within the Youth Integrated Offender Management (IOM) Unit. The focus of this joint approach is on identifying these



young people at the earliest opportunity and engaging them in restorative approaches wherever possible, in order to change behaviour. Early indications are that this scheme is supporting those young people identified to reduce their overall level and frequency of offending, in comparison to before the scheme was launched. The scheme and partnership approach will continue to be embedded over the coming year and its effectiveness will also continue to be monitored. A key measure of this will be the impact of the scheme on re-offending rates amongst our PYP's over a 12-month period.

### Resources for 2013/14

Contributions from partners:

Partner	Cash contribution	Value of seconded posts	Total
Police	0	88,000	88,000 <sup>1</sup>
Probation	0	132,000	132,000
Health	184,000	88,000	272,000
YJB	839,000	0	839,000
PCC	54,000	0	54,000 <sup>2</sup>
SCC	3,695,000	0	3,695,000 <sup>3</sup>
<b>TOTAL</b>	<b>4,772,000</b>	<b>308,000</b>	<b>5,080,000</b>

<sup>1</sup>Police contribution.

The cash figure quoted undoubtedly understates the value of the Surrey Police commitment to the Youth Integrated Offender Management Unit of 10 police officers supporting co-located and joint decision making and joint delivery of the Youth Restorative Intervention the full costs of which are not included here

<sup>2</sup>Police & Crime Commissioner

Indicative figure based on 50% of the MoJ prevention funding routed through the former Police Authority during 2012/13. (figure for 2013/14 to be confirmed)

<sup>3</sup>SCC

Estimate based on 2011/12 historical budget for Youth Justice Service

## Structure & Governance

Outcome:

Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

### Youth Justice Partnership Board

The Youth Justice partnership board has a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of performance of the youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies in particular in support of the local authority's responsibilities under the Children Act 1989 and Crime & Disorder Act 1998 to:

- discourage children and young people within their area from committing offences
- take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
- avoid the need for children within their area to be placed in secure accommodation

Partnership Board priorities for young people in the youth justice system in 2013/14 are:

1. Improving participation rates
2. Ending the use of Bed & Breakfast accommodation for 16 and 17 year olds
3. Improving emotional and mental health of young people.
4. Reducing offending/re-offending with a focus on the most persistent and prolific
5. Reducing an preventing offending by looked after children and young people
6. Address the findings of the Short Quality Screening by HMiP in relation to safeguarding and public protection on non PSR cases.

### **Board membership**

<b>Name</b>	<b>Post</b>	<b>Agency</b>
Chairman: Nick Wilson	Director of Children Services	Surrey County Council
Kay Hammond	Cabinet Member for Community Safety	Surrey County Council
Garath Symonds	Assistant Director, Services for Young People	Surrey County Council
Frank Offer	Head of Commissioning	Surrey County Council
Ben Byrne	Head of Youth Support Service	Surrey County Council
Toby Wells	Deputy Head of Youth Support Service	Surrey County Council
Gordon Falconer	Community Safety Unit Senior Manager	Surrey County Council
Julian Gordon-Walker	Children's and Safeguarding Service	Surrey County Council
Helen Collins	Chief Superintendent Neighbourhood Policing	Surrey Police
Lyn Pedrick	Surrey Local Delivery Unit Director	Surrey & Sussex Probation Trust
Sarah Haywood	Partnerships Policy Officer	Office of the Police & Crime Commissioner
Meg Webb	Magistrate	SW Surrey Bench
Douglas Spinks	Deputy Chief Executive	Woking Borough Council
tbc	Associate Director Children & Families	Guildford & Waverley CCG

## Partnership Arrangements

Outcome:

Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

The Youth Justice arrangements in Surrey are fully integrated within the new Youth Support Service which is involved in a range of partnership opportunities through formal and informal arrangements as follows:

Partnership	Benefits to the YOT/YSS
CAMHS Strategy Board	Opportunity to influence priorities and planning for CAMHS related services including maintaining commitment to existing resources (2 x Band 7 Health post) and access to universal and specialist mental health resources
Criminal Justice Board	Board membership provides significant access to key decision makers and opportunities for influence on youth related matters
Corporate Parenting Group	YSS representation on the corporate parenting groups ensures that we can promote strategies to reduce looked after children's involvement in the criminal justice system
Youth Justice Advisory Committee	Quarterly meeting with the Resident Judge, Youth Panel Chairmen, legal advisers and CPS prosecutors which builds and maintains the confidence of sentencers in the Surrey youth justice offer
Integrated Offender Management Unit (Youth)	Effective integrated working between YSS staff and Police Officers to administer and support the delivery of the Youth Restorative Intervention to both victims and offenders.
YRI Quality Assurance Panel	'Deep-dive' scrutiny of YRI casework. (Membership of the YRI QA Panel includes panel chairs (magistrates), community panel members, CPS, HM Court Service, and an independent 'Victims Champion')

DAT Executive and DAT Commissioning Group	Board membership provides opportunities to influence priorities and shape provision for young people
Community & Public Safety Board	Range of community safety responsibilities, linkages to 11 Community Safety Partnerships. Opportunities for YSS to influence priorities and resource allocation.
Safeguarding Children's Board	Promote an appropriate focus on vulnerable teenagers including runaways and child exploitation as well as involvement in serious case reviews and quality assurance of safeguarding and public protection reports to the YJB
14-19 Partnership Board	Increasing participation for vulnerable learners with opportunities for the YSS to shape and influence the 14-19 agenda
Children's Alliance (Surrey's Children's Trust)	An overarching group that promotes the well-being and achievement of Surrey's young people (3 board members also sit on the Children's Alliance board)
MAPPAs Strategic Management Board	Ensures effective management of a very small number of high risk offenders (including some young people) who pose a risk to the public
Health & Well-being Board (currently in shadow)	We anticipate that this board will be critical to developing the health and well-being of young people, especially those in more marginalised groups

## Risks to future delivery

Outcome:  
The YOT has the capacity and capability to deliver effective youth justice services.

Risk	Action
The routing of a portion of YJB/MoJ funding through the Police & Crime Commissioner could lead to a reduction in grant funding as youth justice may have to compete with other priorities for a smaller pool of community safety grant. This impacts on MoJ funding that in 2012/13 was around £110k	The service will work with the Police & Crime Commissioner to identify where service goals coincide with those of the PCC.
The council or its partners will require in-year budget reductions	The impact of some budget reductions can be accommodated within the context of a much larger service such that the risks to future delivery of youth justice services can be minimised. The service will also seek opportunities to develop income streams (eg from Government contracts) to improve resilience to financial pressure
Difficulty recruiting and retaining qualified/experienced staff in a high cost area close to London where higher salaries are on offer	Promote the benefits of an integrated service, offering wider scope for professional development and a work environment that offers a joined up approach to supporting vulnerable young people, including those involved in youth justice.
Inspection – will the YSS be sufficiently in tune with the expectations of the inspectorate in view of strong emphasis (and considerable success) on pre court diversion	Maintain inspection preparedness with reference to inspection framework published by YJB/OfSted
Loss of focus on Youth Justice within broader service	Maintain YOT manager role with deputy head of service post and lead for youth justice operations within Area manager role. Support opportunities for practitioners and managers to maintain and develop youth justice skills



Communities Select Committee  
21 March 2013

**The Governance of Surrey's County Sports Partnership**

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

To inform members about the review of Surrey's County Sports Partnership and seek views on the opportunities for future development to secure best use of resources at a sustainable cost to the Council.

**Introduction:**

1. At the meeting of the Select Committee on 12 July 2012, evidence was taken on the purpose of Surrey's County Sports Partnership (CSP) which was recognised as the strategic representative, advocacy body and lead development agency for sport and physical activity in Surrey.
2. The CSP consists of a number of levels (see appendix 2 for details) comprising:
  - 2.1 The Surrey Sports Board "Shadow" Executive which provides governance of the CSP.
  - 2.2 The advisory Surrey Sports Board Council which includes elected / nominated representatives of all stakeholders / organisations involved in sport and physical activity.
  - 2.3 Active Surrey - the core delivery team and brand.
3. Members resolved to scrutinise a further report addressing the Council's options for sport at a future meeting.
4. This report describes the recent review of the governance arrangements of Surrey's CSP, conducted by a small group of key partners in consultation with a wide range of stakeholders.
5. The report also provides a number of recommendations for the Select Committee to discuss, agree and propose to Cabinet.

**The Review:**

6. Since 1999, Surrey's CSP has been strategically coordinating local delivery of sport and physical activity, ensuring best use of resources and fostering joined up working to ensure Surrey is a more active and successful sporting county. Current priorities include attracting new participants into sport and physical activity (through events, workplace activities and GP engagement), supporting clubs to grow sustainably and coordinating facility developments.

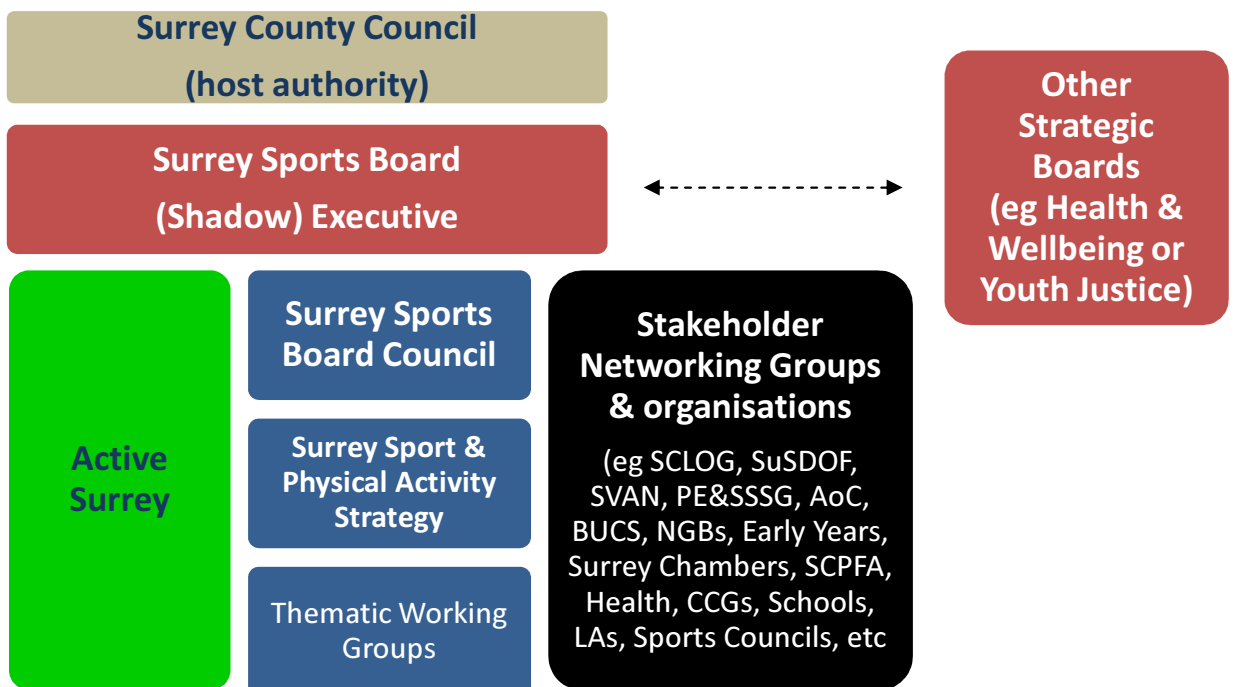
7. There have been regular reviews of the direction and governance over this period. The most recent review cycle has coincided with the setting up of Surrey's shadow Health & Wellbeing Board (HWB), uncertainty over the future of non-statutory services such as sport within local authorities and the awareness raised by the London Olympics/Paralympics and the desire for a legacy from the Games. It is therefore the ideal time to assess the role of sport and physical activity in Surrey, the CSP, and its benefit to the county's priorities.
8. A small group of key partner representatives with knowledge and experience of different business operation / governance models were recruited by the existing CSP Executive Group (marked with asterisks below) to conduct the review. The following agreed to become the CSP Review Group in May 2012:
  - Gerry Ceaser (Surrey Sports Board Council Chair)\*,
  - Martin Cusselle (SCC rep)\*,
  - Campbell Livingston (CSP Director)\*,
  - Cllr David Munro (Vice Chairman, Surrey County Council),
  - Mike Abbot (CEO, Surrey Youth Focus),
  - Paul Blanchard (CEO, Surrey Sports Park),
  - Sue Barham (Strategic Director, Woking Borough Council),
  - Sue Appleton (Local Government Relationship Manager, Sport England).
9. Over the next 6 months, evidence was gathered (both from within Surrey and from other CSPs across England) and the various governance arrangements were analysed. The Review Group then produced a discussion paper which explored the key issues prompting the review, the options available and the benefits and risks of change (See appendix 3). It also provided some recommendations for stakeholders to deliver an improved set-up that is fit for the future and can best achieve the CSP's vision of a more active and successful sporting county. These were discussed at a number of meetings.
10. A meeting was held between Cllr David Munro, Cllr Helyn Clack, Martin Cusselle and Campbell Livingston on 11 September 2012. Cllr Clack advised on the processes that would need to be followed to gain Cabinet endorsement of the Surrey Sport & Physical Activity Strategy and the long term CSP governance arrangements. It was proposed that:
  - 10.1 The CSP Hosting Agreement should be extended until March 2014 to allow time for the review to be carried out and any recommendations implemented.
  - 10.2 The CSP Review Group should produce a paper for a meeting of SCC's Cabinet in June/July 2013 containing recommendations for sustaining the CSP long term and the high-level endorsement of the Surrey Sport and Physical Activity Strategy.
  - 10.3 The CSP Review Group should become a Shadow Executive Board with clear terms of reference to help provide the necessary governance oversight required by Sport England funding conditions and to prepare the ground for any potential change in governance following the Cabinet meeting.
11. At the 12 September 2012 Surrey Sports Board Council meeting, members agreed to pursue the following three recommendations:
  - 11.1 **Produce a Compact or Memorandum of Understanding** to be signed by partners and Strategic Boards (including Surrey Leaders Group, SCC Cabinet, Health & Wellbeing Board, etc), to ensure that (a) the CSP is positioned at the right level for the future in terms of decision-making, influence and reporting and (b) the set-up is not duplicated elsewhere.



- 11.2 **Set up a new Executive Board** to oversee the CSP's performance and provide high level influence with key decision makers. This should either be delegated more powers by the existing host or, through the setting up of an independent company/charity, would take on legal responsibility for the CSP. It is envisaged that the Executive Board should be elevated to the same status as existing Boards such as Health and Wellbeing or Youth Justice.
  - 11.3 As an interim arrangement (until full democratic elections can be held), the SSB Council agreed at their September 2012 meeting that the CSP Review Group would be tasked with also fulfilling the Executive Board roles in a temporary, "shadow" capacity.
  - 11.4 **Investigate in more detail the CSP's legal status**; either reinforcing the current hosting arrangements or setting up the CSP as an independent body. (See paragraphs 20-33 for more details).
12. Following the SSB Council meeting, the proposals were distributed to all SSB Council members and their networks for comment – this guaranteed a very wide range of stakeholders were consulted (see appendix 1). Individual meetings were also held with every Borough & District Council Chief Leisure Officer and the review findings were presented at meetings of both Chief Leisure Officers (Boroughs & Districts and County) and Sports Development Officers (Boroughs & Districts and national governing bodies of sport). Implicit and explicit agreement was provided.
13. The new Surrey Sports Board Shadow Executive met for the first time in October 2012 and has met a further two times (to date) to provide oversight of the CSP's activities. Once further decisions have been made on the future governance / legal set-up, open elections for membership of the Executive will subsequently be held with opportunities for SSB Council and other stakeholders to nominate / vote.

**Figure 1: Diagrammatic view of the CSP's interim set-up**

Together the Board and the Active Surrey team play a vital role in fostering better partnership working, sharing of resources and coordination of an often disparate and convoluted sector.



## Benefits of sport and physical activity and the CSP's position:

14. Sport and physical activity generates substantial long-term economic value in terms of avoided health costs and improved health-related quality of life; it has a positive and quantifiable effect on a person's perceived wellbeing; regular exercisers have lower mortality rates; and it increases numeracy skills in school children. Families are a major factor in influencing their children participating in regular sport and physical activity and there are clear links between families that participate in regular sport and physical activity and their levels of confidence, positive attitude, health and general achievement.
15. In the absence of an SCC sports development service, Active Surrey staff already assist SCC to work better with the local community and contributes to the wellbeing of residents, providing cross-cutting sports development advice and support to all of its directorates and departments. A range of initiatives and work has been conducted with SCC (see figure 2) and our many partners (see Table 1) to help deliver on SCC priorities and emerging strategies. Delivery is integrated to achieve the Surrey Sport & Physical Activity Strategy's four outcomes: Performance, People, Places, and Participation (see appendix 2).

**Figure 2: Active Surrey's recent work with SCC departments**



**Table 1: Partners**

- 11 Boroughs/Districts
- Surrey Playing Fields
- Surrey High Sheriff
- 14 Sports Councils
- 46 Sport Governing Bodies (county/national)
- 1200+ sports clubs
- 9 FE colleges
- 2 HE institutions
- All schools
- Sport England
- Youth Sport Trust
- Surrey Community Action
- Volunteer Centres
- 29 Leisure Centres
- Surrey Youth Focus
- R&R YMCA
- Surrey Chambers
- Community Foundation
- sported
- Babcock 4S
- Mercedes Benz World
- P&G
- Government Depts (Cabinet Office; DCMS; Health; Education)
- Street Games
- English Federation of Disability Sport

16. Despite the national evidence and local successes, it appears that sport, physical activity and active recreation is not always seen as a priority amongst decision makers and, as a consequence, SCC has yet to fully capitalise on the powerful impact that more coordinated activity can have on individuals, families, communities and society as a whole. More could be done more easily if there are clearly defined links between the CSP and, for example, SCC's public health objectives, Olympic legacy and young people's employability plans, supporting lifestyle changes amongst Surrey's under achieving and vulnerable families.

17. Both Government and its major funding agency, Sport England, believe that the national network of 49 CSPs are the lead strategic body for sport and physical activity in each sub-region (i.e. county). They specifically cite CSPs as playing a pivotal role in delivering the national strategy "Creating a Sporting Habit for Life" and have announced in-principle funding until at least 2017. This brings significant external funding into Surrey (approximately £600k per annum) and attracts match funding (approximately £400k) from local partners and sponsors. (See [http://www.sportengland.org/about\\_us/our\\_news/creating\\_a\\_sporting\\_habit\\_for.aspx](http://www.sportengland.org/about_us/our_news/creating_a_sporting_habit_for.aspx))
18. There is extensive, and growing, stakeholder buy-in and involvement (as evidenced by the 98% satisfaction rating in the latest annual stakeholder survey), but the CSP needs consistent recognition in order to ensure cooperation by partners and to avoid duplication of resources. This is a prime opportunity to raise the profile of the CSP in Surrey to the level of other partnerships such as the Health & Wellbeing and Youth Justice Boards.
19. Cabinet recognition of the CSP's role is therefore sought and subsequently consistent agreement by all partners (through the signing of a new memorandum of understanding).

<b>Investigation into the most appropriate legal status:</b>
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20. Active Surrey receives an annual "core grant" of £200,000 from the National Lottery (via Non-Departmental Public Body - Sport England). This core grant is provided so that Active Surrey can be the strategic lead delivery agency for sports & physical activity development in Surrey working with a wide range of partners through the Surrey County Sports Partnership. The core grant (which has been confirmed until at least 31 March 2014 and in-principle until at least 31 March 2017) also attracts a number of local partners' contributions.
21. Active Surrey is a non-incorporated body hosted, since 1999, by Surrey County Council (SCC) within Services for Young People. All staff are therefore employees of SCC although the operating costs are almost fully covered by external contributions and grants.
22. The SCC hosting agreement (currently in place until March 2014) provides significant in-kind corporate support, including HR, IT, office accommodation, legal and finance. SCC, through the Youth Support Service, also contributes £5,000 annual partner "core" funding and management support.
23. The core grants and contributions (around £300,000) also attract around £600,000 in project funding. In 2012/13, SCC contributed £28,100 for project delivery, which will reduce to £2,100 in 2013/14.

**Table 2: Active Surrey Income & Expenditure Budget 2012-14**

<b>Funding</b>	<b>2012/13</b>	<b>2013/14</b>
Other bodies grants (local partners)	£826,000	£769,000
Fees & charges	£89,000	£109,000
<b>Total funding</b>	<b>£915,000</b>	<b>£878,000</b>
<b>Expenditure</b>		
Staffing	£614,000	£642,000
Non pay	£301,000	£236,000
<b>Total expenditure</b>	<b>£915,000</b>	<b>£878,000</b>

24. Currently the CSP is not a legal entity / incorporated and the existing Surrey Sports Board (Executive and Council) does not have legal powers but is purely an advisory group. SCC retains legal powers and day to day operational responsibility over the CSP. Decisions regarding projects are therefore reached by mutual decision with partners but within the conditions of SCC's policies and procedures. (NB The new SSB Shadow Executive has started to make strategic decisions).
25. In pursuit of a sustainable future for the CSP the opportunities and constraints that would be afforded by a range of operating models (see appendix 4) were examined. These options include the status quo, independent trading company (current or new host), or company limited by guarantee with charitable status. Each of these offer differing opportunities to secure a sustainable financial future, minimising risk to SCC whilst adding significant value for residents.
26. The picture across England is that local authority sport services are having their funding reduced. All 49 CSPs started within local authorities or universities, but the development of less favourable hosting arrangements over time has prompted around a quarter to recently become incorporated companies / charities. However, this leaves 35 CSPs that are still hosted and, if the currently favourable hosting arrangement in Surrey remains as such, there appears limited financial justification in the immediate future to become independent.

<b>Option A:</b>
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27. Based on investigations into the costs of setting up and maintaining an independent organisation, the most beneficial option for the CSP is to remain within SCC. This would avoid an increase in back office costs and safeguard the most funding for frontline delivery in the current uncertain financial climate. This is also the preferred option of the national CSP Network and major funder Sport England who like the credibility and solidity offered by SCC.
28. It would rely on SCC continuing to employ and be responsible for the small Active Surrey team (currently 19 FTE staff) but there would be neither an increase in revenue costs for SCC, nor any increased liability (in-principle) if this option was agreed.
29. The existing hosting arrangement (up to 31 March 2014), which provides in kind support and a small funding contribution, should therefore be extended until at least 31 March 2017 (to coincide with agreed Sport England funding awards).
30. However, to ensure enhanced operational success and to comply with partner funding criteria on impartiality and stakeholder involvement, the following should be agreed:
  - 30.1 SCC should clarify the status of the CSP in relation to other Boards and departments (see paragraphs 18-19 above). Clear lines of authority should also be drawn.
  - 30.2 SCC should delegate appropriate decision-making authority to the SSB Executive (once elected) as per the SSB Shadow Executive's Terms of Reference (see appendix 6) and reference should be made to the CSP within SCC's Scheme of Delegation to Officers.
  - 30.3 SCC should ensure that if any decisions are going to affect the operational status or hosting arrangement of the CSP that the SSB Executive are consulted with a minimum of 12 months notice.

31. Whilst the CSP remains hosted, it would remain ultimately accountable to SCC and it is therefore proposed that:
  - 31.1 A senior SCC Councillor and a senior SCC officer would both be members of the SSB Executive (out of a total of 8-10 members).
  - 31.2 Regular (possibly annual) updates should be systematically provided to the Communities Select Committee.

#### **Option B:**

32. A second option is incorporation as a Local Authority Trading Company (LATC) or Company limited by Guarantee (CLG) owned by SCC.
  - 32.1 Staff would remain as SCC employees but be seconded out. This maintains SCC staffing liabilities.
  - 32.2 However, this would reduce the available operating budget as the new company would not be able to reclaim VAT. An increased grant &/or maintenance of in-kind support would need to be negotiated to mitigate against rising costs.
  - 32.3 This option could provide a halfway house between relying on a host organisation (retaining pensions and office base, etc) and full exposure as a separate business (increased VAT costs, etc).

#### **Option C:**

33. A third option is incorporation as either a Company Limited by Guarantee (CLG) (and apply for charitable status) or as a Charitable Incorporated Organisation.
  - 33.1 Staff would transfer under TUPE regulations. The new organisation would take on future staffing liabilities but would require SCC to act as guarantor to the LGPS – this is not a formality.
  - 33.2 The CSP would utilise more staff time to run the charity thereby reducing frontline delivery but this option could enable the CSP to branch out and expand its operations. For example, recent work on the Surrey Sports Awards with the Children's Trust demonstrated the range of cost reductions that charities can negotiate with local businesses.
  - 33.3 This could also incur approximately £50,000 of extra costs per year (see appendix 3). Again some of the negative financial aspects associated with social enterprises could be mitigated by favourable support from SCC (an increased grant &/or maintenance of in-kind support).

#### **Conclusion:**

34. Surrey has a strong, vibrant CSP with high stakeholder engagement and satisfaction and a dynamic, supportive core team. There is growing demand to deliver new programmes (from national partners), support local residents' needs and deliver a sustainable legacy of more people playing, coaching, officiating and organising sport and physical activity following the 2012 Games.
35. There is further scope to grow the CSP "business" through a growing reputation for quality provision. Surpluses generated from traded activity will support significant social return in the form of services available to vulnerable people. Different operating models may offer opportunities for expanding business and the risks and benefits of each of these will need to be appraised.

36. As the agreed strategic body the CSP can add significant value towards Surrey achieving its strategic objectives within public health, partnership working, supporting vulnerable families and young people whilst increasing the overall level of regular participation in sport and physical activity across Surrey.
37. Options B and C are both a higher financial risk than option A and it is thought that option A would better secure the short to medium term future of the CSP in this financially unstable period. If option A was followed, this would not preclude the CSP choosing options B or C in the future.

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

38. The focus of this report is to initiate a process to examine different operating models for the CSP to deliver the best value for money in securing the future of sport and physical activity development for Surrey's residents.

#### **Equalities Implications**

39. Sport England funding relies on the CSP including a broad range of partners, all being able to benefit equally from the added value that the partnership brings to Surrey.

#### **Risk Management Implications**

40. Undertaking the work proposed in this report will inform the levels of risk for a range of options that the Council may wish to pursue in the future.

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

41. Development of the CSP supports the Council's corporate priorities to increase the health and wellbeing of the people of Surrey as well as to work in partnership, add value and maintain quality of services.

<b>Recommendations:</b>
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42. Members are asked to
  - (a) Note the content of this report.
  - (b) Recommend that the CSP is the recognised strategic representative, advocacy body for Sport and Physical Activity in Surrey.
  - (c) Discuss the governance of the CSP and the delegated powers of the SSB Executive in advance of a paper being presented to Cabinet.
  - (d) Support Option A.

<b>Next steps:</b>
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43. Select Committee to support the recommendations to Cabinet.

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**Report contact:**

Martin Cusselle, Head of SOLD, martin.cusselle@surreycc.gov.uk 07971 665693  
Campbell Livingston, Director of Active Surrey, campbell.livingston@surreycc.gov.uk  
01483 518954

## **Appendix 1: List of organisations consulted on the CSP review**

- Elmbridge Borough Council
- Epsom & Ewell Borough Council
- Fusion Lifestyle
- Guildford Borough Council
- Mole Valley District Council
- National Governing Bodies of Sport / County Associations
- NHS Surrey
- Reed's School
- Reigate & Banstead Borough Council
- Reigate & Redhill YMCA
- Runnymede Borough Council
- Spelthorne Borough Council
- Sport England
- Surrey Chambers of Commerce
- Surrey County Council
- Surrey County Playing Fields Association
- Surrey Heath Borough Council
- Surrey Sports Park
- Surrey Voluntary Action Network
- Surrey Youth Focus
- Tandridge Trust
- Waverley Borough Council
- Woking Association of Voluntary Service
- Woking Borough Council

## Appendix 2: What is the Surrey County Sports Partnership?

The Surrey County Sports Partnership (CSP) is an unincorporated network of organisations covering all of Surrey's local authorities, sports clubs/voluntary groups, schools/FE/HE, sports/leisure facilities, sports governing bodies and health agencies. They are committed to working together to achieve the vision of "a more active and successful sporting county" via their membership of the Surrey Sports Board (SSB) Council and their contribution to delivering mutually beneficial strategic outcomes.

The SSB Council is a stakeholder representative group /forum, meeting four times a year to shape and influence the strategic direction of, and increase participation in, sport and physical activity in the county of Surrey. It also aims to be the voice of sport and physical activity for Surrey on local, regional and national consultative matters. The primary purpose of the SSB Council has been to develop (through stakeholder consultation) the Surrey Sport and Physical Activity Strategy 2011-15, a framework to bring partners together to deliver improvements (through thematic working groups) by achieving four outcomes:

- Participation: Everyone has the opportunity to be active for life;
- People: Strong, sustainable infrastructure is available in every community;
- Places: Sufficient, well-managed facilities meet Surrey's needs;
- Performers: Talented performers are supported.

The new Surrey Sports Board Shadow Executive includes high level individuals from strategic partner agencies and provides interim governance and oversight of the CSP.

Delivery is led by its operational arm, Active Surrey: 20 staff work across the local sporting landscape, pro-actively supporting partners to increase participation in sport and physical activity. It has been successfully adding value to partners since 1999, bringing in new funding, supporting local projects and strategically leading and coordinating developments in areas including school sport, coaching, disability sport, and event delivery.

Via the financial contributions of each funding partner (Surrey's county, borough and district councils and Surrey County Playing Fields Association), Sport England Core Services funding is enabled to be drawn down by the CSP (as a part of SCC) to contribute to agreed shared sports development objectives within the county. Including core and project funding and School Games commissioning, turnover in 2011-12 was £1,004,233 with SCC contributing £24,600. There is currently no "Compact" or "Memorandum of Understanding" covering the CSP's relationship with the funders and its role in the county although service level agreements are in place with all organisations.

Active Surrey also provides national governing bodies of sport (NGBs) and other national organisations a single, efficient and effective point of access to the Surrey sporting and physical activity network through their unique knowledge and established relationships with key local policy and decision-makers. Active Surrey's business is influenced by:

- The needs of stakeholders, identified within the Surrey Sport & Physical Activity Strategy.
- The needs of NGBs, through Sport England's CSP Core Services specification.
- The needs of funders, identified by service level/project management agreements (including major Olympic Legacy programmes funded by Sport England).

Together the Surrey Sports Board Executive, the Surrey Sports Board Council and Active Surrey play a vital role in delivering the CSP's three core functions:

- Strategic coordination so that the efforts of local deliverers are optimised;
- Marketing & communication so that sport is advocated to key decision makers;
- Performance measurement so that progress is clearly tracked.



## Appendix 3: Threats, opportunities and risks identified by the CSP review.

### Threats

- Reduction in the availability of local government public funding.
- A requirement to secure alternative funding streams other than from the public purse to ensure long term sustainability beyond 2017 (current funding end date).
- Local partner involvement in the CSP is very good but not always consistent.
- The CSP hosting arrangement means that it is not always viewed as an independent organisation nor seen as a department of Surrey County Council.
- Performance measurement related to Sport England lottery funding for 2013-17 will spotlight host relationship, board effectiveness and level of strategic influence.
- Statutory changes to organisations involved in improving health and wellbeing may duplicate the CSP's efforts/structures meaning SSB decisions may be ignored.
- Loss of in-kind support and/or hosting arrangements.

### Opportunities

- Creation of a sustainable, impartial CSP to champion and better implement the strategic sporting vision for Surrey.
- Build on a quality service and brand that already generates a significant level of funding.
- Formation of new alliances whilst maintaining and strengthening links with key existing partners, building stronger stakeholder networks.
- More effective and efficient use of public funding to drive an increase in sports participation and to aid delivery at a local level.
- Reduced dependency on traditional funding streams, harnessing new funding pots and free market opportunities.
- Better understanding of the role and position, and therefore involvement, of the CSP in key decision-making of partners at the highest level.
- Ability to attract different type of staff (business/entrepreneurial/charity-minded).
- The raised profile of sport, and its value to deliver against cross-cutting agendas, as a legacy of the London 2012 Olympic and Paralympic Games.
- The strategic direction for local government to become a commissioning body.

### Potential risks of change

- Increased costs of back-office functions (HR, IT, etc).
- Reduced cash flow and financial underwriting.
- Loss of influence with the host and the opportunities to work collaboratively.
- Uncertainty amongst existing staff and funding partners.
- The CSP's profile of being associated with the host (and vice versa) may be lost.
- Costs (time and money) of transitioning into a new operating / governance model.
- Distraction of Director / staff from delivering post-Games legacy.

### Costs of change

If the CSP was independent, costs of services would be around £50,000 per annum depending on the size of the operational team, location and form, plus initial set up costs:

• Office Space:	£10,000 – £25,000 per annum plus business rates
• IT:	£2,000 per annum for data storage
• HR support/advice:	£1,500 - £3,000 per annum
• Legal advice:	£120 per hour
• Payroll:	£600 - £2,000 per annum
• Accountancy/Audit:	£2,500 (non charity) - £5,000 (charity) per annum
• Insurance:	£1,500 - £3,000 per annum
• Pension bond:	£2,500 - £4,000 per annum (actual level TBC)
• Set up costs:	Incorporation costs: £5,000 - £12,000 IT equipment (if not transferred from SCC): £15,000

## Appendix 4: Pros and cons of hosting versus independence

NB this is a national picture provided by Sport England so not all are relevant to Surrey.

### Hosted CSPs - Pros

- The host takes on the legal liability for the CSP.
- The CSP may gain additional profile through association with their host.
- Working within a larger team can provide a collaborative environment for project delivery.
- The host may offer services and accommodation at reduced rate/free.
- The CSP does not need to use time/resource on support services (HR, banking, IT, legal etc).
- Financial stability – including cash flow.
- The host could provide a mechanism through which the CSP can commission services.
- Favourable conditions of employment for all staff, e.g LGPS pensions.
- Has the ability to generate income as a public, not-for-profit body.

### Hosted CSPs - Cons

- The CSP and host may be viewed as the same organisation by partners (both internal and external to the host), which can be confusing/unhelpful and reduce the CSPs profile/identity.
- Hosting by one of the local authorities in the county area may alienate some of the others.
- The CSP may become diverted into delivering against the host's strategies and priorities.
- The host may take sole credit for work done by the CSP.
- The host's needs to make savings may impact on the CSP, e.g. pay-cuts /freezes.
- Policies and procedures of the host may slow decision making and other processes.
- Recruitment of appropriate staff may be difficult/slow due to the host's HR requirements.
- Financial reporting can be difficult/delayed due to the complexities of the host's systems.
- The CSP is susceptible to political changes at their host.
- Email addresses can give the impression that CSP staff are part of the host organisation.
- The link with the (statutory body) host may limit the funding pots which the CSP can access.
- The CSP may find itself a low priority for the host when seeking services and support.

### Independent CSPs - Pros

- The CSP can present itself to partners as an independent organisation.
- A fully independent business can develop products and services, and generate income.
- The ability to demonstrate that the CSP is part of the voluntary/charitable sector.
- Easier to access grant funding (only if it is a not-for-profit organisation), bid for contracts and tenders and enter into legal agreements.
- The CSP can employ staff and contract professional services on its own terms.
- The CSP can be flexible and react quickly when necessary.
- The CSP may be able to accrue interest on financial reserves.
- An opportunity to revise the structure and membership of the Board.

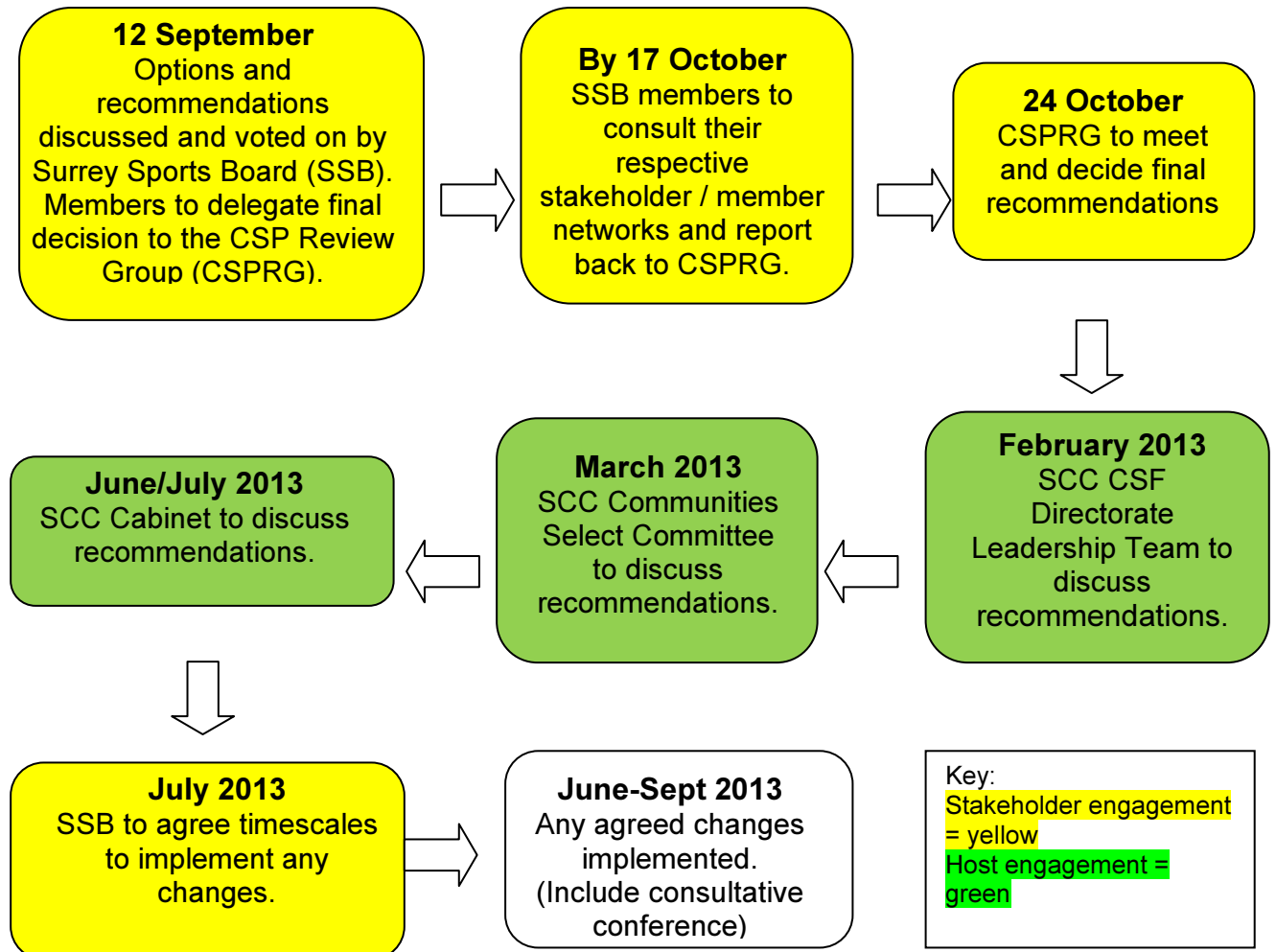
### Independent CSPs - Cons

- Loss of security, including financial underwriting, particularly with respect to cash flow.
- A potential significant increase in costs for accommodation and for services.
- On transfer, TUPE may add considerable costs associated with pension/benefit packages.
- Loss of influence with the host organisation, and the opportunities to work collaboratively.
- Links to departments within the former host may be lost/made more difficult.
- Time/resources needed to operate the "business" properly, including financial management.
- New policies and procedures will need to be developed, rather than adopting the host's.
- Ultimate liability rests with the CSP.
- The skill set of the Board and the CSP leadership team may need to change to take on the challenges of running a small business.
- The CSP may be perceived as a threat by other organisations.

## Appendix 5: Implementation Timetable

The Surrey Sports Board Council members have agreed the following implementation timetable. The CSP Review Group (now the Shadow Executive) has been delegated authority to make final recommendations to Surrey County Council upon receipt of the stakeholder feedback.

**Figure 3: Decision and implementation timetable**



## Appendix 6: Delegations of Authority in the SSB Shadow Executive's Terms of Reference

### 15. Delegations of authority – Financial

15.1 The host authority financial procedures shall be adhered to at all times.

15.2 Delegated authority from the Shadow Executive is required for the following:

- Funding agreements with partners.
- Approval of applying for and accepting external grant and other awards.
- Authority to enter into a spending commitment on grants, goods and services based on existing / approved budget plans.

	<b>Funding Agreements with Partners</b>	<b>Goods and Services</b>	<b>Accepting of Grants and other external funding</b>
<b>Shadow Executive</b>	Over £100,000	Over £100,000	Over £100,000
<b>All of: Chair of Shadow Executive / Host Authority Officer / Partnership Director</b>	Up to £100,000	Up to £100,000	Up to £100,000
<b>Partnership Director</b>	Up to £5,000	Up to £5,000	Up to £5,000

### 16. Delegations of authority – Non-Financial

16.1 The Shadow Executive will progressively move towards the following delegated authority:

<b>SUBJECT</b>	<b>RESERVED TO THE SHADOW EXECUTIVE</b>	<b>DELEGATED TO RESPONSIBILITY OF THE DIRECTOR</b>
<b>Corporate Governance</b>	Consideration and approval of the Governance framework, including Principles of Good Governance, Governance Document, Delegated Powers, and Hosting Agreement.	Responsibility for all matters of organisational structure below the level of Director. Able to delegate authority to other staff.
<b>Strategy</b>	Determining the overall strategic direction of the Partnership. Consideration and approval of the Strategic Plan and subsequent annual Operational Plans.	Preparation of the Partnership Strategic Plan for consideration and approval of the Shadow Executive, ensuring early consultation with the Shadow Executive.
	Consideration and support for forming formal strategic partnerships with other organisations.	Recommendations to the Shadow Executive for formal strategic partnerships with other organisations.
<b>Functions, powers and discretions (legal and administrative)</b>	Strategic principles governing operational policy relating to the exercise of the Partnership's function, powers and discretions.	Responsibility for exercise of all the Partnership's legal and administrative powers and discretions in furtherance of statutory functions, subject to escalating any high risk/high impact issues in line with the risk management strategy.
<b>Corporate Plans and Budgets</b>	Consideration and approval of the Partnership's Plans and Annual Budgets.	Preparation of Corporate Plans and Annual Budgets in line with the Partnership's Strategic Plan, ensuring early consultation with the Shadow Executive.
<b>Annual Report &amp; Accounts</b>	Approval of Annual Report and accounts, in conjunction with the	Drawing up Annual Report for Shadow Executive approval.

	Accounting Officer. Offering scrutiny to the budgets on a quarterly basis.	Drawing up Annual Accounts for Shadow Executive approval. Drawing up quarterly budget reports to the Shadow Executive.
<b>Performance Management</b>	Determination and approval of arrangements for performance management and consideration of regular monitoring reports.	To keep the Shadow Executive informed of progress in achieving performance objectives and to advise of any significant variance from the approved Operating Plans and Budget.
		To keep the Shadow Executive informed of any significant issues in the operation of the Partnership.
<b>Risk Management</b>	Approval of the Risk Management Strategy and consideration of reports.	To maintain the risk management systems and to provide the Shadow Executive with assurance on its ongoing effectiveness. To advise the Shadow Executive as to material changes thereto. Escalation of issues for consideration by the Shadow Executive in accordance with the Risk Management Strategy.
<b>HR Issues</b>	Appointment of the Partnership Director.	The structure of the Management Team, subject to Shadow Executive approval.
	Approval of significant changes to overall staff structure/ employment.	All appointments and other HR issues.
<b>Communication Issues</b>	Approval of communication plans in relation to matters of major public, political or reputation significance.	Drawing up and implementation of communication plan. Providing quotes for press releases.
		Identifications of significant issues to be considered by the Shadow Exec.
<b>Surrey Sports Board Shadow Executive Administration</b>	The cycle of Shadow Executive meetings, the composition of Shadow Executive agendas and approval of minutes of Shadow Executive meetings.	Ensure the Shadow Executive can function properly through provision of an effective Board Secretariat. To make recommendations for the cycle of Shadow Executive meetings, and for the composition of agendas for meetings. To prepare draft minutes and maintain efficient overall arrangements for the administration of the Shadow Executive. To provide necessary support and resources for members to maintain and develop their skills and knowledge.

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