

Cabinet



Date & time
Tuesday, 22
October 2013 at
2.00 pm

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

Contact
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Room 122, County Hall
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Chief Executive
David McNulty

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Cabinet Members: Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mrs Mary Angell, Mrs Helyn Clack, Mr Mel Few, Mr John Furey, Mr Michael Gosling, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Tony Samuels

Cabinet Associates: Mr Steve Cosser, Mrs Clare Curran, Mrs Kay Hammond and Miss Marisa Heath

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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 Anne Gowing or James Stanton on 020 8541 9938 or 020 8541 9068.

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If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 24 SEPTEMBER 2013

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

3 DECLARATIONS OF INTEREST

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

Notes:

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

4 PROCEDURAL MATTERS

4a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (16 October 2013).

A copy of any questions received will be circulated following the deadline and published on the Council's website
www.surreycc.gov.uk/committeepapers

4b Public Questions

The deadline for public questions is seven days before the meeting (15 October 2013).

A copy of any questions received will be circulated following the deadline and published on the Council's website
www.surreycc.gov.uk/committeepapers

4c Petitions

The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4d Representations received on reports to be considered in private

To consider any representations received in relation why part of the meeting relating to a report circulated in Part 2 of the agenda should be open to the public.

5 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL (Pages 1 - 2)

(a) Report of the Council Overview and Scrutiny Committee re. Digital by Default

6 PUBLIC SERVICE TRANSFORMATION (Pages 3 - 48)

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents. The vision is that across the public sector, services will shift from an emphasis on high cost responses towards prevention and earlier intervention. The intention is for services to deliver much better value for money, with the changes providing significant benefits for Surrey residents.

An initial report to Cabinet on 23 July 2013 set out the background and approach to the council's public service transformation programme, working with key Surrey partners. The report asked officers to develop outline business cases for each of the strands for consideration at Cabinet in October 2013. These are attached in Annex A.

This report also provides an update on the Joint Statement of Intent being developed with the Public Service Transformation Network, which will set out key objectives, milestones and responsibilities for partners including the support the Network will provide.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

7 FAIRNESS AND RESPECT STRATEGY 2013-2018 (Pages 49 - 72)

To consider the *Confident in Our Future, Fairness and Respect Strategy 2013-2018* which is designed to meet the Council's responsibilities under the Equality Act 2010 and further embed Fairness and Respect across Council.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

8 COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT (Pages 73 - 126)

1. As part of the Libraries Public Value Review 10 libraries were identified to become Community Partnered Libraries (CPLs).
2. Cabinet agreed on 24 July 2012 to implement this recommendation to ensure a sustainable future for those libraries, based on the county council's model. Cabinet also requested a progress report on implementation, to follow in 2013. The 10 locations identified were Bagshot, Bramley, Byfleet, Ewell Court, Lingfield, New Haw,

Stoneleigh, Tattenhams, Virginia Water and Warlingham.

3. The Library Service has now successfully launched Community Partnered Libraries at 6 of the 10 designated libraries: Stoneleigh, Byfleet, New Haw, Tattenhams, Virginia Water and Warlingham.
4. Discussions with the remaining four libraries are at varying stages of negotiation and implementation.
5. A more detailed report was provided to the Communities Select Committee on 26 September 2013 for their consideration and debate.
6. This report outlines progress made to date in implementing the decision.

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

9 APPOINT A NUMBER OF SUPPLIERS TO SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL FRAMEWORK FOR LIBRARY FIT OUTS (Pages 127 - 132)

In May 2013 Surrey County Council (SCC) and East Sussex County Council (ESCC) agreed to enter into a joint framework agreement, with SCC as the Lead Authority, to satisfy the requirements for the procurement of the final design, consultancy, supply and installation of the soft fit out of a range of potential library refurbishment projects between 2013 and 2017.

As part of a procurement collaboration between the two authorities, SCC and ESCC already share a joint Head of Procurement and are working together to utilise combined buying power to deliver better contract value to both organisations in the future.

Following a comprehensive procurement activity, it is proposed to award the framework to the recommended suppliers described in the Part 2 Annex (item 18). Due to the commercial sensitivity involved in the Framework award process, the names and financial details of the recommended suppliers have been circulated as a Part 2 Annex (item 18).

This is amongst the first joint-frameworks between Surrey County Council and East Sussex County Council since the merger of Procurement services and demonstrates the effectiveness of joint council working and the potential financial savings that can be achieved.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

10 SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2012 - 2013 (Pages 133 - 176)

1. The Surrey Safeguarding Adults Board (SSAB) is a non-statutory, multi-agency Board that is chaired by an independent chairman,

Simon Turpitt.

2. To support the transparency of the Board, the Annual Report is presented to Cabinet.
3. Cabinet is asked to consider and note the Annual Report of the Board. (ANNEX 1)

[The decisions on this item may be called in the Adult Social Care Select Committee]

11 SURREY SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT 2012 - 2013 (Pages 177 - 222)

The Local Safeguarding Children Board (LSCB) Annual Report 2012/13 reports on the effectiveness of safeguarding and child protection practice by partner organisations in Surrey and is provided to Cabinet for information.

Achievements and activities in 2012-2013 are reported upon including progress in the functioning of the Board itself and against the SSCB priorities and recommendations for improvement 2013-2014 are highlighted.

Cabinet is asked to note the report and the key messages arising from it.

[The decisions on this item can be called in by the Children and Education Select Committee]

12 SCHOOLS' FUNDING FORMULA 2014/15 (Pages 223 - 248)

Schools are funded on a formula basis determined by local authorities. New regulations introduced in 2013 reduced the freedoms available to local authorities and introduced greater standardisation. Surrey is a relatively lowly funded authority and previously had a relatively complex formula for allocating funding to its schools, which had been developed with schools and was recognised to reflect local needs. Many Surrey schools were therefore disadvantaged by the introduction of greater simplification.

Following challenges from Surrey and other councils, the Department for Education (DfE) has now agreed a number of minor flexibilities for 2014/15. Unfortunately they do not address the key concerns of Surrey's schools. Proposed amendments to the Surrey formula from April 2014 have been developed to ensure compliance with the updated regulations and to seek to address local concerns. These have been consulted on with all schools. This paper sets out the recommendations to the Cabinet from the Schools Forum. The council is required to submit its proposed schools' funding formula to the Education Funding Agency by 31 October 2013.

[The decisions on this item can be called in by Children and Education Select Committee]

13 BUDGET MONITORING REPORT FOR SEPTEMBER 2013 (Pages 249 - 252)

This report presents the council's financial position at the end of period 6 – September of the 2013/14 financial year, with particular focus on the year end revenue and capital budgets forecasts and the achievement of efficiency targets.

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

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

14 OPTIONS APPRAISAL: IN-HOUSE SUPPORT SERVICES FOR WORKING AGE ADULTS AND OLDER PEOPLE WITH DISABILITIES (Pages 253 - 316)

In 2009 Surrey County Council's in-house day services began a change programme in response to a large scale consultation with people who use services, their carers and families. Priorities were to develop more local, community-based services and support people who use services to retain and develop friendship networks.

The 2012 Learning Disability Public Value Review (PVR) found that in-house services were well-regarded but further transformation was needed to ensure people with personal budgets could access a range of clearly priced personalised support options. In response to the PVR and the Council's Learning Disability Commissioning Strategy, Adult Social Care is exploring how in-house services could further develop to support the personalisation agenda.

The Council's Medium Term Financial Plan (MTFP) (2013-18) budget report in February 2013 made clear the need;

- to take steps to ensure that the Council maintains its financial resilience and protects its long term financial position
- to explore and develop alternative sources of funding that reduce its reliance on Government grants and Council tax increases in the future
- for provision in the MTFP (2013-18) to meet the costs of initiatives that will deliver savings and enhance income in the longer term.

This report forms part of Adult Social Care's response to the challenges outlined above and builds on the Cabinet decision of 26 March 2013 to support innovative models of service delivery, including trading ('Strengthening the Council's Approach to Innovation: Models of Delivery'). This paper considers options for the future provision of day and community support services for working age and older adults with disabilities. Three options have been assessed:

1. stay "as is"
2. de-commission services and re-commission in the market
3. adopt a different model of delivery.

[The decisions on this item can be called in by the Adult Social Care Select Committee]

- 15 EARLSWOOD JUNIOR SCHOOL, REDHILL AND LANGSHOTT INFANT SCHOOL, HORLEY** (Pages 317 - 322)

There is significant demand for new schools places within Surrey and for improvement of existing accommodation, which are largely addressed through the County's five year 2013-18 Medium Term Financial Plan.

Earlswood Junior School, Redhill and Langshott Infant School, Horley have been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities.

Approval is sought for the individual business cases for expansion and creation of additional places at the schools to meet the demand.

[Also, refer to item 19 for part 2 information for Earlswood Junior School and item 20 for part 2 information for Langshott Infant School]

[The decisions on this item can be called in by either the Council Overview and Scrutiny Committee or the Children and Education Select Committee]

- 16 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 323 - 334)

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

- 17 EXCLUSION OF THE PUBLIC**

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

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

- 18 APPOINT A NUMBER OF SUPPLIERS TO SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL FRAMEWORK FOR LIBRARY FIT OUTS** (Pages 335 - 338)

Part 2 information for item 9.

Exempt: Not for publication under paragraph 3

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

19 EARLSWOOD JUNIOR SCHOOL, REDHILL (Pages
339 -
346)

Part 2 information for item 15.

Exempt: Not for publication under paragraph 3

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

20 LANGSHOTT INFANT SCHOOL, HORLEY (Pages
347 -
352)

Part 2 information for item 15.

Exempt: Not for publication under paragraph 3

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

21 PUBLICITY FOR PART 2 ITEMS

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

David McNulty
Chief Executive
Friday, 11 October 2013

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

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

Please note:

1. Members of the public can submit one written question to the meeting. Questions should relate to general policy and not to detail. Questions are asked and answered in public and so cannot relate to "confidential" or "exempt" matters (for example, personal or financial details of an individual – for further advice please contact the committee manager listed on the front page of this agenda).
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet Members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet Members may decline to answer a supplementary question.

MOBILE TECHNOLOGY – ACCEPTABLE USE

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

It is requested that all other mobile devices (mobile phones, BlackBerries, etc) be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

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COUNCIL OVERVIEW & SCRUTINY COMMITTEE

Item under consideration: DIGITAL BY DEFAULT

Date Considered: 3 October 2013

- 1 At its meeting on 3 October 2013, the Council Overview & Scrutiny Committee received a report as part of its initial consideration of issues relating to a 'digital by default' approach to service delivery.
- 2 The Committee noted that the aim of any digital approach to service delivery was to achieve simple, clear transactions, in line with the Cabinet Office definition that 'digital by default means digital services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded.' The Committee discussed a number of key issues relating to digital service delivery, including accessibility (in terms of both physical access through electronic devices as well as the ease of use of the services themselves); confidentiality and security; establishing realistic cost comparison with other methods of service delivery; the need to involve residents and voluntary groups early in designing (not just testing) digital service delivery; and the on-going support requirements of those accessing services digitally. It was noted that digital by default should not be the starting point - services should be designed around the needs of residents, with technology as part of the solution to effective service delivery.
- 3 The Committee acknowledged the progress the Council had made in terms of improving digital access, notably through the Superfast Broadband programme and the provision of services such as school admissions and procurement. Directorate-level boards had been established recently, and these were helping directorates to drive digital service delivery and identify common issues within each directorate. The Committee also noted the work which was currently in progress in relation to the revision of the Council's website.
- 4 Whilst acknowledging that progress had been made, the Committee requested that a further report be presented to its meeting in December 2013 summarising the digital solutions already in place or proposed, and outlining the initiatives to co-ordinate the Council's approach to digital by default. It was noted that the Council does not currently have an over-arching strategy to guide its approach, and felt that this was something which the Cabinet should consider.
- 5 The Committee made the following **recommendations**:
 - (a) That the Cabinet considers developing a high-level strategy document to help guide its approach to the digital delivery of both back-office and front-line services.
 - (b) That consideration be given to identifying a Cabinet Member to take lead responsibility for the Council's overall approach to the digital delivery of services.

NICK SKELLETT

Chairman of the Council Overview & Scrutiny Committee

SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: PUBLIC SERVICE TRANSFORMATION****SUMMARY OF ISSUE:**

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents. The vision is that across the public sector, services will shift from an emphasis on high cost responses towards prevention and earlier intervention. The intention is for services to deliver much better value for money, with the changes providing significant benefits for Surrey residents.

An initial report to Cabinet on 23 July 2013 set out the background and approach to the council's public service transformation programme, working with key Surrey partners. The report asked officers to develop outline business cases for each of the strands for consideration at Cabinet in October 2013. These are attached in Annex A.

This report also provides an update on the Joint Statement of Intent being developed with the Public Service Transformation Network, which will set out key objectives, milestones and responsibilities for partners including the support the Network will provide.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. notes the progress made in developing the scope of the programme, represented by the public service transformation outline business cases (Annex A), and asks officers to continue developing full business cases for consideration at the February 2014 Cabinet meeting.
2. agrees Surrey's Joint Statement of Intent (Annex B) on behalf of the council, and instructs the Chief Executive, in discussion with the Leader, local partners and representatives of central Government, to continue to update this as the programme develops.
3. accepts the offer of funding from the Transformation Challenge Award, thanking the Department for Communities and Local Government for its contribution to the costs of developing this important work on behalf of the relevant partners in Surrey and Sussex.
4. notes that partner organisations have their own governance requirements and processes, which they will need to follow to agree and sign-off further business cases and implementation plans.

REASON FOR RECOMMENDATIONS:

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents. The vision is that across the public sector, services will shift from an emphasis on high cost responses towards prevention and earlier intervention. The intention is for services to deliver much better value for money.

The council is working closely with partners to develop its plans for public service transformation in Surrey. The outline business cases provide the evidence, both to the council and to partners, that the case for change and potential benefits are sufficiently strong to justify more detailed work on each of the proposals.

DETAILS:

Background

1. The report to Cabinet on 23 July 2013 set out the background and approach to the council's public service transformation programme, working with key Surrey partners. The report asked officers to develop outline business cases for each of the strands for consideration at Cabinet in October 2013.
2. With support from the Public Service Transformation Network, the programme is adopting a sound methodology based on the experience of the four original community budget pilots in developing business cases and implementation plans in complex partnership environments. The outline business cases are the first step in this process and represent a critical milestone, confirming that in each case there is sufficient scope for transformation, partner commitment to taking forward the work, and agreement across partners that there is potential for both savings and improved outcomes for communities.
3. The programme is on track, and as anticipated five outline business cases are attached as Annex A to this report:
 - a. Emergency Services Collaboration
 - b. Extending the Family Support Programme
 - c. Dementia Friendly Surrey
 - d. Better Use of Public Sector Assets
 - e. Young People's Participation and Skills for Employment
4. As is to be expected with a complex partnership programme, some strands have developed at a quicker pace than others and this is clearly reflected in the outline business cases. The key next steps will be to develop a detailed cost-benefit analysis with partners for each of the strands, based on detailed proposals for significant service redesign.
5. The scale of ambition of the programme is high. Recognising the complexity of partnership engagement, delivery through to the point of benefits realisation is likely to be a difficult and protracted process. In this context, ensuring that the scope of the work is sound and partnership commitment solid is a key step.
6. Partners are currently considering how best to take forward the sixth original strand, Transforming Justice, within the resources available. The intention is to begin more detailed discussions during the autumn, with a focus on more

integrated working and case coordination to reduce offending and reoffending, reducing costs to the police and criminal justice system.

7. The programme is on track, with the timescale for bringing final business cases and investment agreements to Cabinet in February 2014. The intention is that subject to Cabinet agreement, expected savings can be taken into account in the council's Medium Term Financial Plan for 2014-19.

Developments in the Programme

8. There have been a number of developments in the programme as it has progressed, as a result of both discussions locally with partners and further clarity from Government about the focus and expectations of the programme and potential funding sources.
9. For the emergency services collaboration strand, the potential scope of the work has been widened as Sussex Police and East Sussex and West Sussex Fire and Rescue Services have also agreed to work with the project team to investigate the potential to expand the approach across both Surrey and Sussex. This is also made explicit in the outline business case.
10. The business cases will also aim to take advantage of additional sources of funding from Government, including the funds set out in the Chancellor's Spending Round announcement in June 2013. In July the county council together with East Sussex County Council submitted a bid for the DCLG's Transformation Challenge Award, which included a bid for support for both the development of shared back office services across the two councils along with support to develop and implement the emergency services collaboration business case. This was strongly supported by both Surrey Police and Sussex Police. The bid was successful with a total of £750,000 being awarded to support this work, one of only two multi-authority awards and the largest award made in this round.
11. In a follow-up to the announcement of a £3.8 billion national fund to ensure closer integration between health and social care, the Local Government Association and NHS England issued a statement on 8 August 2013 on what is now called the "Integration Transformation Fund". This sets out the context, background and conditions of the funding, along with a timetable and next steps.
12. The Integration Transformation Fund represents a transfer of funding from the NHS to local government to support transformation. Included within the £3.8 billion headline figure is an existing amount of approximately £0.8 billion, which is already funding a number of schemes locally to support whole systems working, along with £0.9 billion already announced for 2014/15. The full effect of the £3.8 billion is for one year only, 2015/16, with a smaller additional amount to build momentum in 2014/15 (£200m nationally, making a total of £1.9 billion for 2014/15). There has been no announcement on the future of the funding beyond 2015/16, or clarity on expectations for funding of ongoing service reform. Despite the above, it is expected to be alongside the Provisional Financial Settlement in December 2013, before the distribution of the funding is known and the county can assess the extent of any new funding.

13. The LGA and NHS England's statement on the Integration Transformation Fund sets out the expectation that the plan will be agreed between the county council and Surrey's Clinical Commissioning Groups and will be signed off by the Health and Wellbeing Board. Their expected timetable is for plans to be completed around December 2013 to January 2014, with national assurance processes in March 2014.
14. There are strong synergies between the public service transformation programme and the Integration Transformation Fund: the focus on collaboration across partners, providing better services and improved outcomes for residents, and the timetable for plans. As the public service transformation programme already brings together partners from across the public sector, partners have agreed to develop the plans for the Integration Transformation Fund as part of that wider programme.
15. Health and Social Care Integration will therefore become a strand of the programme. The existing Dementia Friendly Surrey strand will continue as one of the key components of this wider development of Health and Social Care Integration.
16. A Joint Statement of Intent has been developed with the Public Service Transformation Network, which sets out the key objectives, milestones and responsibilities across partners including what support the Network will provide. The latest version of the Joint Statement of Intent is attached as Annex B to this report.
17. As the programme develops it is likely that other areas where the council and partners working together can transform services will be included in order to take full advantage of the programme support offer. The Joint Statement of Intent will be updated to reflect such changes as the programme progresses.

CONSULTATION:

18. The proposals have been developed through a range of discussions and events since the original expression of interest was submitted in April, involving Members and officers from across the council and partners. Partner involvement has included Surrey District and Borough Councils, Surrey Police, Surrey and Sussex Probation Trust, South East Coast Ambulance Service and Surrey Clinical Commissioning Groups.
19. The Chief Executive provided a briefing to Cabinet and all Members in August, setting out the ambition and scope of the overall programme. Cabinet Members will each take responsibility for strands which form part of their individual portfolios, recognising that there may be some overlap of responsibilities given the transformative nature of the proposals and the partnership approach. Appropriate arrangements will be made for Members to input to policy development and for scrutiny as the programme progresses.

RISK MANAGEMENT AND IMPLICATIONS:

20. There are no direct risk management implications arising from this report.
21. Initial risks to the development of the business cases and, in some cases, an early indication of potential risks associated with implementation and realisation of benefits have been set out within the individual outline business

cases. The intention is that a full assessment of risks will be completed as part of the development of full business cases and subsequent implementation plans.

Financial and Value for Money Implications

- 22. Public service transformation is intended to reduce public expenditure in an area by shifting the balance of resources away from reactive and acute services to early help and preventative services. The case for transformation is based on the potential for significant improvements in the effectiveness of local services, increased value for money and improved outcomes for residents.
- 23. More detailed work to develop full business cases, including financial analysis and modelling will be required to determine where the potential efficiency gains will accrue across partners. Investment and risk-sharing agreements will be developed as part of the development of detailed business cases and implementation plans to be brought to the Cabinet in February 2014.

Section 151 Officer Commentary

- 24. There are no direct financial implications in this paper; the detailed financial analysis will take place in development of the business cases in advance of February 2014. The outline business cases make reference to potential savings and costs across all partner agencies. Once developed and identified in the full business cases, all costs and savings relating to the county council will be evaluated and reflected in the Medium Term Financial Plan (2014-19).

Legal Implications – Monitoring Officer

- 25. At this early stage, there are no legal implications arising directly from this report. Potential legal implications are likely to emerge as part of the service design process during the further development of business cases, and will be addressed as part of the development of implementation plans.

Equalities and Diversity

- 26. There are no direct equalities implications arising from this report. Full Equality Impact Assessments will be completed as part of the development of the full business cases and subsequent implementation plans to inform decision-making.

Other Implications:

- 27. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below. Public service transformation will improve outcomes for residents, including the most vulnerable such as children, and adults with dementia. The detailed implications will be assessed as part of the development of business cases.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	A number of the proposals could have a positive impact on looked after children

	including the Family Support Programme, Increasing Youth Participation and Transforming Justice.
Safeguarding responsibilities for vulnerable children and adults	A number of the proposals could have a positive impact on safeguarding responsibilities, through enhanced partnership working and whole systems approaches, including the Family Support Programme and Health and Social Care Integration.
Public Health	A number of the proposals could have a positive impact on public health including the Family Support Programme, Increasing Youth Participation, Dementia Friendly Surrey, Health and Social Care Integration and Transforming Justice.
Climate change	No significant implications arising from this report.
Carbon emissions	No significant implications arising from this report.

WHAT HAPPENS NEXT:

- The development of detailed business cases for each strand with partners, supported by the Public Service Transformation Network.
- The detailed business cases will be considered by Cabinet in February 2014, with the intention that savings can be taken into account in the council's MTFP from 2014-15.

Contact Officer:

Mary Burguieres, Policy and Strategic Partnership Lead Manager, 020 8541 9613

Consulted:

Leader and Deputy Leader
 Cabinet
 Surrey County Council Members
 Council Leadership Team
 Surrey Leaders
 Surrey Chief Executives
 Chief Finance Officer
 Relevant Heads of Service
 Senior managers and staff within Directorates
 Police and Crime Commissioner/Chief Constable/Surrey Police
 Police and Crime Commissioner/Chief Constable/Sussex Police
 Surrey and Sussex Probation Trust
 South East Coast Ambulance Service
 Surrey Clinical Commissioning Groups
 Public Service Transformation Network, Department for Communities and Local Government

Annexes:

Annex A: Outline business cases

Annex B: Joint Statement of Intent

Sources/background papers:

None

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Strand title	Emergency Service Collaboration
Sponsor(s)	Lynne Owens - Chief Constable Surrey Police
Lead	Julia Kinniburgh – Surrey Fire & Rescue Service
Project team members	Julia Kinniburgh & Ian Thomson – Surrey Fire & Rescue Service (SFRS) Gavin Stephens & Chris Colley – Surrey Police (SurPol) John Griffiths & Dave Wells – South East Coast Ambulance Service (SECAmb) Ian Good – Surrey County Council (SCC) Wayne Jones – Sussex Police (SusPol)
Version number / date	Final version – 9 October 2013

Introduction

This work forms part of the Surrey Public Service Transformation Network (PSTN) proposal. There are six strands of this work: Emergency Service Collaboration; Family Support; Health and Social Care Collaboration; Better use of Public Sector Assets; Young People’s Participation and Skills for Employment; and Transforming Justice. This Outline Business Case for Emergency Services Collaboration sets out the aims of the work, case for change and proposed delivery models. It is outline at this stage. A full business case is expected to be complete in March 2014 which will contain a detailed cost, benefit analysis. Discussions have also been held with West Sussex Fire & Rescue Service (WSFRS) and East Sussex Fire & Rescue Service (ESFRS) with regard to exploring their future involvement.

Surrey Chief Officers are resourcing the project with three full time operational specialist officers from Fire, Police and Ambulance, with a project officer and some time from a senior manager from each Service in support. These posts have been funded by each of the blue light services to scope out and develop the outline business cases and, moving forward, to develop the full business cases. There is also support available from each of the three services to gather the data required. Sussex Police and East and West Sussex Fire and Rescue Services are also providing officer time to develop this work. A bid has been submitted to the Government’s Transformation Challenge Award for funding to enable effective Programme Management arrangements to be put in place. This is essential to the successful delivery of the business cases and to realise the anticipated benefits of these projects. Furthermore, policy officer support from Whitehall has been agreed from the Public Service Transformation Network. This central Government support will be essential to enable the successful delivery of this work within the timescales allocated.

Effective governance and scrutiny of this programme is also required within all the organisations participating to ensure that transformation is achieved and the aims and objectives are delivered.

<p>1. Aims and objectives</p> <p>The emergency services respond to an extraordinary range of incidents and provide a very good service to local residents. Yet they do so with limited collaboration between the services, which results in a certain level of duplication and overlap. At a time when money is tight, demand is rising, public expectations are increasing, and incident types are becoming more complex, improved collaboration and co-ordination between Services will provide a quicker, more tailored and more efficient service to local communities.</p> <p>Chief Officers in Surrey Police, Surrey Fire & Rescue, South East Coast Ambulance Service, and Surrey County Council have agreed that they will work in partnership to transform the way the Emergency Services work together, to:</p> <ul style="list-style-type: none"> • improve performance and respond to the changing pattern of demand; and • reduce costs by removing overlaps between the services. <p>Sussex police and East and West Sussex fire and rescue services have also agreed to work as part of the project team to investigate the potential to expand this approach across both Surrey and Sussex.</p>
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2. Case for change

The emergency services currently operate effectively, but largely independently of each other. There is scope to transform the way they work through greater collaboration in a number of areas, as set out below. This does not indicate dissatisfaction with current outcomes, rather a recognition that there is much more that could be achieved through collaboration rather than separation. This work also does not preclude other collaborations, for example with other fire or police services.

The case for change for each specific proposed area of work is set out below.

In addition, there are a number of generic issues which contribute to the case for change:

Demand for services – demand for the services is changing and each service aims to plan not just around demand, but also risk. Greater collaboration has the potential to enable a combined view to be taken of risks and demand profiles to provide the most appropriate service:

- SECAMB are experiencing a 5-8% annual increase in demand year on year. For Surrey and Sussex, SECAMB receive about 500,000 999 calls and 1 million 111 calls, of which 454,824 required resource deployment last year;
- Surrey Police experienced a 3% increase in 999 calls last year¹. This equates to about 120,000 999 calls and 430,000 101 calls last year, of which 118,444 required resource deployment.
- Surrey Fire & Rescue has achieved an average reduction in demand of 6%² year on year over the past 10 years (similar to the national trend). This equates to about 22,500 999 calls last year, of which 9,851 required resource deployment.

Population change - demographic change is predicted to result in an ageing and growing population locally, which will place additional and more complex demands upon the emergency services. There is therefore an opportunity to develop a collaborative emergency response to these issues.

Global strategic trends – national evidence indicates that incident types may become more complex, particularly in relation to major climatic or security events, which require a more integrated emergency response.

National imperative – the emergency services have been asked to consider how they could best collaborate with key strategic partners, with the Chancellor stating in the last spending round that the government intends to drive greater integration of local emergency services.

Proposed areas of focus

1: Operational response

Within each emergency service, operational response and tasking is undertaken separately. This results in separation of:

- information and data collected at the time of an emergency call;
- responses mobilised to the scene;
- positioning of assets – there is some sharing of sites for the purposes of providing places for personnel to rest, however the 3 services' assets are deployed independently of each other; and
- operational policies and procedures for joint incident types, which are developed separately for each service.

There is therefore opportunity through collaboration to:

- respond more effectively to joint incidents;
- use scarce response resources more effectively across the organisations;
- align resources to better reflect risk and demand;
- breakdown silo working between partners; and
- develop a greater understanding of each other's work.

¹ Surrey Police. Call Demand Data. Accessed on the 7th August 2013.

² Based on Surrey Fire and Rescue Service annual operational incidents attended 2003/2 – 2012/13

2: Contact, control and dispatch

All three emergency services have separate technical systems and processes in place for managing emergency (999) and non-emergency telephone contact. The current systems also rely upon the individual dialling 999, to select the emergency service they require. Should they need to be redirected this can build in delay. Furthermore, information cannot easily be transferred between services, and for joint incidents call handlers must pass information verbally between the different control centres, again building in delay and potential for confusion. There are some areas of consistency within the technology used, but there are also many differences, including IT suppliers, functionality and contract terms.

Collectively across Surrey and Sussex, the three blue light services spend approximately £45million³ a year, across 13⁴ sites, using over 1,000 staff, to deliver contact, control and dispatch. There is scope to transform this, bringing these functions together to reap both operational benefits and significant cost savings. This would also enable wider transformation of the emergency services by enabling a shift in the way incidents are managed.

3: Prevention

There is some coordinated work across the emergency services on prevention, including very successful multi-agency programmes, such as the award winning Safe Drive, Stay Alive road safety campaign aimed at young drivers. There are also other public and third sector organisations undertaking community safety work within the county, who have varying degrees of integration with fire, police and ambulance – for example, Community Safety Partnerships - established in the boroughs and districts within Surrey, designed to work with all agencies on community safety, crime and disorder reduction and domestic abuse. However, on the whole work undertaken on prevention is contained within each service.

The need to target further effort on preventative activities is highlighted by the growing pressures of demand on police and ambulance services. For all 3 emergency services, the target audiences for prevention tend to be similar, predominantly focussed on vulnerable adults, and other vulnerable individuals. Collective effort, alongside other key partners, therefore has the potential to maximise the impact made.

4: Civil Contingencies

The County Council, Borough and District Councils and the emergency services all maintain separate teams for work on civil contingencies. In Surrey this is estimated to cost £1.4m a year, based on staffing of 20 FTE. These teams do work collaboratively, and the business case in this area will examine the costs and benefits of further integration. It should be noted that the estimated costs of the collaborative work for the blue light services and the Council is seen as approximately £300k a year, for work such as preparation of multi agency plans and joint training exercises.

³ Headline data supplied by each organisation

⁴ Includes Kent (SECAmb) property, as Surrey and Sussex 999 calls taken as well

5: Operational support

The emergency services all have requirements for the provision of support functions for their operational activity. There is currently little coordination of these functions between Services and they are disparately located. The shared geography offers an opportunity to rationalise and remove duplication between these teams, thereby reducing costs and improving operations in the following areas:

- a. *Joint Learning and Development* - each service has very specific technical training needs, but there are a range of common training requirements that could be delivered on a collaborative basis.
- b. *Collaborative Fleet and Equipment Management* – currently this is handled separately in each service.
- c. *Use of bunkered fuel* - currently separately maintained.
- d. *Occupational Health* – the three Services provide very similar support - ranging from fitness for work, rehabilitation plans, and advice to managers and employees regarding work and health. Fire and Police have in-house teams; SECAmb currently outsource this provision.
- e. *Data gathering and reporting* – currently there is minimal data sharing.
- f. *Stores and Supplies function* – handled separately at present.
- g. *Health and Safety teams* – individual teams provide similar advice.
- h. *Estates and Facilities Management* – there are significant opportunities for efficiency in relation to cleaning contracts, building maintenance and repair, legislative compliance, energy and environmental considerations, as well as the systems and teams that administer the process:
 - Surrey Police currently have 22 owned sites / properties, 7 of which are not in use. They have 33 leased premises (likely to increase to 37), 64 police houses, 46 mast sites and a range of garages / land parcels.
 - Surrey Fire has 25 sites, 2 of which are currently leased and the remainder are owned and operated by the County Council.
 - SECAmb operate from 21 sites in Surrey; including one make ready centre, headquarters and an Emergency Operations Centre.

6: Support Services

This covers the more general support all organisations need, such as ICT systems, human resources functions, procurement and legal advice, etc. The emergency services have a mixed pattern of support service provision, with some collaboration already in place:

- Surrey County Council collaborates with East Sussex County Council to deliver transactional services and some IT support services). SFRS and ESFRS receive support services in this way.
- Surrey and Sussex Police are actively exploring collaborating on all Support Service functions and already have in place joint services on transport, procurement and insurance & risk. They will be exploring opportunities to deliver transactional HR and Finance services, so there is a possibility of extending the arrangement described above.
- West Sussex FRS is part of West Sussex County Council and hence receives support services through the county council.
- SECAmb currently provides its own support services.

There is potential to link up elements of support services, which may provide some cost savings to the organisations involved. This would have limited operational benefit.

3. Proposed new delivery models, costs and benefits

Overall benefits to the Community

A more joined up approach would reduce the current overlaps between Services; delivering a better combined response to incidents and reducing wider disruption to the public. The proposals outlined below provide opportunities to reduce costs, by rationalising estates; I.T and staff for example, whilst increasing the quality of service the public receive via more harmonised arrangements.

Working closer across Services from initial contact with the public would also enable better information sharing and more effective risk management; a shared preventative approach would assist in reducing risk to the public, keeping Surrey and Sussex safer.

Proposal 1: Joint Operational Response

There are a number of options to transform the way operational response is delivered, utilising a more collaborative approach.

- a. Develop a common approach to recording incidents – this would enable basic information to be shared across the Services, improving understanding of the areas of overlap and developing a common perception of risk.
Benefits – key enabler to joint operational response, which in turn will deliver productivity gains.
Issues - this would have one-off set up costs.
- b. Combine operational policies/guidance for jointly attended incidents - this would provide clarity between Services about the collective emergency response for joint incidents
Benefits – improved handling of combined incidents and a key enabler for joint training in these areas which in turn should improve productivity and performance.
Issues - this would have costs in development and maintenance of combined guidance and would be greatly facilitated by national level agreement to this point. The percentage of workload proportion will vary by organisation due to the demand level, for example this is relatively small for SECamb.
- c. Coordinated use of assets in rural areas – communities within some rural areas of Surrey have expressed concern about the lack of a uniformed presence. Given the need to deploy scarce resources on the basis of risk, it is not possible to deploy high numbers of staff to these communities. Instead it may be possible to use the various resources as a combined emergency service presence - this could include giving fire fighters, ambulance clinicians and neighbourhood constables a much wider remit to act as the first response to an emergency in their community.
Benefits - this would provide improved response times to communities and improve the visibility of the emergency services, providing reassurance to the public.
Issues - the key costs would be around the level of basic training which may be required by service personnel. This will also require consideration of differential terms and conditions.
- d. Coordinated use of assets to respond to certain incident types:
 - i. Provision of defibrillators and training to enable police and fire and rescue to respond to cardiac arrest calls
Benefits - this will have clear community benefits through improving SECamb's ability to respond quickly and effectively.
Issues – costs associated with initial and ongoing training, and the provision and maintenance of equipment to fire and police will need to be met.
 - ii. Increased medical competence and clinical governance for fire crews and some specialist police units
- training a member of each fire crew, police public order teams and firearms medics to the standard of Emergency Care Support Worker would enable them to act as first responders to emergency health calls supported by an integrated clinical governance process.
Benefits – improved patient care through increasing response capacity.
Issues - this will have clear costs in terms of training and equipment provision. This would also be a shift from the roles traditionally provided by Police and Fire crews and may create concerns from staff groups.

- iii. Fire Crews dispatched to an injury road traffic collision to take details to report to police and to update the SECamb control on the condition of any casualties
Benefits – rationalised use of police and SECamb resources, freeing up these assets to be used elsewhere.
Issues – opportunity cost of additional usage of fire crews.
- iv. Joint police and FRS fire investigation teams - enables investigative skills transfer from Police to Fire, who are increasingly expected to present evidence in court.
Benefits – enhanced investigative competence, improving service delivery and small financial savings.

Proposal 2: Joint Contact, Control and Dispatch

A joint function would be based around:

- shared accommodation – this would be a key facilitator to joint working and where possible greater integration;
- shared ICT - the options here range from commissioning a new single Emergency Service system, to developing some form of ICT linkages which would enable existing systems to communicate effectively;
- multi-skilled staff – police and fire and rescue are keen to consider whether it is possible to have a single operator handling both sets of calls, as this would maximise the advantage of being able to fully coordinate dispatch. SECamb do not see that this option would be feasible given the level of medical advice their operators give to the caller and their desire to increase this interaction through the development of the medical out of hours service and as facilitators of the directory of services. SECamb fundamentally undertake a different job as a healthcare organisation and view this as a key reason for not having multi-skilled staff.

Benefits

- Improved service to the public through:
 - a combined platform at the point of report, enabling much wider joint working;
 - shared understanding of customer needs, service delivery/process and risk;
 - shared oversight of available assets enabling nearest most appropriate asset to be dispatched.
- Reduced on-going costs through rationalising estate, technology and staffing.
- Improvements to the resilience and effectiveness of emergency call management.

Issues

- Sourcing a suitable site will involve a initial capital spend – this could be included within the SCC estates strategy.
- ICT solutions would involve initial setup costs for all organisations and a level of risk associated with previous experience of similar projects.
- Governance around data protection and patient confidentiality as well as Care Quality Commission (CQC) governance requirements.

Proposal 3: Joint Preventative Actions

There are strong synergies with other Public Service Transformation strands in this area, particularly Health and Social Care Collaboration and the Family Support Programme. We will work with these strands to develop a clear understanding of where collaborative work may be most beneficial.

In addition a range of potential delivery models to improve joint preventative working will be considered:

- a. Combined education programmes - to reduce the demand on emergency services by preventing incidents occurring or raising awareness of the right source of support prior to calling 999. This could include, a multi-agency focus on a specific issue where risk to life may be on the increase in Surrey
Benefits – minimising demand frees up capacity to provide a service when needed.
- b. Coordinated positioning of assets – for example, overlapping SECamb's positioning data related to historical incident data, with the police predicted crime and traffic collision hotspots could act as a crime deterrent tool, also slowing passing traffic which may reduce collisions.
Benefits - tangible community benefits in reduced crime and accidents.

- c. Joint community safety assessments – implementing a common assessment framework (CAF), similar to the social care approach, would enable one agency to attend a property and provide advice on behalf of all,
Benefits - improved customer experience; enable sharing of concerns in fast time to other agencies to provide an effective response; and delivers savings for all agencies.
Issues – small start up costs associated with the CAF development.
- d. Joint use of the Third Sector / volunteer coordination - fire and police have separate arrangements for the use of volunteers which could be reviewed to identify any potential overlaps or other opportunities for service delivery improvement. SECAmb use volunteers to support their operational response, both to provide a community response to patients with potentially life threatening conditions and using third sector support to provide backfill during major and business continuity incidents.
Benefits – increased productivity by maximising the impact of who have chosen to donate their time.

Proposal 4: Joint Civil Contingencies

Creation of a combined civil contingencies unit could involve combining the contingency planning elements of Category One responders across all Local Resilience Forum partners or a sub-set thereof. An alternative to full integration may be to combine the relevant Emergency Services teams in a single location with officers working closely on contingency planning work on a day to day basis. Specialist assets such as the Hazardous Area Response Team (HART); Chemical, Biological, Radiation and Nuclear (CBRN) teams; and, the New Dimension resources could be integrated into this unit as they form part of the blue light major and significant incident response.

Benefits – the key benefits are increased productivity and improved joint operational response in the case of significant emergencies.

Proposal 5: Joint Operational Support

The overarching proposal is to assess the existing functions in the areas suggested in section 2 and deliver on a collaborative basis.

Benefits - All areas would benefit from reduced costs overall through team and estate rationalisation, and increased resilience as well as performance improvements related to shared information and learning.

Issues - There are likely to be transition costs associated with implementation of the proposals.

Proposal 6: Joint Support Services Functions

There is no proposal for the fire services to come out of their arrangements with the wider county council led back office support services (such as HR, procurement, etc). The proposal would therefore be for the police or SECAmb to join either of these arrangements. This is a different issue to others raised within this business case and hence the proposal is that this is pursued separately.

4. Changes required

All of these changes will require a certain level of organisational and cultural change to make them successful. This may include the need for partnering agreements, Memoranda of Understanding and other arrangements for joint governance. These will be considered as each proposal is developed.

There are a number of specific national changes which may be required to enable these proposals to go ahead.

1. Changes to terms and conditions of employment are likely to be required to achieve transformation within the emergency services. These may create barriers to implementation and, where they differ between organisations, have the potential to impact on effective delivery of joint services.
2. SECAMB's Foundation Trust status adds a clear commercial imperative to their business model. Their future business model is therefore predicated around increasing their market share of out of hospital health activities. This therefore acts as a different driver to police and fire when considering future business models and strategic partnering. Ambulance services were merged across Sussex, Surrey and Kent in 2006 and have been progressively driving down costs since then, therefore any proposals for change will need to be considered in the context of the whole SECAMB area.
3. The ambition to link the three sets of operational policies/guidance would require agreement by the relevant national bodies if it is to be done at national level. This does not preclude a local agreement to join up but this would not optimise the potential benefits.
4. There are particular legislative issues in relation to emergency services, such as the fact that Police officers are currently automatically investigated should a death in their care occur – this is a potential barrier to them undertaking additional health related activities. This is likely to require policy and legislative changes. It may also lead to changes to the way funding is provided, with the potential for a joint precepting arrangement.
5. If it were decided that a single ICT solution would be most beneficial in enabling combined contact, control and dispatch then all technical barriers would need to be established. We would want to link into the various central government sponsored initiatives for the development of combined ICT systems. This Government endorsement would need to be clear and unambiguous, with cross-party support, to ensure long term support regardless of the outcomes of future political elections.

5. Financial case

The principal aim of these projects is to improve the delivery of emergency services to the communities of Surrey (1.1 million residents) and Sussex (1.6 million residents). The current spend on emergency services across the two counties is outlined below:

- Surrey Police - annual budget of £208m, 4,750 employees;
- Surrey Fire & Rescue Service - annual revenue budget of £37m, 700 employees; and
- South East Coast Ambulance Service (SECAmb) - annual budget across Surrey, Kent and Sussex of £181m, 3,500 employees.
- Sussex Police – annual budget of £256m, 5400 employees
- West Sussex Fire & Rescue Service – annual revenue budget of £32m, 709 employees
- East Sussex Fire & Rescue Service – annual revenue budget of £39m, 830 employees

The combined budgets in the areas considered for collaborative working are estimated to be in excess of £100m across Surrey and Sussex. The single largest potential area of savings is in joint contact, control and dispatch, with an estimated current cost of £45 million per year across the six organisations. Bringing these functions together is likely to be a lengthy and complex process but the long term operational and financial benefits should be significant.

The sections above describe a significant number of measures which could achieve savings through greater integration and reducing the level of demand on emergency services. The next phase of work will develop a cost-benefit analysis of the key options to be pursued, which will include an assessment of the benefits to communities and the productivity gains to the system as a whole.

The apportionment of savings between the six organisations is still to be determined and will be considered as the project progresses.

6. Implementation plan

All of the options identified above are being progressed with the aim of developing the options for the full business case by March 2014. Implementation of proposals will start thereafter. The business cases will include implementation plans.

The key next steps include:

- Decision on the outcome of the Transformation Challenge Award funding bid to support the recruitment of a full time Programme Manager
- Appointment of a full time Policy Advisor
- October 2013 - Joint Sussex & Surrey Chiefs meeting
- Quarterly Joint Chiefs meetings thereafter
- Development of stakeholder management and communications plans, including early staff and public engagement on some options to facilitate a co-designed approach.
- Development of Equalities Impact Assessments to identify the potential impacts on the communities, especially in regard to the protected characteristics under the Equalities Act 2010.
- Once the options are developed, it is likely that formal consultation will be required for some proposals and this will be co-designed and delivered with partners to ensure that key stakeholders have the ability to influence the emergency services transformation.

A risk management process is in place and current key risks include:

- Technology compatibility issues between the wide range of systems currently in use.
- Acceptability of transformation proposals by staff and representative bodies.
- Adequate resources available, especially Government support, to achieve the project timelines.
- Differing governance structures between organisations affecting ability to achieve project timelines.

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Outline Business Case Template

Strand title	Surrey Family Support Programme
Sponsor(s)	Nick Wilson, Strategic Director for Children, Schools & Families
Lead	Sean Rafferty, Head of Family Services
Project team members	
Version number and date	Draft 3 – 08.10.13

1. Aims and objectives
<p>At any one time there may be as many as 4,000 to 7,000 families with multiple and complex needs living in Surrey. These families and households will often be in receipt of targeted support and other interventions from across a wide range of Surrey public agencies and the services they commission. The aim of the Family Support Programme is to shift the balance of resources targeted at these families away from acute services in favour of early action and fixing problems once.</p> <p>The objectives of this Transforming Public Services proposal is to:</p> <ul style="list-style-type: none"> • turn around the lives of up to 7,000 families/households who present with complex and multiple needs through an integrated multi-agency approach to commissioning and delivering services • achieve significant productivity savings across the participating Surrey agencies
2. Case for change
<p>Recent years have seen a significant rise in individuals and whole families who present multiple and complex needs that require a response or proactive intervention from Surrey public agencies. The Surrey public services that work with families, households and individuals presenting complex and multiple issues will include:</p> <ul style="list-style-type: none"> • Police • CCGs, GPs and their commissioned community health service providers • Borough and District Council community safety and housing services • Registered social landlords • Schools and FE colleges • Early years service providers • Probation services • HM Prisons service • Courts • Job Centre Plus and DWP commissioned employment support programmes • Publicly funded voluntary, community and faith organisation services • County Council Children’s & Safeguarding Service • County Council Schools & Learning Services • County Council Youth Support Services • County Council and CCG commissioned adults and children’s mental health and learning disability services • County Council and CCG commissioned substance misuse services • County Council Public Health commissioned services

These numerous public sector structures and delivery arrangements are complex with organisational boundaries that do not always lend themselves to simple and or coterminous partnership working. This complexity, made more difficult through the frequent reorganisation of public service structures by central government, has led to some difficulties in developing and agreeing shared early intervention and targeted services across Surrey agencies. Existing responses to families and households who present with multiple and complex needs can result in:

- Poor outcomes for families and family members with high levels of failure demand where because family problems are not responded to effectively by agencies the first time around they become repeat problems that can sometimes escalate to acute services;
- High costs through duplicated referral arrangements with multiple and overlapping assessments, plans and interventions from different services and organisations, sometimes at the wrong time and wrong place;
- Complexity and confusion for families and staff with disjointed referral and support pathways and service thresholds;
- Families falling through gaps where service thresholds act as a barrier to earlier intervention and problem solving for all family members;
- High cost reactive spend when problems become acute, as opposed to more cost effective earlier interventions;
- Poor tracking of systemic costs and outcomes because many agencies are involved with the same families, and;
- Little incentive for some agencies to invest in earlier interventions as the benefits are often realised by other agencies

3. Proposed new delivery models

As part of the local response to the national Troubled Families Programme, Surrey public agencies have come together to develop the Surrey Family Support Programme. This multi-agency service model for working with families who present with multiple needs including adult unemployment, poor school attendance, crime and anti-social behaviour is made up of these key elements:

- Borough and District Councils are responsible for coordinating local agencies and their staff in working with families who meet the Troubled Families criteria;
- Each family joining the Programme has a single assessment and plan;
- Each family joining the programme is given a period of intensive practical support in the home by a dedicated Family Coordinator for a period of 12 weeks (average);
- All the agencies and practitioners working with a family agree to come together and work as a Team Around the Family for up to 12 months;
- One of the practitioners working with each family takes the role of Lead Professional to coordinate the multi-agency working with the family;
- Contact and communication arrangements across the practitioners working with each family are supported through a social media application, Patchwork;
- Clinical governance and quality assurance arrangements are provided by countywide agencies

This model of delivery has been in place in six boroughs and districts since March 2013 and countywide from October with resources in place to meet the local Troubled Families' target of turning around 1050 families by May 2015. The evidence to date is that this new way of multi-agency working is proving to be successful in responding more effectively to families who present with needs and problems requiring a response from a number of practitioners and or agencies.

The new delivery model for this Transforming Public Services proposal is to take the Family Support Programme approach and scale it up to work with 4,000 to 7,000 families over the three years 2014 to 2018. This scaling up of families will extend the Family Support Programme to cover families that

do not meet the Government’s Troubled Families eligibility criteria. As part of developing the business case we will review which other families with multiple needs will be added to the Programme. The presenting issues that will be considered for the business case will include:

Presenting issues	Public Agency Stakeholders
Domestic violence and abuse	Police, Probation, MoJ, Home Office, Borough and District Councils, CCGs, Acute Trusts, SCC Community Safety, SCC, Children’s Social Care, SCC Adults Social Care
Persistent anti-social behaviour and crime	Police, Probation, MoJ, Home Office, Borough and District Councils, CCGs, Acute Trusts, RSLs, schools, SCC Community Safety, SCC Youth Services, SCC Adults Social Care
Offenders, ex-prisoners	Police, Probation, MoJ, Home Office, Borough and District Councils, CCGs, Acute Trusts, RSLs, schools, SCC Community Safety, SCC Youth Services, SCC Adults Social Care
Substance misuse	Police, Probation, MoJ, Home Office, Borough and District Councils, CCGs, Acute Trusts, S&B Mental Health Trust, SCC Community Safety, SCC, Children’s Social Care, SCC Adults Social Care
Families with pre-school children with complex , multiple needs	Borough and District Councils, CCGs, Acute Trusts, Job Centre Plus, schools, SCC Community Safety, SCC Early Years, SCC Adults Social Care, SCC Public Health
Children in alternative education	Borough and District Councils, CCGs, Job Centre Plus, schools, SCC Schools & Learning, SCC Public Health
Complex, multiple needs and low income and or high debt	All agencies
Mental Health and or learning disabilities	S&B Mental Health Trust, Police, Probation, MoJ, Home Office, Borough and District Councils, CCGs, Acute Trusts, Job Centre Plus, SCC Community Safety, SCC, Children’s Social Care, SCC Adults Social Care, SCC Youth Services, SCC Public Health
Where parents or children are in care	Borough and District Councils, CCGs, schools, SCC Early Years, SCC Children’s Social Care, SCC Adults Social Care, SCC Public Health
Multiple unemployment	Job Centre Plus, Borough and District Councils, FE Colleges, RSLs, SCC Youth Services, SCC Adults Social Care
Frequent A&E visitors	Acute Trusts, CCGs, SCC Public Health, SCC Children’s Social Care, SCC Adults Social Care
Homeless families	Borough and District Councils, RSLs, CCGs, Acute Trusts, Job Centre Plus, schools, SCC Early Years, SCC Adults Social Care, SCC Public Health
Teenage Parents	Borough and District Councils, CCGs, schools, Job Centre Plus, SCC Early Years, SCC Public Health

Key to developing this business case is achieving a better understanding of how many families present with complex and multiple issues and the combination of needs these families present.

Scaling up the Family Support Programme to work with a much higher number of families and with greater importance placed on improving productivity across agencies will require changes to the model of delivery. These changes will be worked through in detail as part of developing the Cost Benefit Analysis for the Transforming Public Services proposal.

The key service design principles of the new delivery model will be:

1. Multi-agency leadership

- The joint commissioning of the new delivery services by the participating commissioning agencies
- Aligning and or integrating current and new services alongside the new services
- Authoritative and systematic local leadership of multi-agency services

2. Integrated Systems and Practice

- Integrated multi-agency assessment arrangements
- Integrated Team Around the Family working arrangements at the local level
- A lead agency and lead professional for each family
- A single and sequenced multi-agency plan for each family
- Common, simpler and lower cost working practices
- Multi-agency IMT systems for identifying and tracking families and family outcomes
- Multi-agency IMT that connects practitioners and integrates case working
- Joint commissioning of local aligned and allied intervention services
- Multi-agency performance framework with clear families' outcomes framework
- Overarching clinical governance and QA arrangements
- A workforce development programme

3. A Whole Family Approach

- All agencies working with the whole family
- Families involved in co-producing their assessment and solutions
- Each family given a period of practical home based support
- Interventions adapted to family complexity and need, i.e. intensive, medium and lite
- Work, training and or education (or other meaningful activities) a key outcome for every family

4. Changes required

The current Family Support Programme and its implementation provide a good insight into the changes that will be required to achieve greater productivity in a scaled up programme. All Surrey agencies will need to undergo significant change to develop and deliver on the new model of delivery. Changes will include:

Leadership Culture Change – A key success criteria for the new delivery model is integrated working where the closer the integration is the better the family outcomes are and the greater the productivity benefits. Whilst there are many examples of good integrated working arrangements across Surrey, moving to this model of working will require a significant and closer degree of partnership working where agencies and services will cede some of their control over resources and services to a very different style of shared leadership and accountability.

Workforce change – those staff who work with families and especially those that will make up the Teams Around the Families will need to change their current working practices. Shared risk management with other practitioners and finding collaborative solutions with families will be a critical part of this.

Organisational Change – the new model of working will require a considerable degree of change to organisation through new working arrangements and procedures and through some organisations stopping doing things to reduce duplication and some organisation performing functions on behalf of others.

Family and Community Change – Families upon leaving the Programme will need to be much less reliant on local public services and look to getting better support from within their communities – a change in community social capacity, including VCSF support, will be needed for some families to avoid re-entering the support systems. Greater self-reliance will also be needed of many families.

Financial change – Moving to a community budget approach where agencies budget and invest together will require a shift in current budgeting and planning arrangements and require that all agencies have a greater understanding of whole place budget and investment implications. The financial dependencies across Surrey public agencies will be clearer and closer.

Government change – Government has a clear role to play in the development and delivery of a new scaled up Family Support Programme. Requests to Government to help this proposal to succeed will include:

- Support on integrating and simplifying current statutory assessment and planning arrangements
- Giving much greater control to Surrey agencies over the commissioning and oversight of local skills and employment programmes
- When the Troubled Families Programme is extended beyond 2015, Surrey should be able to claim any payment by results for families worked with in 2014-2015 who meet the new eligibility criteria
- Encourage and or incentivise RSL participation
- Pump prime the local development through invest to save
- NHS England and Public Health England to commission into the programme, e.g. mental health services commissioning

5. Financial case

In preparing this outline business case it is possible to draw upon the published business cases from three of the government community budget areas who have also included a families with multiple and complex needs project in their local programmes. These three areas are Essex, West Cheshire and Chester and Greater Manchester authorities. The businesses cases for these areas set out the following financial case summaries:

Essex

“The total investment [required is] £17.9M resulting in a revised operating costs of £23.4M and net ..operational benefits of £34.6M. Long term steady state net cashable savings are estimated to be c.£7.8M per annum.”. The business case estimates £58M of cashable savings over a 7 year period.

West Cheshire and Chester

“...a whole system, cross sector, coordinated approach can significantly reduce demand on a range of public services. Overall the model has the potential to release a net fiscal benefit of £2.087M over five years [for 525 families] and that improved outcomes will provide reinvestment opportunities for public services.”

Greater Manchester Authorities

“Current estimates suggest that the costs of intervention of the New Delivery Model with the total cohort of families [8090] is £138M with benefits of £224M. It is estimated that £110M of the £224M represents cashable savings.”

Drawing on data published by the Greater Manchester Authorities the individual share of the

benefits that public agencies might anticipate from these productivity savings could be:

- Local authorities 10%
- NHS 29%
- DWP 41%
- Police 16%
- Social landlords 1%
- Schools 3%

Cashable benefits may be both direct benefits and additional benefits derived from an Investment Agreement.

The productivity savings detailed in the pilot business cases are accrued through arrangements similar to the design principles outlined in the New Delivery Model section above. In the case of the Greater Manchester benefits cited above key productivity savings are derived through getting families into work and off benefits; by reducing failure demand, and; by making efficiencies through integrated working arrangements.

An analysis of the pilot business cases shows that each of the pilot areas used very different accounting and activity assumptions to arrive at their business cases. The context and the targeted families in each area are also very different. However, setting these differences aside and extrapolating the published data from West Cheshire and Greater Manchester to Surrey would suggest that whole system productivity benefits might be accrued as follows:

- For 4,000 families - £65.4M to £111M
- For 7,000 families - £114.5M to £194M

The pilot business cases provide a strong evidence base to develop a Surrey business case and this will be worked up over the coming months. This work will involve gaining a better understanding of the pilot business cases and a much better understanding of local costs and activities. A key learning point from the pilots is that preparing a robust business case takes time, effort, strong partnership working and a leap of faith.

6. Implementation plan

What are we agreeing to progress? What are the next steps? Include a high level plan with key steps and dates, including accompanying risks.

e.g. Step – Date - Risks

Step	Date	Risks
Agree scope of new service	Oct to Dec 2013	We need to be able to scope the scale quickly in order to develop the business case
Agree Business Case and Cost Benefit Analysis methodology	Oct 2013	It is likely that agencies will struggle to provide the activity and financial data necessary for a detailed business case. Agencies may not give the production of this work priority to meet the timescales. The final the business case will need to be based on best available data.
Prepare Cost Benefit Analysis	Oct to Jan 2014	It is likely that agencies will

		struggle to provide the activity and financial data necessary for a detailed business case. Agencies may not give the production of this work priority to meet the timescales. The final the business case will need to be based on best available data.
Run Co-design workstream	Oct to March 2014	The timescales will be challenging to work through and agree across agencies the new service model. Significant agency participation is required.
Agree implementation plans	Feb 2014	The timescales will be challenging to work through and agree across agencies the new service model. Significant agency participation is required.
Begin implementation	April 2014	Many cost benefits may only be realised once the new delivery model is in place . A complex and or slow implementation might delay benefits realisation. The new delivery model will require radical change to organisations, staff and families. Careful risk management will be necessary at implementation.

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Outline Business Case Template

Strand title	Better Use of Public Sector Assets
Sponsor(s)	Julie Fisher – Strategic Director Business Services
Lead	John Stebbings – Chief Property Officer
Project team members	Peter Hopkins – Asset Strategy & Planning Manager
Version number and date	Version 2.0 27 September 2013

1. Aims and objectives
<p>Public sector bodies hold significant property assets within Surrey. A review of this estate in a holistic way across Central Government, the County Council and District and Boroughs will provide the opportunity to deliver a more cost effective joined solution and deliver enhanced public service.</p> <p>This strand will work closely with the other 5 key areas of this pilot and utilise the skills and experience gained in delivering savings to Surrey over recent years. Significant savings have been delivered to the taxpayer by reducing the asset base by remodelling, disposing or working more collaboratively with our District and Boroughs to deliver front line and back office services.</p> <p>Collaboration between the primary providers of front line services facilitated by asset integration would result in a public offering for services that would deliver seamless service delivery. Savings to the public purse would be delivered by sharing facilities and collaboration will provide greater opportunities to consider options for achieving best value from the assets no longer required.</p> <p>The Asset strand will give additional impetus to work on rationalisation of the public estate in Surrey to:</p> <ul style="list-style-type: none"> • Reduce its overall size and cost • Improve the efficiency of use • Generate capital receipts • Facilitate co-location of services and front and back offices across the county • Support regeneration <p>The above points assist in supporting and underpinning the other strands within this pilot:</p> <ul style="list-style-type: none"> • Emergency Services Collaboration • Family Support Programme • Increasing Youth Participation • Dementia Friendly Communities • Transforming Justice <p>In supporting these wider objectives, property services overarching remit is to be a catalyst for economic development and regeneration within the county, through investment in existing and new opportunities that will drive new income streams and enhance value for money from existing assets.</p> <p>The benefits for local residents will be two fold, the first being a number of joined up front of house public services providing more joined up provision of services and secondly in terms of financial savings from more effective use the wider public sector estate.</p>

2. Case for change

The case for change has been highlighted previously by the Council and had led to Surrey being one of twelve regional pilots working with the Government Property Unit (GPU) to drive greater rationalisation across the asset estates on the One Public Estate Programme.

Surrey has significant experience to date in delivering streamlined assets that support and underpin an authority that delivers excellence within its public facing and back office functions. These skills and abilities will be used to support not only this strand but work closely with the council's other strands under this programme, particularly the Blue Light collaboration element.

Surrey is currently already utilising our experience in the South East 7 collaboration comprising a Partnership of Brighton & Hove, East Sussex, Hampshire, Kent, Medway, West Sussex and Surrey. This partnership is already delivering real change to the region and core strands on Waste, Highways, ICT, Property Asset Management and SEN and Disability work streams are driving real and demonstrable improvements to service delivery and enhancing public facilities and services in our region whilst providing the scope to delivering financial savings for all the partners.

The opportunities from this strand of the Public Sector Transformation Network are significant. Within Surrey (excluding MOJ custodial assets and specialist land holdings), the Government have 235 recorded assets, including those held by the Police & NHS, comprising land holdings of 350,000 m². Nationally, the average cost per sq m for Government property is £409 per annum (2011/12 figures). On this basis the total cost to central government of its assets in Surrey is more than £140 million per annum.

Surrey has a detailed and extensive asset map of its own portfolio and that of Surrey's eleven districts and boroughs. The council's property portfolio includes about 700 operational assets which are utilised for the delivery of services with a further 400 non-operational assets. The non-operational estates includes an extensive Rural Estate which extends to 1,200 hectares with approximately one hundred tenants occupying a mixture of dairy farms, grassland farms, and smallholdings and grazing as well as cottages and rural businesses.

These assets are currently being mapped against central government holdings.

Significant savings are achievable across the public estate from rationalisation as stated, the first step in evaluating opportunities will be driven by a collaborative approach to sharing property data from the relevant public bodies.

The Council will continue to work closely with the GPU alongside the relevant parent departments responsible across the region and London drawn from:-

Department for Environment, Food & Rural Affairs	Highway Agency/Department of Transport
Department for Works & Pensions	Food Standards Agency
Government Office Residual Estate	Health
Her Majesty's Revenue & Customs	Ministry of Defence
Department for Communities and Local Government	Ministry of Justice

The County Council proposes that it will act as the primary central lead taking responsibility across the main providers of public services. The review will act as a catalyst for evaluating opportunities to co-locate which could facilitate a more effective and efficient offering to the public.

Combining this lead role, together with the partnership ethos already adopted across the SE7, and the significant experience already demonstrated by the council to drive change on a large scale will lead to a reshaping the front face of public services in the longer term.

3. Proposed new delivery models

A joint property board will be established to provide the strategic direction required to take these ambitions forward. This new board will comprise of Directors and elected Cabinet members across the partnerships including senior representations from Central Government from the GPU.

This board will be supported operationally by the Property team, with additional resources recruited or contracted as and when necessary to drive and deliver specific site opportunities.

The first step in this process will be the work required to produce a shared asset register and the development of a long term joint asset management plan that sets clear objectives and timescales for delivering combined solutions.

The Joint Asset management plan will build upon principles used for the development of the County Council's asset plan and will include-

- A clear strategy and approach to assessing whether property assets are fit for purpose, both now and in the longer term.
- A process of evaluation that ensures that the requirements of the customer are placed at the heart of the consideration
- An approach that will focus on delivering property solutions that maximise flexibility of use to provide resilience against future service delivery changes, and
- Provision of solutions that deliver efficient design and incorporate the best energy efficiency available.

4. Changes required

To deliver a joined up asset strategy it will be necessary to enhance the work already underway with the GPU through the One Public Estate Programme and ensure that at a national level there is a firm commitment on the following points :

- Greater transparency with Central Government Departments on long term strategies
- Commitment to the proposed Joint Property Board with clear accountability for decision making
- The key issues for agreement at a Joint Board will include
 - Terms of Reference
 - Over-arching principles underpinning a Collocation Strategy and rationalisation policy
 - Joint asset management plan to deliver opportunities
 - Identification of immediate opportunities for rationalisation at locations within Surrey
- Agreement of financial principles.

At a local level Surrey will continue to work closely with the Districts and Boroughs on improving the offering to the public, such as the work already ongoing with Spelthorne BC on the Knowle Green project of providing new civic buildings incorporating County Adult Day Services, and locality based Social Services as well as possible Health Centre and linkages with Ministry of Justice on Probation and Court Services.

5. Financial case

Surrey County Council has a proven record of delivering significant financial savings from property projects and rationalisation. These include

- A project to deliver a rationalisation of the office estate has delivered savings in excess of £6m per annum from the closure of a number of leasehold buildings. Greater utilisation has been achieved from the remaining office portfolio from smarter working initiatives resulting in an improved desk ratio of 3:5 (3 desks to 5 people) An energy efficiency programme which has

reduced CO2 emissions and energy usage by 21% from the 2009/10 baseline by 2012/13

- A co-location programme with District & Boroughs which has enhanced partnership working and reduced business mileage.

There is more that could be achieved, Surrey has completed an ambitious public sector estates review which identified 18 significant opportunities for asset collaboration. Together these 18 totalled 153,000 sq m of space which, through collaboration, could be reduced by 21.5% to 120,000 sq m with significant estimated capital and revenue savings

These projects demonstrate that the council has the ability to deliver major change and rationalisation projects. Taking this approach over a wider partnership approach, incorporating the GPU, undoubtedly would result in significant benefits.

Additional resources will be required to support this transformation strand. Resource requirements will grow and be determined by the phases outlined above. Requirements include

- The initial phase includes support to the Joint Property Board, data collection and identification of potential opportunities. This phase will be supported by the existing Property Team however due to the scale of the work there is a requirement for additional resources of 1.5 FTE at an estimated cost of £100,000 per annum.
- The development of the Joint Asset management plan will identify any further resources required. The cost of these resources will be incorporated into the business case evaluation and will include staff to deliver identified projects from initial feasibility through to full delivery

6. Implementation plan

The council's property team will continue, as part of the GPU pilot, to work closely with regional leads identifying current and future opportunities within Central Government departments.

These strategic meetings are already starting to produce greater collaboration between central and local government with meetings with realistic outcomes being identified with DWP, DoT and MoJ

In terms of implementation of proposals monthly strategic meetings are already diarised with the GPU and other partners and set out below are key dates/next steps for progressing this strand.

October 2013	GPU, Surrey CC & and all eleven District & Borough Partners Workshop
December 2013	Establish Joint Property Board
Monthly	GPU Strategy Meetings
Quarterly	All Partner Workshops

Alongside these regular meetings the following program sets out a broad time line across this strand.

Complete Shared Asset Register	November 2013
Joint Asset Management Plan	March 2014

Outline Business Case

Strand title	Skills for the Future (14-25)
Sponsor(s)	Nick Wilson, Strategic Director, Children, Schools and Families Garath Symonds, Assistant Director for Young People
Lead	Frank Offer, Head of Commissioning for Young People
Project team members	Marcus Robinson, Kevin Lloyd
Version number and date	1.2 – 09/10/13
1. Aims and objectives	
<p>Our aim is to transform professional and technical, education and training pathways for young people in Surrey aged 14 to 25 years. We want to strengthen the county’s position as a leading economic region and to grow the Surrey economy at a faster rate than comparable global regions. We will deliver a more efficient skills system, improving the match between skills required by business with those of young people aged 14 to 25. We will provide pathways for young people into sustainable rewarding employment, whilst ensuring Surrey businesses benefit from a pool of young talent with the skills employers demand. Key objectives include:</p> <ul style="list-style-type: none"> ○ Integrate, reform and localise information, advice and guidance (IAG) 14 to 25 ○ Produce a flexible, integrated education and training pathway in Key Stages 4 and 5 ○ Develop blended programmes with schools, colleges, universities, training providers and businesses, that are flexible and for all abilities ○ Prepare young people for an adaptive 21st century global job market ○ Establish a collaborative network of local schools, colleges and business to deliver a new professional and technical pathway for young people <p>We will develop our most talented young people to sharpen Surrey’s competitive edge globally and achieve full participation across this age range by 2018.</p>	
2. Case for change	
<ul style="list-style-type: none"> ○ Young people are struggling to find employment as they leave education without the skills employers demand. Employers report dissatisfaction with the readiness of school and college leavers in key employability skills and in literacy, numeracy and computing. For the 21st century job market young people will need to be more adaptable than ever, with skills that will serve them across numerous careers. ○ To maintain its position as a leading economy (largest contributor to the exchequer other than Greater London) Surrey needs young people with the right skills. A labour skills gap is growing and was highlighted in recent research with employers by both Enterprise M3 and Coast to Capital Local Enterprise Partnerships (LEPs). ○ The information, advice and guidance that young people are receiving has been widely criticised nationally as being unsuitable and insufficient. Young people in Surrey need access to impartial, high quality information, advice and guidance. This should be well informed by employers' needs and promote a wide range of education and training opportunities, including technical and professional qualifications from age 14. This need was highlighted in focus group research conducted by Surrey County Council. 	

- Some of our most vulnerable students are being let down by the current system. A large number of professional and technical qualifications are not given equal status leading to many schools narrowing their curriculum. Also colleges are put at a disadvantage if they recruit young people who are at risk of not completing a course.
- A large number of programmes to support young people into work either overlap or are failing, creating inefficiency and complexity. The Confederation of Business Industry (CBI) identified 47 initiatives to support employers hiring and training young people.

3. Proposed new delivery models

- Surrey local skills match overseen by Employment and Skills Board with employers identifying skills priorities through Local Enterprise Partnerships to match to an education and training offer through networks of local schools, colleges and training providers.
- High quality, relevant and impartial information available to young people from age 13 that includes 1 to 1 support, employer activity, opportunity fairs and relevant localised web-based media.
- Surrey local education and training offer for young people aged 14-25, including a range of academic, technical and professional pathways that provide adaptive skills for the 21st century job market with a core of English, maths and computing. These will provide pathways for students of all abilities and will be co-produced with young people, parents, employers and education & training providers with funding following the learner.
- A flexible offer from age 14 that includes blended packages involving schools, colleges, employers, training providers, the Youth Support Service and Higher Education. This will include brokerage between employers, young people and providers to promote and increase opportunities. Incentives will be put in place for providers to provide more flexible options for their students and for employers to invest in young people.
- The Surrey offer to include simple and coherent pathways to work for all, drawing together the range of nationally and locally commissioned programmes into one locally driven programme, matched to employers' needs.

Presenting issues	Public Agency Stakeholders
Employers require young people with skills in priority areas and general employability skills such as communications and teamwork.	Enterprise M3 and Coast to Capital Local Enterprise Partnerships, Surrey County Council, District and Borough Councils, Surrey Connects, Schools, Colleges, Training Providers, Job Centre Plus, Department for Education, Department for Work and Pensions, Department for Business, Innovation and Skills.
Young people require information, advice and guidance from age 13, informed by the needs of employers, trends in the economy and the local job market.	Enterprise M3 and Coast to Capital Local Enterprise Partnerships, County Council Services for Young People and Schools & Learning, District and Borough Councils, Surrey Connects, Schools, Colleges, Training Providers, Job Centre Plus, National Careers Service, Department for

	Education, Department for Work and Pensions, Department for Business, Innovation and Skills.
Young people require a wide range of locally available academic, technical and professional courses that are co-produced with employers, which prepare them for opportunities in employment and transferable skills for future employment opportunities.	Enterprise M3 and Coast to Capital Local Enterprise Partnerships, County Council Services for Young People and Schools & Learning, District and Borough Councils, Surrey Connects, Schools, Colleges, Training Providers, Job Centre Plus, National Careers Service, Department for Education, Department for Work and Pensions, Department for Business, Innovation and Skills.
Young people need a simple and coherent programme of support for education, training and employment	Enterprise M3 and Coast to Capital Local Enterprise Partnerships, County Council Services for Young People and Schools & Learning, District and Borough Councils, Surrey Connects, Schools, Colleges, Training Providers, Job Centre Plus, National Careers Service, Department for Education, Department for Work and Pensions, Department for Business, Innovation and Skills.

4. Changes required

Leadership and Partnership – to place the needs of employers and the economy as a key driver for future education and training opportunities in Surrey, with employers co-producing future opportunities with schools, colleges and training providers across the age range 14 to 25.

Education and training opportunities – schools, colleges and training providers to co-produce locally accessible academic, technical and professional opportunities to acquire qualifications and skills that provide pathways to employment.

System change in information, advice and guidance – to offer locally relevant employer informed information, advice and guidance from age 13, across the range of opportunities available.

System change in commissioning – to develop commissioning at the most local level, with funding transparently following the learner’s choice – including programmes currently nationally commissioned.

Government change – success is dependent on Government support to deliver the locally responsive system. Requests to Government will include:

- Support in developing Surrey Local Opportunities 14-25, where greater freedoms or flexibilities are required to offer the provision that enables young people to develop the skills required by employers, particularly for a greater range of technical and professional provision for young people aged 14 to 16.
- Support in developing simple coherent local information, advice and guidance for young people drawing together local resources with national resources such as the National Careers Service.
- Broaden the education and training offer to young people 14 to 16.
- Support in freedoms and flexibilities on funding to enable a transparent and equitable approach to funding following the learner.
- Support in investment in programmes which will deliver savings to Government welfare to work programmes and benefits payments for young people.

5. Financial case

In 2010 the Audit Commission estimated that a NEET young person in 2008 cost an average of £56,000 in public finance costs as well as £104,000 in opportunity costs. From August 2012 to the end of July 2013 1,730 16-18 year old young people became NEET in Surrey representing a lifetime cost of over £96 million of public finance cost and almost £180 million in opportunity costs. The analysis does not indicate how much of these are cashable if NEETs reduce.

In August 2013, there were 1,950 JSA 18-24 year old JSA claimants in Surrey. Nationally it is estimated that each unemployed 18 to 24-year-old costs about £14,980 a year: £4,873 in benefits, £1,199 in lost tax and National Insurance contributions, and £8,998 to the economy in lost productivity.

Benefit cost 1,950 x £4,873 £9,502,350

If NEETs reduce there would be a cashable saving on benefit payments for the DWP.

Lost Tax & NI 1,950 x £1199 £2,338,050

If NEETs reduced and entered into employment they would start to make a positive contribution to the tax and NI revenue funding streams to the government.

Loss to the economy 1,950 x £8998 £17,546,100

If NEETs reduced and entered into employment they would start to make a positive contribution to the overall productivity of the economy, but how much of this is cashable or non-cashable is difficult to determine.

The potential whole system savings from this workstream overlap with the savings outlined in the Family Support Programme workstream.

6. Implementation plan

Step	Date	Risks
Governance agreed through Employment and Skills Board	11/9/13	None
Partnership Workshop	8/10/13	None
Outline Business Case for SCC Cabinet	10/10/13	Business case will need to be adapted based on Cabinet feedback.
Secure Public Service Transformation Network and Government Support for investment in return for savings and for required freedoms and flexibilities and associated changes in Government programmes.	30/11/2013	Both PSTN and Government support are central to the success of the project. Plan will need to be adapted depending on the response from these groups. Need to clearly demonstrate both the benefits of the new model and the commitment that Surrey has.
Prepare detailed Cost Benefit Analysis, building on agreements secured from Government.	31/12/13	It is unlikely that all agencies will be able to provide detailed financial data specific to Surrey. Agencies may not give the production of this work priority. Therefore best available data will need to be relied on.

Identify pilot area(s) for operation from 1/9/14	Jan 2014	Pilot areas will need to have both broad support of the new model and structures in place to support implementation.
Commission information, advice and guidance	Jan 2014 – April 2014	Existing IAG contract agreements may pose a barrier to change. Timescales will be challenging for both consultation and commissioning processes.
Agree implementation plans with pilot area(s)	Feb 2014	A significant resource commitment will need to be made across a significant number of groups in order to meet timescale.
Begin implementation	September 2014	Many cost benefits may only be realised once the new delivery model is in place. A complex and or slow implementation might delay benefits realisation. The new delivery model will require radical change to organisations, staff and families. Careful risk management will be necessary at implementation.

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Surrey Public Service Transformation Programme

Outline Business Cases

Outline Business Case Template

Strand title	Health & Social Care Collaborative Dementia Friendly Surrey
Sponsor(s)	Sarah Mitchell and Andy Brooks
Lead	Anne Butler
Project team members	Donal Hegarty
Version number and date	09/10/2013 – V0.2

1. Aims and objectives

The health and social care collaborative was established with clinical commissioning group and Borough partners following a workshop that explored and identified work streams that will improve health and social care services as well as delivering efficiencies across the whole system. The health and social care collaborative will become the overarching framework within which decisions in integrated pathway designs and allocation of whole systems partnership money will be decided. The initial workshop with partners identified areas where we will establish new models of care that are seamless and return the ownership of people’s health and social care to the individual citizen and communities, reducing dependency on public services. The areas identified are:

- 1. Establishing seamless health and social care primary care services**
- 2. Establishing friends, family and supportive communities throughout the county**
- 3. Focus on early intervention and delayed hospital discharge that reduces the admissions to the 5 acute hospitals in the county and links timely discharge to support people to return home safely.**
- 4. Establishing Dementia Friendly Surrey with a focus on North West Surrey.**

Whilst the first three of these need further work in order to develop a business case, the fourth area, **Dementia Friendly Surrey**, is sufficiently developed to establish a project beginning April 2014. This Outline Business Case, as a result focuses, on this area of collaborative work. The approach taken with Dementia Friendly Surrey will act as a pilot, learning from which will feed into the development of subsequent stages which will be broader in both service scope and geographical range.

All areas identified in the health and social care collaborative are underpinned by 3 shared principles.

1. That the public sector bodies cannot continue to deliver services simply by responding conventionally to the increased demand they face individually. In Surrey all public services will communicate with the public the size of the challenge and the efficiencies required, collectively, and will seek to tackle the challenges collectively.
2. That public services in Surrey will focus on early intervention and prevention, determining what shared risk taking looks like.
3. The residents of Surrey are aware of dementia and that responsibility for one’s own health and lifestyle begins with them.

The desired outcomes the initiative will deliver are:

- Increase in the ability to live independently
- Increase in autonomy and ability to make own decisions
- Increase in confidence and caring capabilities
- Increase in support network
- Improvements in general health and well being
- Improvements in memory and cognitive abilities
- Improvements in fitness and nutrition
- Improvements in feelings of being safe and secure
- Improvements in the relationships between the person with dementia and their carer
- Reduce care giver burden
- Reduce social isolation and increase the ability make new friends
- Reduce levels of anxiety and depression
- Reduce emergency admissions to hospital
- More opportunities for respite care
- More opportunities for participating in leisure/community activities
- Less likely visits to the GP

The objectives of the initial Dementia Friendly Surrey public service transformation strand are to:

- Establish a dementia friendly community in North West Surrey that is sustainable and locally owned.
- Improve the quality of life for individuals with dementia in North West Surrey by keeping them connected with their local community in a safe and ordinary manner.
- Facilitate the learning which will inform broader approaches

Further work to develop the case for change for the other areas of health and social care collaborative are underway and will be the subject of a separate outline business case in due course. The outline business case that follows is specifically focused on **Dementia Friendly Surrey**.

2. Case for change

Dementia is the fastest growing disease that society has to deal with. In Surrey it is estimated there are 15,500 people over 65 with dementia and this is expected to rise to over 17,000 by 2020. However, fewer than 6,000 people over 65 have a formal diagnosis. Demand on services is increasing at a time of significant financial pressures on all agencies. For example social care in Surrey County Council has to devise efficiencies of £44 million in 2013/2014. In North West Surrey it is estimated there are 4,243 people over 65 with dementia. The diagnosis rate is 46% which equates to 1,952 people with a formal diagnosis.

We currently have a Dementia Friendly Surrey project operating across all of Surrey which has five work strands.

- There is an initiative to recruit 20 Dementia Champions in each of the 6 Clinical Commissioning Group (CCG) areas across Surrey.
- We will be offering training to local businesses and groups
- We are examining how best we can support carers who do most of the support for people with dementia.
- We have just launched a major community awareness campaign in September 2013

- distributing over 50,000 posters to organisations, individuals and communities.
- We have created an innovation fund of £50,000 where we are inviting submissions for local projects that will enhance the quality of life for both people suffering from dementia and their carers.

In North West Surrey we intend to build on this work by creating local community alliances that will design their own local support services which are owned by the community and not led by professionals.

People with dementia are over-represented in acute care. They occupy up to a quarter of hospital beds at any one time. Evidence gathered nationally and for the whole place community budget pilots demonstrates that those who have a secondary diagnosis of dementia are much more likely to be admitted to acute care for the same primary medical cause as those without dementia; they stay on average ten days longer, are much more likely to be readmitted, and much more likely to be discharged to residential care. And yet the ideal setting for people with dementia is the familiarity of their own home where possible, or whatever is their normal place of residence.

There is a close link between the physical health of a patient with dementia and their mental state. The majority of admissions for people with dementia have a medical cause – and often it is the compounding of an infection or a fall with the corresponding deterioration in mental state that provokes a crisis that leads to the admission. Therefore a high proportion of such admissions are preventable and primary care, community services and social care have a key role to play.

The joint strategic needs assessment highlights that people with dementia are more likely to have co-morbidities that consequently increase the risk of hospital admissions and once admitted tend to stay longer in hospital as a result of the effects of dementia. A comparison between the in patient lengths of stay for those with dementia related diagnosis and the general hospital population over 65 shows that the general hospital population stays less than 7 days compared to those with dementia related diagnosis 56%.

If we do nothing, the numbers of people going into residential care or nursing care will increase because we do not have robust services in place to reduce avoidable admissions. The quality of lives of individuals is reduced because lengthy stays in an acute hospital will often contribute to deterioration in physical and mental capacity limiting informed choice.

3. Proposed new delivery models

This initiative will build on the work already taking place in the Dementia Friendly Surrey programme in North West Surrey. The added benefit this initiative will deliver lies in the ambition to create an alliance of local neighbourhood support systems for people with dementia across the 4 Borough Councils, ensuring they are able to offer the following:

- (a) Each person with dementia will have their own support system that will ensure they are safe and connected to the things they like doing;
- (b) Businesses and local amenities will be more receptive to knowing and supporting the individual with dementia. This could be the local swimming pool in Egham offering a safe environment for an individual with dementia to swim once a week;
- (c) Identification of people with dementia who live alone and an offer of light touch befriending to ensure they are safe and supported to alleviate loneliness.

(d) Focus on ensuring individuals with dementia has a good hydration plan that will reduce their risk of infections and avoidable admissions to St Peter's Hospital A&E department.

(f) We see employers sponsoring local initiatives to make them sustainable and we will be working with general practitioners to raise the level of diagnoses from its current 46% to 66% by April 2015.

This enhanced model of working will see new local support systems owned by local neighbourhoods and communities, reaching out to a greater number of people with dementia aligned to local sponsorship by businesses for ideas that work. We want to engage the local communities in becoming partners in care for people with dementia, signposting them for advice to dementia navigators and establishing the four Wellbeing Centres as community hubs/service information outlets for people with dementia and their carers. We want a greater focus on keeping people with dementia in our community and away from expensive medical environments which diminish the quality of their lives.

The guiding principles of the initiative are:

- **Think neighbour and act local**
- **Local volunteering enriches local communities.**
- **Reduce professional interventions to the minimum to provide the best conditions of neighbourhood support**
- **Take control of your own health & social care needs**

4. Changes required

There needs to be a culture change, both within the working practices of health & social care professionals and the citizens who live and work in Surrey. We will need our public health partners to support a community awareness campaign that will help us make the most of communities as our most valuable asset.

There needs to be much more local knowledge embedded in the initiative to identify mentors and nurture community leaders and organisations. We need to work closely with the faith leaders to ensure BME communities are part of the solution, as well as faith leaders and community activists.

The paradigm of thinking has to change to ensure that support systems are part of community assets and should be recognised and awarded financial support to keep them going. The County Council could sponsor an annual community award promoting self-reliance and more supportive safe communities.

The Dementia Local Implementation Group (DLIG) should be positioned to oversee the programme of work and should have a devolved community budget contributed to by all public agencies in North Surrey to oil the wheels of change in local communities.

This initiative has the support and backing of the main public sector organisations in North West Surrey which includes Ashford & St Peter's Hospital, North West Surrey Clinical Commissioning Group, Spelthorne, Woking, Runnymede and West Elmbridge Borough Councils.

Representatives from these organisations will act as an advisory group on the implementation and will advise on the evaluation process to determine what success looks like.

We will complete an equalities impact assessment by the end of December 2013.

Government change

This initiative will establish a wealth of learning about local communities and the support systems that work for them. It will highlight the diversity of communities and inform constructive approaches about establishing sustainable networks of social neighbourhood support. We would want the department of communities and local government to continue to support the initiative and facilitate access to the relevant government departments in developing this new delivery model of local support.

5. Financial case

This initiative has to be seen in the wider context of the existing demanding targets for social care savings and the ambitious health and social care collaborative programme. Whilst the dementia programme will not deliver additional savings, it will help to create the conditions – by developing the potential of improved support from friends, family and community to reduce expenditure across statutory health and social care services – to make a reality of existing savings programmes in both social care and health (the social care ambition alone of for £50m of savings over 2013-17 through those means). By way of illustration, if we can delay an individual with dementia going into residential care through enabling help from friends, family and community, that will typically avoid costs of £11.5k per annum. that being the difference between typical residential cost and typical support costs in the community. The initiative will also make an impact on reducing the avoidable admissions to St Peter’s Hospital, which currently account for 70% of the costs of dementia care.

- Cost avoidance / better delivery of savings initiatives across social care and health
- Less likely to require early residential care
- Less likely to require hospitalisation.
- Learning for how parallel benefits might be gained on a broader basis

6. Implementation plan

Steps	Date	Risks
Agree scope of new service including partner buy-in	October to December 2013	Lose momentum and partners’ buy-in
Agree business case and cost benefit analysis methodology	October 2013	Getting the balance right between outcome and efficiencies
Prepare cost benefit	October to January 2014	Agreeing cost of initiative
Run Co-Design Workshops	October to March 2014	Not sustainable unless co-designed
Agree implementation plans	February 2014	Project support availability
Begin implementation	April 2014	

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Public Service Transformation Network

Surrey Joint Statement of Intent (DRAFT)

Background

Government is encouraging all areas to develop their own reforms to local public services. To support these developments and to build on the four Whole Place Community Budget pilots a multi-agency Public Service Transformation Network is being established to work directly with local areas to co-design practical reforms to deliver better outcomes at lower cost and to boost growth.

This statement sets out the commitments of the partners in Surrey and the Network partners in working together to transform local public services.

Vision

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents, improving quality of life. Across the public sector, services will shift from providing reactive, and often high cost services, towards prevention and earlier intervention underpinned by effective enforcement as necessary. Services will cost less, provide better outcomes and thereby deliver better value for money.

We will achieve this through our joint commitment to transcend organisational boundaries and integrate services in a way that drives improvement across the whole area. We will organise our services to be more responsive to the needs of residents.

Objectives

The following high-level objectives will drive the programme in Surrey.

- Provide services that make a genuine difference to people's lives, improving outcomes for Surrey residents.
- Shift the balance of resources away from reactive and acute services to early help and preventative services.
- Reduce duplication and waste delivering better value for money.
- Accelerate further progress towards effective integration of public services.
- Develop collaborative leadership for transformation across the range of partner organisations in Surrey including an effective approach to culture change.
- Focus on solutions, continuous improvement and learning.
- Share knowledge and expertise with others.

How the objectives will be delivered

Delivery will take place through a programme approach, initially with six key strands of work. The strands will be mainstreamed as the core transformational activity of the county council and its partners.

- **Emergency Services Collaboration.** This strand intends to transform the way the emergency services in Surrey work together, with the joint aims of improving performance and responding to the changing pattern of demand, and reducing costs by removing overlaps between the services. It will focus on five areas: the potential for a single control and dispatch function across the emergency

services; developing a combined Civil Contingencies Unit; combined operational response for certain incident types and in specific areas; joint operational support and back office functions; and a joint prevention programme. Sussex Police and East Sussex and West Sussex Fire and Rescue Services have also agreed to work with the project team to investigate the potential to expand this approach across both Surrey and Sussex.

- **The Surrey Family Support Programme.** The Surrey Family Support Programme has already established a new model of collaborative working which improves the effectiveness and efficiency of partnership working and early interventions with families. This proposal will build on the work already underway by radically redesigning and implementing a new integrated service that scales up the current model for 1,050 troubled families to include up to 7,000 families, households and individuals with multiple and complex needs.
- **Health and Social Care Integration.** This strand will develop Surrey's Health and Social Care Collaborative, which will deliver integrated primary and community health and social care within a local context of support from families, friends and communities. As an integral part of the move towards local joint commissioning with clinical commissioning groups and district and borough councils, the collaborative will deliver action plans for each CCG area for the Integration Transformation Fund. This will incorporate the work with providers to deliver 24/7 services avoiding unnecessary admissions and readmissions, and ensuring people go home from hospital in a safe and timely way.
- **Better Use of Public Sector Assets.** This strand will aim to give additional impetus to existing work on rationalisation of the public estate in Surrey to reduce its overall size and cost, improve the efficiency of use, generate capital receipts, and facilitate co-location of services and front and back offices across the county to support regeneration. This will include collaboration with the Government Property Unit. This strand will act as a key enabler for several other strands.
- **Young People's Participation and Skills for Employment.** This strand will achieve full participation for young people to age 19, through integrated local learning opportunities informed by the needs of employers and young people, drawing together national and local programmes. This will be supported by integrated impartial information, advice and guidance informed by the needs of employers, working with employer networks and Local Enterprise Partnerships. Work with schools, colleges, training providers and employers will help shape the proposals and business case for change.
- **Transforming Justice.** This strand is at an early stage of development. Engaging the courts, Crown Prosecution Service, prisons and drug and alcohol services, our focus will be on developing models for more integrated working and case co-ordination to reduce offending and reoffending, reducing costs to the police and criminal justice system.

Each strand has a strategic sponsor and a lead officer, supported by a project team, reporting in to existing local partnership bodies.

Programme-level governance will include a monthly Strand Leads meeting with the county council Chief Executive, providing an opportunity to report across all six strands, share barriers and constraints, provide challenge on ambition and progress, and understand and co-ordinate upcoming work.

At strategic level, the Public Service Transformation Forum will bring together senior colleagues from the major public sector partners engaged in the programme in regular (at least quarterly) workshops. The Forum will ensure partners are engaged across the whole programme. The Forum will also consider how the implications of transformation

for people working in the relevant organisations across Surrey can be promoted as a contribution to securing the necessary culture change.

Further co-ordination of delivery will take place through the Surrey Chief Executives group, which includes the Chief Executives of all 12 local authorities in Surrey along with the Chief Constable. The Surrey Leaders group includes the Leaders of all 12 Surrey local authorities and will ensure alignment across the two tiers of local government.

A programme office will be established to co-ordinate communications, oversee progress and ensure that benefits are being realised. This will include monthly communications to all key stakeholders, and acting as the central point of contact with the Network.

Resources

Within the county council, the work on each strand will be led from within the relevant directorate. Rather than providing secondees to a separate programme team, the programme forms part of the mainstream delivery for each directorate.

Resources contributed by Surrey County Council:

- **Programme Team** (3.0 FTE): 1.0 FTE Senior Manager, 1.0 FTE Programme Manager/Officer, 1.0 FTE Graduate trainee
- **Emergency Services Collaboration** (2.75 FTE): 0.25 FTE Senior Manager, 1.0 FTE Service Specialist, 1.0 FTE Programme Officer, 0.5 FTE Business Analyst (NB additional resources will be required to take the programme through to implementation)
- **Family Support Programme** (5.0 FTE): 1.0 Senior Manager, 1.0 Senior Practice Lead, 2.0 Programme Officers, 1.0 Administrative Officer (NB these resources represent those dedicated to the current programme, and more resources will be required to scale up as the business plan develops)
- **Health and Social Care Integration (including Dementia Friendly Surrey)** (1.2 FTE): 0.2 FTE Senior Manager, 1.0 FTE Project Officer (NB the resources would be expected to grow as the programme develops)
- **Better Use of Public Sector Assets** (2.5 FTE): 1.0 FTE Senior Manager, 1.5 FTE Project Officers (NB further resourcing will depend on the extent to which the programme develops to support the integration of services based on the work of the other strands)
- **Young People's Participation and Skills for Employment** (2.3 FTE): 0.2 FTE Senior Manager, 0.5 FTE Project Officer, 0.5 FTE Policy Development, 0.1 FTE Finance, 1.0 FTE Project team (NB the resources would be expected to grow as the programme develops)
- **Transforming Justice**: this strand is at an early stage of development and resources have not yet been committed.

In addition, the following partners have committed resources at this initial stage:

- Surrey Police 1.5 FTE to the Emergency Services Collaboration strand.
- SECAMB 1.5 FTE to the Emergency Services Collaboration strand.

Network resource requirements

The Network will assist local delivery through the following functions:

- Brokering discussions between local agencies and Whitehall Departments on policy and the use of resources, and to enable potential changes in support of the programme.
- Sourcing expertise and providing constructive challenge on the design and implementation of new delivery models and the appetite for risk among both central and local organisations.
- Acting as a single front door into national policy advice and best practice.

- Acting as a conduit through which Surrey can learn and receive evidence from other areas.
- Providing expertise through secondments from the Network within the Surrey team to undertake specific roles within individual strands.
- Sharing expertise and learning from the Surrey programme with other areas.
- In the longer term, key Surrey officers participating in future Network activities with other areas, contributing to and supporting the government's overall aim to drive public service reform more widely.

There will be regular contact and co-ordination through the Network link, David Clarke. Initial areas for support will include:

- Support to use the tools and techniques developed in the pilot areas, including financial modelling.
- Support and resources for cost benefit analysis and developing the business cases.
- Engagement approaches.
- Ongoing support for programme design and implementation.
- Support for the development of investment agreements between organisations involved in each of the strands.

Communications strategy

Overall programme communications will be co-ordinated by the programme office. This will include providing information through public web pages, regular updates to key stakeholders and creating an online forum for communicating and sharing information.

Individual strands will take responsibility for communication about the development of their individual business case(s) with key internal and external stakeholders, including partners and central Government.

Key milestones and deadlines

Our ambition is to align the development of business cases with the business planning cycle, so that savings identified can be included in financial planning for 2014/15.

To achieve this, outline business cases will be agreed at Surrey County Council's Cabinet on 22 October 2013, followed by the development of fuller business cases for February 2014 Cabinet at which recommendations for the build into the Medium Term Financial Plan (2014-19) will be agreed.

Each organisation within the programme has its own requirements for governance internally, and for reporting and scrutiny externally with regulators and central Government. Both at individual strand level and across the overall programme, we will attempt to align timescales for decision-making wherever possible, while recognising the complexities of co-ordination across a large number of partners.

A high level programme plan has been developed.

Key stakeholders and signatories

All local public sector partners are involved in the programme. The governance structure uses existing partnership arrangements where possible.

SURREY COUNTY COUNCIL

CABINET

DATE: 22 OCTOBER 2013

REPORT OF: DENISE LE GAL, CABINET MEMBER FOR
BUSINESS SERVICES

LEAD OFFICER: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE

SUBJECT: CONFIDENT IN OUR FUTURE, FAIRNESS AND RESPECT
STRATEGY 2013-2018

7

SUMMARY OF ISSUE:

To consider the *Confident in Our Future, Fairness and Respect Strategy 2013-2018* which is designed to meet the Council's responsibilities under the Equality Act 2010 and further embed Fairness and Respect across Council.

RECOMMENDATIONS:

It is recommended that Cabinet approves the *Confident in Our Future, Fairness and Respect Strategy 2013-2018 (Annex1)*.

REASONS FOR RECOMMENDATIONS:

Approving the *Confident in Our Future, Fairness and Respect Strategy 2013-2018* will support the delivery of the Council's commitment to promote Fairness and Respect in the services it provides and in its workforce. It will also ensure that statutory requirements for the publication of equality objectives continue to be met.

DETAILS:**Background**

1. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* is an updated version of the Council's current equality and diversity strategy; *One Council One Team, Fairness and Respect Strategy 2012-2017*¹ which was approved by Cabinet on 27 March 2012. The Strategy has been reviewed as part of the annual business planning process to ensure that it is aligned with the Corporate Strategy *Confident in Our Future*², which was endorsed by full Council

¹ See <http://www.surreycc.gov.uk/your-council/equality-and-diversity/fairness-and-respect>

² See <http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/our-key-strategies-bookcase/confident-in-our-future-corporate-strategy-2013-18>

on 16 July 2013. This will ensure that Fairness and Respect remains an integral part of the delivery of the Council's priority areas of work. It will enable open and transparent progress reporting against the Strategy through the Council's performance management arrangements.

2. The Equality Act 2010 introduced the Public Sector Equality Duty, which requires public authorities, in the exercise of their functions, to have due regard to the need to:
 - eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between people who share a relevant protected characteristic³ and people who do not share it; and
 - foster good relations between people who share a relevant protected characteristic and those who do not share it.
3. In addition, Surrey County Council as a public authority listed in Schedule 1 and 2 of The Equality Act 2010 (Specific Duties) Regulations 2011 (the specific duties) is required to:
 - prepare and publish one or more objectives they think they should achieve to do any of the things mentioned in the aims of the general equality duty at least every four years;
 - ensure that those objectives are specific and measurable; and
 - publish those objectives in such a manner that they are accessible to the public.
4. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* meets these requirements by setting specific and measurable objectives designed to meet the aims of the general equality duty, and ensuring they are accessible to the public.

Updating the Strategy

5. The Council's Corporate Strategy for 2013-2018 *Confident in Our Future*, was endorsed by full Council on 16 July 2013. The Fairness and Respect Strategy has subsequently been reviewed to ensure it is aligned with aims of the Corporate Strategy.
6. It has also been reviewed to ensure it is based on current evidence of priority needs for groups with protected characteristics. Evidence used to inform the refresh has included the most recent Census data and the Joint Strategic Needs Assessment.
7. In updating the Strategy, the focus has been on reviewing the Council's Fairness and Respect priorities. This has involved retaining the current priorities where they continue to reflect organisational aims and evidence of need, with new priorities added that reflect changing aims and needs. The priorities have been further shaped in consultation with the Council Overview and Scrutiny

³ 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.

Committee, the County Council's External Equality Advisory Group, Directorate Equality Groups and Trade Unions.

8. The table below shows the proposed new priorities which are linked to the Corporate Strategy. Of these six priorities, three remain unchanged from those set out in the *One Council One Team, Fairness and Respect Strategy 2012-2017* and three (starred) have been strengthened or widened to encompass a broader range of groups:

Corporate Strategy outcomes	Fairness and Respect Priorities
Surrey's economy is strong and competitive.	Provide targeted support to low-income families to increase access to employment, training and support networks.
Surrey's children have a great start to life.	Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups.
Surrey's children and young people contribute more and achieve more than they thought possible.	Help all young people to participate in education training and employment.*
Surrey's children and adults in need of support are protected and supported to lead an independent life.	Surrey's children, adults and families in need of support are protected and supported to lead an independent life.*
Surrey residents' health and wellbeing is improved.	Reduce differences in life expectancy and healthy-life expectancy between communities.
Surrey has strong and vibrant communities which are safe and protected from crime.	Protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour.*

9. To ensure that the Council's role as an employer is also represented in the Strategy, a priority has also been included which links to the Council's People Strategy⁴:

People Strategy outcome	To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people.
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10. These priorities, if agreed, will be the Council's statutory equality objectives in accordance with the Equality Act 2010.

Delivery of the Strategy

⁴ See <http://www.surreycc.gov.uk/?a=425865>

11. Work to identify specific measures for the Fairness and Respect priorities will be undertaken with the County Council's External Equality Advisory Group, which includes representative external groups and directorate leads for Fairness and Respect, at a workshop session on 11 November 2013. Measures will be based on existing data to enable progress reporting through performance management mechanisms and will be agreed by the Head of Policy and Performance and Head of HR and Organisational Development in consultation with the Cabinet Member for Business Services and Cabinet Member for Public Health and Health and Wellbeing as appropriate.
12. Progress against the priorities will be monitored through twice yearly progress reports which will be discussed with the Cabinet Member for Business Services, Cabinet Member for Public Health and Health and Wellbeing and the County Council's External Equality Advisory Group. The progress reports, along with detail of the agreed measures, will be made available to residents on the public website.⁵

CONSULTATION:

13. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* builds on the extensive consultation undertaken to produce the current *One Council One Team, Fairness and Respect Strategy 2012-2017*. For the purposes of this strategy feedback has been incorporated from a number of groups including the External Equality Advisory Group, Trade Unions and Directorate Equality Groups. The Council Overview and Scrutiny Committee was also provided with the opportunity to comment on the draft Strategy in September 2013.
14. Consultation resulted in the inclusion of the priority related to the Council's People Strategy as set out in paragraph 12 above. No further additional priorities were proposed as part of the consultation.

RISK MANAGEMENT AND IMPLICATIONS:

15. There are no additional risks which need to be managed as a direct result from this report.
16. Integrating Fairness and Respect into the Council's business planning process will help ensure that any associated risks are managed as part of the Council's performance management arrangements.

Financial and Value for Money Implications:

17. Priorities within this Strategy will be delivered within existing and planned resources.

Section 151 Officer Commentary:

18. The section 151 officer confirmed that there are no material financial implications of this report and that implementation of the *Confident in Our Future, Fairness*

⁵ The information will be made available at <http://www.surreycc.gov.uk/your-council/equality-and-diversity/fairness-and-respect>

and Respect Strategy 2013-2018 may incur some small additional costs but will be within existing staffing and non-staffing resources.

Legal Implications – Monitoring Officer:

19. The Equality Act 2010 and associated Public Sector Equality Duty placed a requirement on the Council to publish objectives that show how it will eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between people from different groups. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* enables the Council to meet this requirement alongside the specific measures that will be adopted following further discussion with the County Council’s External Equality Advisory Group.
20. In identifying the relevant objectives the Cabinet needs to have due regard to the points set out in the Public Sector Equality Duty as referred to in paragraph 5 above.

Equalities and Diversity:

21. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* is crucial to the Council in meeting the requirements of the Public Sector Equality Duty, specifically by ensuring the Council has agreed equality objectives for 2013-2018.
22. An Equality Impact Assessment has been undertaken for the Strategy and is attached as Annex 2 to this report. The summary of key impacts and actions is set out below:

<p>Information and engagement underpinning equalities analysis</p>	<p>The draft Fairness and Respect priorities were sent out for consultation during the period late July to early September 2013. The following groups were provided with the opportunity to comment: the External Equality Advisory Group, Directorate Equality Groups and Trade Unions. The draft Strategy was provided to the Council’s Corporate Leadership Team and Council Overview and Scrutiny Committee for comment in September 2013.</p> <p>Data has been used from a number of sources to inform the strategy, including the 2011 Census and Joint Strategic Needs Assessment.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i> is expected to have a positive impact on all groups of people with protected characteristics in Surrey by setting the Council’s priorities on Equality and Diversity and embedding Fairness and Respect in Council services and in its workforce. Through setting priorities aligned with the Council’s Corporate Strategy <i>Confident in Our Future</i>, the Strategy features some protected characteristic groups more prominently; notably older people, younger people and people with disabilities.</p>

Changes you have made to the proposal as a result of the EIA	N/A
Key mitigating actions planned to address any outstanding negative impacts	Progress against the priorities in the Strategy will continue to be reported twice yearly and will be published on the Council's website. Work to identify specific measures for the Fairness and Respect priorities will be undertaken with the External Equality Advisory Group a workshop session on 11 November 2013.
Potential negative impacts that cannot be mitigated	N/A

Corporate Parenting/ Looked After Children

23. Achievement of the priorities in the *Confident in Our Future, Fairness and Respect Strategy 2013-2018* will impact on Looked After Children, notably the priority 'Surrey's children, adults and families are protected and supported to lead an independent life' and the priority to 'invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups'.

Safeguarding responsibilities for vulnerable children and adults

24. Achievement of the priorities in the *Confident in Our Future, Fairness and Respect Strategy 2013-2018* will impact on vulnerable children and adults, notably: 'Surrey's children, adults and families are protected and supported to lead an independent life'; and to 'protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour'.

Public Health Implications

25. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* includes the priority to 'reduce differences in life expectancy and healthy-life expectancy between communities', the achievement of which will impact on public health. This priority is a continuation from the current *One Council One Team, Fairness and Respect Strategy 2012-2017*.

WHAT HAPPENS NEXT:

- The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* will be published on the Council's website to ensure it is accessible to residents.
- The External Equality Advisory Group will continue to help to shape the delivery and measures of the Fairness and Respect priorities at a workshop on 11 November 2013.

- Performance measures and targets will be agreed for each of the Fairness and Respect priorities. Progress against these will be reported twice yearly from April 2014.

Contact Officer:

Rosalind Louth, Policy Manager (020 8541 9317)

Consulted:

- Council Overview and Scrutiny Committee
- Corporate Leadership Team
- External Equality Advisory Group
- Directorate Equality Groups
- Trade Unions

Informed:

- As above

Sources/background papers:

- Government Equality Office (2011) Equality Act 2010 – Specific Duties to Support the Equality Duty. What do I need to know?
- Equality and Human Rights Commission (2011) Objectives and the equality duty: A guide for public authorities

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Confident in Our Future Fairness and Respect 2013-2018



David Hodge
Leader



Michael Gosling
Cabinet Member for
Public Health and Health
& Wellbeing Board



Denise Le Gal
Cabinet Member
for Business
Services



David McNulty
Chief Executive

On 16 July 2013, Council approved our new Corporate Strategy [Confident in Our Future](#), setting out our ambitions and priorities for the period up to 2018. *Confident in Our Future* recognises that we are performing strongly, even in challenging times. We are working as “one team”, to ensure Surrey residents receive high quality and value for money services. We make a positive difference to people’s lives every day.

We want to ensure we can continue this strong performance in the face of future financial and resource pressures. To do this we will not reduce our capacity or capability, but build on our strengths to develop innovative solutions. We will adapt the way we work and seize opportunities. Everything we do will be focussed on ensuring all Surrey’s residents remain healthy, safe and confident about their future. We will do all that we can to ensure that everyone is treated fairly and with respect.

The Equality Act 2010 placed a duty on the council to publish objectives that show how we will promote equality and tackle discrimination. We are fulfilling these objectives through this strategy. As a Council we have also met the legislative requirement to [publish information](#) about Surrey’s communities and staff and show the impact of our services and policies.

This document sets out our priorities and demonstrates our commitment to deliver them in partnership with the organisations and public bodies best placed to improve services for Surrey residents and local communities.

The case for fairness and respect is clear:

Helping residents who are most in need

The council recognises that within Surrey some residents need additional or tailored support to enable them to enjoy the same opportunities as everyone else, such as doing well at school, living a long, healthy and independent life, or being able to support themselves and their dependents.

Increasing value for money

Helping people and communities to help themselves will reduce costly interventions later on, and will help build stronger, more resilient communities in the long term.

Improving services for all residents

A council workforce committed to fairness and respect is one that reflects Surrey’s communities and listens to residents, in order to understand how best to meet their needs. See our [jobs website](#) for more information.

Meeting our legal obligations

The Equality Act 2010 and its Public Sector Equality Duty requires public bodies have due regard to the need to prevent discrimination, advance equal opportunities and encourage positive relationships. We are meeting these requirements by:

- setting out our [fairness and respect priorities](#) in this document
- undertaking [equality impact assessments](#) of our services
- publishing information about the difference our services are making through [Surrey-i](#)
- and providing information about our [workforce](#) on the council’s website.



A diverse county

Surrey’s growing population of over 1.1 million residents is often thought to be relatively homogenous with similar needs. However, the makeup of Surrey’s population is changing and, over the next 30 years, is projected to increase by 20%.

As part of this change, we will see an increase in the number of residents aged over 65 (by 2033 they are expected to comprise 23% of our local population) and an increase in the number of young people in the county.

Our local population is also becoming more diverse. For example, the black and minority ethnic population in Surrey has increased from 3% in 1991 to 9.6% in the 2011 Census.

These changes will create new responsibilities and opportunities to promote fairness and respect. Surrey’s communities have a range of different needs, and some areas of the county are achieving better outcomes than others.

- **Life expectancy** varies across Surrey, with men in the most deprived areas having a life expectancy of 76.6 years, compared to 83.3 years for the least deprived. For women there is a gap between a life expectancy of 82 years in the most deprived areas, and 85.9 in the least deprived.
- **Smoking rates** also vary across the county. Overall the rate in the county is 17%, however the Joint Strategic Needs Assessment shows that some wards have smoking rates as high as 40%
- The 2011 Census showed that in some wards in Surrey, more than 40% of residents aged 16-74 have **no or low qualifications**, making it harder for them to find work. However, in other wards this figure drops to only 11%.
- On average between 2009 and 2011 61.4% of Surrey pupils achieved five or more **GCSEs** at grades A*-C (including English and Maths). However, these figures vary throughout Surrey. In one ward, 96.3% of pupils achieved this level of attainment but only 51.5% achieved these grades in another.
- The percentage of the population aged 16-64 claiming **out-of-work benefits** ranges from 1.2% in some wards to 17.2% in others.
- We estimate there are over 106,000 **carers** of all ages in Surrey providing support to families and friends.

Data sources: Surrey, NOMIS

How will this strategy help us to achieve our vision for 2018, to be delivering great value for Surrey residents?

Residents	Value	Partnerships	Quality	People	Stewardship
<p>Individuals, families and communities will have more influence, control and responsibility</p> <p>Residents and communities will increasingly be able to decide on the delivery of services so that they know they are right for them and their local communities.</p> <p>We will work together with residents to design and deliver services, rather than pursuing a 'one-size-fits-all' approach that treats all residents the same regardless of their needs.</p> <p>With greater control comes greater responsibility. We will also provide opportunities for people to take control of their own lives. This could be through healthy eating, exercise, employment opportunities or volunteering.</p>	<p>We will create public value by improving outcomes for residents</p> <p>We will ensure that our spending brings maximum benefit to Surrey residents. To do this in a way that is fair and delivers value for money, we will keep our own costs low and focus resources on areas of the greatest need.</p> <p>For instance, shifting more of our spending to support Surrey businesses will help to increase employment opportunities for residents. We will also continue to encourage our major contractors to employ local people and use local suppliers.</p>	<p>We will work with our partners in the interests of Surrey</p> <p>To provide all residents with a fair chance to succeed, and to ensure everyone is treated with respect, we must work closely with our partners. These include:</p> <ul style="list-style-type: none"> • public bodies • local businesses • voluntary, community and faith organisations • community groups • and, most crucially, our residents. <p>We will bring together our residents and partners to deliver the ambitious priorities we have outlined below.</p>	<p>We will ensure high quality and encourage innovation</p> <p>We remain committed to supporting the vulnerable children and adults who most need our services, enabling them to lead full and productive lives.</p> <p>Tackling the complex problems that some of our residents and local communities face requires new ways of thinking. We will focus on the root causes of these problems so there is less need to address the consequences, which often have a damaging effect on individuals, families and communities.</p>	<p>We will develop and equip our officers and Members to provide excellent service</p> <p>We are committed to attracting and developing a workforce that reflects the diversity of Surrey's communities, so we are better placed to meet their needs. Our approach to supporting our workforce is set out in the People Strategy.</p> <p>We will ensure we continue to listen to our residents and show that we respect their views.</p> <p>Working with our partners will help us to understand better the needs and aspirations of our residents and communities. This understanding will help to inform our policies and decisions about our services. We will also ensure our Members have clear information and insight to inform the decisions they make.</p>	<p>We will look after Surrey's resources responsibly</p> <p>It is critical that we use resources responsibly and safeguard them for future generations.</p> <p>We will continue to maintain rigorous financial and risk management so we have a sound basis for achieving our fairness and respect priorities.</p>

Our fairness and respect priorities

Following consultation with external groups and with council officers and Members, and using evidence and analysis from sources such as [Surrey-i](#), we have set the following seven priorities, six of which are linked to our [Corporate Strategy](#) and one which is linked to our [People Strategy](#). These priorities are designed to improve outcomes for Surrey and its residents.

Corporate Strategy outcomes	Our fairness and respect priorities
Surrey's economy is strong and competitive.	Provide targeted support to low-income families to increase access to employment, training and support networks.
Surrey's children have a great start to life.	Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups.
Surrey's children and young people contribute more and achieve more than they thought possible.	Help all young people to participate in education training and employment.
Surrey's children and adults in need of support are protected and supported to lead an independent life.	Surrey's children, adults and families in need of support are protected and supported to lead an independent life.
Surrey residents' health and wellbeing is improved.	Reduce differences in life expectancy and healthy-life expectancy between communities.
Surrey has strong and vibrant communities which are safe and protected from crime.	Protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour.
People Strategy outcome	To be a local employer of first choice, for people from all our diverse communities, including disabled and older people.

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Equality Impact Assessment

1. Topic of assessment

EIA title:	Confident in Our Future, Fairness and Respect Strategy 2013 - 2018
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EIA author:	Rosalind Louth, Policy Manager, Chief Executive's Office
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2. Approval

	Name	Date approved
Approved by¹	Liz Lawrence	30 September 2013

3. Quality control

Version number	1.0	EIA completed	30 September 2013
Date saved	30 September 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Rosalind Louth	Policy Manager	Surrey County Council	

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

5. Explaining the matter being assessed

7

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The Equality Act 2010 and its Public Sector Equality Duty requires public bodies to have due regard to the need to prevent discrimination, advance equal opportunities and encourage positive relationships. As part of the specific duties in the Act, the County Council is required to set equality objectives every four years.</p> <p>The <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i> sets out how the Council will meet these requirements. It establishes the Council's commitment to embedding Fairness and Respect across our services and in our workforce; and sets out the Council's Fairness and Respect priorities for 2013-2018.</p> <p>The Strategy is made available to the public through the Council's website. Progress against the Strategy is reported twice yearly; it is discussed with the External Equality Advisory Group (EEAG) and made available to the public on the Council's website.</p>
<p>What proposals are you assessing?</p>	<p>The <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i> is an updated version of the Council's current equality and diversity strategy; the <i>One Council One Team, Fairness and Respect Strategy</i> which was approved by Cabinet on 27 March 2012.</p> <p>The Strategy has been reviewed as part of the annual business planning process to ensure that it is aligned with the current Corporate Strategy <i>Confident in Our Future</i>, which was endorsed by Full Council on 16 July 2013.</p> <p>The Strategy has also been revised in light of the latest available data on groups with protected characteristics, notably from the 2011 Census and latest Joint Strategic Needs Assessment (JSNA).</p> <p>This assessment has been undertaken prior to the presentation of the draft Strategy to Cabinet on 22 October 2013.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i> is Council-wide and underpins all of the Council's work.</p> <p>It will cover all service users and Council staff.</p>

6. Sources of information

Engagement carried out
<p>Initial discussions around the principles behind the refreshed Strategy were undertaken in July 2013 with the Portfolio Holders for Equality and Diversity, EEAG, Trade Unions and the Council’s Corporate Leadership Team (CLT). There was broad agreement that the refreshed Strategy should be:</p> <ul style="list-style-type: none"> • aligned with Confident in Our Future: Corporate Strategy 2013-2018 in order to reflect the key strategic priorities for the organisation; • based on evidence of priority needs of Surrey’s vulnerable groups; • integrated as part of Directorate performance management and monitoring; and • progress to continue to be reported bi-annually to the EEAG and published online. <p>The draft Fairness and Respect priorities were subsequently sent out for consultation during the period late July to early September 2013. The following groups were provided with the opportunity to comment: EEAG, Directorate Equality Groups (DEGs) and Trade Unions. Feedback received during this period was incorporated into the priorities, including the addition of a new priority linked to the Council’s workforce and People Strategy.</p> <p>The draft Strategy was provided to CLT and Council Overview and Scrutiny Committee for comment in September 2013. Again, feedback received has been incorporated into the final draft Strategy for presentation to Cabinet on 22 October 2013.</p>
Data used
<p>A number of data sources were used to inform the Strategy and better understand the needs of groups with protected characteristics in Surrey. These included:</p> <ul style="list-style-type: none"> • 2011 Census² • JSNA: population projections³ • JSNA: ethnicity⁴ • JSNA: smoking⁵ • JSNA: carers⁶ • Slope Index of Inequality in Life Expectancy⁷ • NOMIS Official Labour Market Statistics⁸

² <http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=928&cookieCheck=true>

³ <http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=663>

⁴ <http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=681>

⁵ <http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&ResourceID=670>

⁶ [http://www.surreyi.gov.uk/\(F\(ggS6pHSGW-4m4csDor7j5sV06wXb6yiMsYcKlikblxG37h8gYTZKzp6F60YYbDCfUofDprEw7lDdijEqL1CNYu9eTOPS4EBXxbeeKqxNm8FAoDgMcioPZkrHkO25oHTjF937w2\)\)/ViewPage1.aspx?C=Resource&ResourceID=668](http://www.surreyi.gov.uk/(F(ggS6pHSGW-4m4csDor7j5sV06wXb6yiMsYcKlikblxG37h8gYTZKzp6F60YYbDCfUofDprEw7lDdijEqL1CNYu9eTOPS4EBXxbeeKqxNm8FAoDgMcioPZkrHkO25oHTjF937w2))/ViewPage1.aspx?C=Resource&ResourceID=668)

⁷ <http://www.surreyi.gov.uk/Resource.aspx?ResourceID=991>

⁸ <http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&ResourceID=670>

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

7

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

Protected characteristic ⁹	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p> <p style="text-align: center;">Age</p>	<p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> • Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups. • Help all young people to participate in education, training and employment. • Provide targeted support to low-income families to increase access to employment, training and support networks. • Protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour. • To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. • Reduce differences in life expectancy and healthy-life expectancy between communities. 	<p>None identified</p>	<p>For example: On average between 2009 and 2011 61.4% of Surrey pupils achieved five or more GCSEs at grades A*-C (including English and Maths). However, these figures vary throughout Surrey. In one ward, 96.3% of pupils achieved this level of attainment but only 51.5% achieved these grades in another.</p> <p>In 2010/11 55% of domestic abuse cases dealt with by outreach services reported having children under the age of 16 who were affected in some way by the abuse. In total 4,105 young people were at risk of being affected by domestic abuse.¹⁰</p> <p>Older people aged 60+ comprise 23% of Surrey's population (263,900) and the county's 85+ population comprise 2.6% of the population (30,000). In England only 2.2% of the population falls into the 85+ category and 22.3% fall into the 60+ category. This increase in the population of older people is expected to lead to increased instances of age-related illness.¹¹</p>
<p>Disability</p>	<p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> • Surrey's children, adults and families in 		<p>For example: In 2010 it was estimated that in Surrey there were 33,000 people with moderate or severe personal care</p>

⁹ More information on the definitions of these groups can be found [here](#).

¹⁰ SCC Domestic abuse profile for Surrey 2010-11

¹¹ Surrey-i JSNA Population Estimates and Projections Chapter

	<p>need of support are protected and supported to lead an independent life.</p> <ul style="list-style-type: none"> • Help all young people to participate in education, training and employment. • Provide targeted support to low-income families to increase access to employment, training and support networks. • To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. 		<p>disabilities, this equated to 4.8% of the population compared to 4.6% of the national population¹². It is also estimated that there are over 16,000 people with learning disabilities aged 18-64. Of these around 3,800 people were estimated to have a moderate or severe learning disability.¹³</p> <p>Disability and economic health are closely linked, as those with a disability are more likely to be economically inactive. In 2012, 46.3 per cent of working-age disabled people were in employment compared to 76.4 per cent of working-age non-disabled people.¹⁴</p>
<p>Page 66</p> <p>Gender reassignment</p>	<p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> • To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. 		<p>The size of the transgender community in Surrey, and the UK, cannot currently be estimated. Previously the Government has suggested that 7% of the UK population is lesbian, gay, bisexual, transgender or questioning. Applying this to the 2011 Census estimate would mean that approximately 80,000 residents fall into this category, a proportion of which would be transgender residents.¹⁵</p>
<p>Pregnancy and maternity</p>	<p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> • Protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour. 		<p>Evidence suggests that around 30% of domestic violence starts or worsens during pregnancy. However in Surrey, just under 3% of individuals contacting domestic abuse services reported being pregnant, which may indicate a hidden need.¹⁶</p>
<p>Race</p>	<p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> • Invest in our support to schools to 		<p>For example: Children from BME groups are at risk of educational underachievement. In particular, Pakistani children</p>

¹² Surrey-i JSNA Physical Disabilities – Adults Chapter

¹³ Surrey-i JSNA People with Learning Disabilities Chapter

¹⁴ Labour Market Survey

¹⁵ Surrey-i JSNA Population Estimates and Projections Chapter

¹⁶ Surrey-i JSNA Domestic Abuse

	<p>further the attainment of pupils, especially those from vulnerable groups.</p> <ul style="list-style-type: none"> • Reduce differences in life expectancy and healthy-life expectancy between communities. 		<p>have worse educational attainment than their peers with 57.9% achieving 5 GCSEs A*-C, compared to the Surrey-wide average of 68.7%.¹⁷ In 2011, 53.7% of Black Caribbean children achieved 5 GCSEs A*-C (including maths and English) compared to the Surrey-wide average of 62.9%.¹⁸</p> <p>BME groups also suffer health inequalities, particularly with regards to lifestyle. For example BME groups are less likely to participate in sports and active recreation and some BME groups are at high risk of diet related poor health.¹⁹</p>
Religion and belief	<p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> • To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. 		<p>The 2011 Census found that 62.8% of Surrey's population identified themselves as Christian, with the next largest religious group being the county's Muslim population of around 24,000 residents (or 2.2% of the population).²⁰</p>
Sex	<p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> • Provide targeted support to low-income families to increase access to employment, training and support networks. • Protect people and their communities through partnership-based prevention and protection activity targeted on reducing the harmful effects of domestic abuse and anti-social behaviour. • Reduce differences in life expectancy and healthy-life expectancy between 		<p>For example: There are different rates of economic inactivity between genders in Surrey with 27.8% of women in Surrey classified as economically inactive compared to 13.4% of men²¹. This is comparable with national and regional trends.</p> <p>Women in general are at greater risk of becoming victims of domestic abuse than men. 88% of those that contact Surrey's outreach services are female.²²</p> <p>Life expectancy also varies for men and women in Surrey. Men in the most deprived areas have a life</p>

¹⁷ Surrey-i JSNA Education Chapter

¹⁸ Surrey Key Stage 4 attainment data (2011)

¹⁹ Surrey-i JSNA Diet and Lifestyle Chapter

²⁰ Surrey-i JSNA Population Estimates and Projections Chapter

²¹ Surrey Local Economic Assessment

²² Surrey-i JSNA Domestic Abuse

	communities.		expectancy of 76.6 years, compared to 83.3 years for the least deprived. For women there is a gap between a life expectancy of 82 years in the most deprived areas, and 85.9 in the least deprived. ²³
Sexual orientation	In particular the following priority is expected to have a positive impact: <ul style="list-style-type: none"> To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. 		It is estimated that 7% of the national population are Lesbian, Gay, Bisexual, Transgender or Questioning which would translate to roughly 80,000 Surrey residents. The 2011 Census results showed that Surrey has a smaller percentage of people living in same-sex couples than England and the South East although detailed analysis for Surrey is not currently available. Based on the national figures, it is also estimated that there are 5,700 LGBTQ young people. ²⁴
Marriage and civil partnerships	In particular the following priority is expected to have a positive impact: <ul style="list-style-type: none"> To be a local employer of first choice, for people from all our diverse communities, including disabled and younger people. 		The 2011 Census showed that 52.6% of people in Surrey are married, 0.18% are in a Civil Partnership, and 47.2% live alone (single, separated, divorced and widowed). The position in Surrey is largely reflective of the national and regional averages. ²⁵
Carers²⁶	In particular the following priority is expected to have a positive impact: <ul style="list-style-type: none"> Surrey's children, adults and families in need of support are protected and supported to lead an independent life. 		It is estimated that there are over 106,000 carers of all ages in Surrey providing support to families and friends. ²⁷

²³ Surrey Slope Index of Inequality in Life Expectancy

²⁴ Surrey JSNA Lesbian, Gay, Bisexual and Transgender

²⁵ Surrey 2011 Census

²⁶ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

²⁷ Surrey JSNA Carers

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> To be a local employer of choice, for people from all our diverse communities, including disabled and younger people. 	None identified.	<p>The Surrey County Council Workforce Profile shows that the 4.68% of workforce was aged between 15-24 years old in May 2013; this is low compared to the Surrey-wide figure in the 2011 Census of 10.19% of the population being aged 16-24.</p> <p>The Workforce Profile shows that 3.08% of staff in May 2013 had declared a disability and overall numbers have declined since 2008/09.²⁸</p>
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			
Carers			

²⁸ Surrey County Council [Workforce Profile May 2013](#)

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
All impacts	<p>Progress against the priorities in the Strategy will continue to be reported twice yearly and published on the Council's website.</p> <p>The delivery and specific measures for the priorities will be shaped through further discussions with the External Equality Advisory Group.</p>	<p>Ongoing</p> <p>November 2013</p>	

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>The draft Fairness and Respect priorities were sent out for consultation during the period late July to early September 2013. The following groups were provided with the opportunity to comment: EEAG, Directorate Equality Groups (DEGs) and Trade Unions. The draft Strategy was provided to CLT and Council Overview and Scrutiny Committee for comment in September 2013.</p> <p>Data has been used from a number of sources to inform the strategy, including the 2011 Census and Joint Strategic Needs Assessment.</p>
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Key impacts (positive and/or negative) on people with protected characteristics	The <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i> is expected to have a positive impact on all groups of people with protected characteristics in Surrey by setting the Council's priorities on Equality and Diversity and embedding Fairness and Respect in Council services and in its workforce. Through setting priorities aligned with the Council's Corporate Strategy <i>Confident in Our Future</i> , the Strategy features some protected characteristic groups more prominently; notably older people, younger people and people with disabilities.
Changes you have made to the proposal as a result of the EIA	N/A
Key mitigating actions planned to address any outstanding negative impacts	Progress against the priorities in the Strategy will continue to be reported twice yearly and will be published on the Council's website. Work to identify specific measures for the Fairness and Respect priorities will be undertaken with the External Equality Advisory Group a workshop session in November 2013.
Potential negative impacts that cannot be mitigated	N/A

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SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES****LEAD OFFICER: PETER MILTON, HEAD OF CULTURAL SERVICES****SUBJECT: COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT****SUMMARY OF ISSUE:**

1. As part of the Libraries Public Value Review 10 libraries were identified to become Community Partnered Libraries (CPLs).
2. Cabinet agreed on 24 July 2012 to implement this recommendation to ensure a sustainable future for those libraries, based on the county council's model. Cabinet also requested a progress report on implementation, to follow in 2013. The 10 locations identified were Bagshot, Bramley, Byfleet, Ewell Court, Lingfield, New Haw, Stoneleigh, Tattenhams, Virginia Water and Warlingham.
3. The Library Service has now successfully launched Community Partnered Libraries at 6 of the 10 designated libraries: Stoneleigh, Byfleet, New Haw, Tattenhams, Virginia Water and Warlingham.
4. Discussions with the remaining four libraries are at varying stages of negotiation and implementation.
5. A more detailed report was provided to the Communities Select Committee on 26 September 2013 for their consideration and debate.
6. This report outlines progress made to date in implementing the decision.

RECOMMENDATIONS:

7. It is recommended that Cabinet, having taken account of the equalities analysis set out in the impact assessment and update:
 - a. Endorses the vote of thanks expressed by the Communities Select Committee¹ and Library Service to all volunteers who have been involved with the success of this initiative.
 - b. Notes the progress made in implementing its decision on 24 July 2012 establishing 6 out of 10 Community Partnered Libraries, and looks forward to the remaining 4 libraries opening as CPLs.

¹ On 26 September 2013

REASON FOR RECOMMENDATIONS:

8. Implementing the CPL policy has marked a major step change in how access to library services is delivered in Surrey. Working with CPLs is providing both libraries and SCC with new learning experiences in how community led provision can make the range of services offered at these libraries more accessible and diverse, helping to improve services in the future.
9. Implementation has also required substantial input from the Council's Legal and Property services, and support from Finance, Audit and Insurance. Introducing, supporting and developing the CPL model has involved all aspects of the Library Service and has led to a number of improvements. These include training and how library staff working with volunteers, as well as a clearer vision of how libraries in general can maintain their position at the heart of their communities, as community hubs, in a changing world.
10. The successful implementation of CPLs, at six libraries to date, is a reflection of the hard work and dedication of the council officers involved, and the commitment of the CPL steering groups and volunteers.
11. Evidence from customers and volunteers indicates that the CPLs are a valued complement to the Surrey library network, operating with a renewed sense of purpose and vigour and with ambitious plans for future development.

DETAILS:
National Context

12. Library services across the UK are looking to respond effectively to the changing ways that customers are using their services, including the expansion in the use of virtual services by library users. Many small libraries are suffering a decline in their traditional use, but remain valued and supported by their local users.
13. Ongoing financial pressures also require all local authorities to focus on ensuring their library services are sustainable for the future.
14. Surrey's approach to the challenging economic climate has been to find new ways to sustain the current library network, and to increase community involvement in services.
15. Many other authorities have however made significant cuts to library services. Research² suggests that during 2011/12 more than 200 libraries had been closed across the country. The trend is expected to continue, with the Library Campaign suggesting at least another 300 are under immediate threat.
16. Research conducted by the Arts Council³ has highlighted the growing number of community libraries emerging across England⁴. More than one in three library authorities now have at least one community library operating within their area.

² <http://www.thebookseller.com/news/library-campaign-warns-library-slaughter.html>

³ The Arts Council took on the functions of the Museums, Libraries and Archives Council in 2011

⁴ <http://www.artscouncil.org.uk/what-we-do/supporting-libraries/library-of-the-future/>

The Arts Council have stated that more than 425 community supported and managed libraries are either already operating or planned. This equates to approximately 12 per cent of all public libraries in England⁵.

Policy context: Envisioning the library of the future

17. The Arts Council identifies the essential elements that should define a successful public library as having:

- A safe, creative community space that is enjoyable and easy to use, in both physical and virtual form
- An excellent range of quality books, digital resources and other content
- Well-trained, friendly people to help users to find what they want either independently or with support

18. Their four priorities for public libraries in the future are:

- Placing the library as the hub of a community
- Making the most of digital technology and creative media
- Ensuring that libraries are resilient and sustainable
- Delivering the right skills for those who work in libraries

19. This profile of a successful library of the future corresponds closely to Surrey's approach. Surrey's CPL initiative is characterised by high levels of ongoing support that empower local communities to deliver a quality and responsive local service. This is a long term commitment to partnership, which will evolve and change over time.

20. The Arts Council have produced Guiding Principles for authorities considering community libraries. Their case studies⁶ highlight good practice to enable a community library to be part of the local network, and Surrey's model for CPLs includes all of these aspects.

Benefits of the Surrey model

21. As outlined below in paragraph 25, Surrey's Community Partnered Library model is one of the best-resourced models nationally.

22. In developing the Surrey approach, officers looked at models emerging across the UK. The level of ongoing support from the local authority that each community library receives varies considerably. Some are required to fund the premises and provide the book stock, and customers at some libraries are unable to access the wider library network. It should be noted that more recently other library authorities have been launching partnerships very close to, or identical to Surrey's model, recognising the high level of support that will help make these libraries a success.

23. Surrey's CPL model is based around providing the customer with the tools they need in order to be able to self-serve, using the self-service kiosks, public access terminals, and wifi. Additional support for those who require it is readily available

⁵ <http://www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/community-libraries-learning-experience-guiding-principles-local-authorities>

⁶ <http://www.artscouncil.org.uk/what-we-do/supporting-libraries/community-libraries-research/>

from volunteers. As set out in the 24 July 2012 Cabinet report, the revised procedures that have been developed for CPLs mean that there are no processes that cannot be delivered through a CPL as compared to a Surrey County Council-staffed library.

24. Each of the CPLs enters into a Memorandum of Understanding (MOU) between Surrey County Council and the Community Partner, which defines the respective roles and responsibilities for the library. The responsibilities and duties captured in these documents are set out in greater detail in the 24 July 2012 Cabinet report.

25. Surrey County Council continues to provide:

- The library building and pay its running costs.
- Stock, including books, talking books and audiovisual items that form part of the prevailing offer (as demand for formats changes). These are refreshed with new and recirculated titles on a regular basis.
- Connection to the libraries IT network, including the resources of the virtual library (access to SCC's interactive catalogue, and full range of self-service borrower account management functions, electronic information resources, e-books and e-audiobooks); connection to the library automation system's self-service system for borrowing and returns, internet connected PCs for public use, and Wi-Fi broadband for public use. SCC also provides access to IT troubleshooting.
- Self-service kiosks are used as the book issuing and return system, which is easy for volunteers to learn and reduces the training burden for very large numbers of volunteers. Self-service also avoids data protection issues. The majority of transactions are self-service but if needed users can access their own records independently using the public access terminals or personal device through wifi. They can also access their records with support from a volunteer using the library's laptop. This enables the full range of services still to be provided via self-service.
- Professional library development team support for library services and activities, e.g. help with running the Summer Reading Challenge.
- Training and development for the steering group and volunteers, both initial and ongoing. The CPLs in Surrey are supported directly by the CPL Support Team. In addition to the training, the team provides on-site support, including a member of staff from the CPL team present in the library to train, advise and update for 20% of its opening hours. Volunteers can also contact the support team through a helpline for the remainder of the opening hours.
- Each Surrey CPL is "buddied" with a designated link library for advice, guidance and some administrative functions.
- In addition to the CPL Support Team, the CPLs and their users have full access to the Library's professional support, including Enquiries Direct, and the Library Services' Property, Environment and Stock Team (PEST) and other cross-service teams.
- Use of the contact centre for queries about SCC services.
- Some flexibility is available around the arrangements to manage and run the library. Of the CPLs which have started so far, five have chosen to be entirely volunteer-led and supported. At Warlingham, the model is that Warlingham

Parish Council raises funds for a single member of staff to work alongside and supervise volunteers while the library is open. Warlingham Parish Council work to raise the profile of, and increase use of the library services and library building.

- All CPLs sign up to a lease or licence and a memorandum of understanding which provide a common framework for working together with SCC and defines which policies and legislation are obligatory. While good practice and legislative requirements, including policies around equalities and access are followed by all CPLs, steering groups have also developed local policies and procedures e.g. recruitment of volunteers. As these libraries remain part of the library system some technical policies, such as minimum IT security standards, are also required to be consistent with the main service.

Impact of the six established CPLs

26. Each steering group demonstrates local variation in approach and emphasis but common themes have emerged:

The CPLs remain highly valued local services with strong community support and involvement

27. CPLs enjoy an enhanced profile in their communities, benefitting from their volunteers' local knowledge, contacts and influence. There is evidence that the CPLs are responsive to local and individual needs. All have proactively undertaken outreach and promotional work, most notably with schools. Locally, interest and commitment has been sustained and grown. Community focussed events, promotional activities and materials, and the use of the local library as a venue for other community services, have all contributed to the placing of these libraries at the heart of their community:

“The library is a good community resource. It is well positioned in the centre of the village, has good facilities and a welcoming feel. The changeover to CPL has gone well.” (New Haw)

The CPLs have sufficient numbers of competent and enthusiastic volunteers

28. There has been no difficulty with recruiting volunteers and turnover has been very low.

29. There have been virtually no complaints received by the Library Service relating to the CPLs, and none of these reflect on the volunteers themselves. The volunteers have consistently met their responsibilities, with very few minor problems with opening hours.

30. Most of the CPLs advised that while recruitment is not seen as a challenge, Saturdays and to a lesser degree Fridays, are less popular days for volunteering, but this is being managed.

Training and support arrangements are enabling CPLs to maintain high standards for library users

31. Volunteers receive initial and ongoing training and support from the Library Service's professional CPL Support Team. As a result, volunteers have the tools and techniques to either resolve enquiries directly, or refer onwards to the CPL Support Team or their Link Library.

32. For specialist enquiries, where the assistance of a trained library professional, or qualified Librarian is required, CPLs are trained to refer customers to Enquiries Direct. This is standard practice in all Surrey libraries, as qualified Librarians have not been based in the libraries themselves since 1981.
33. Initial training has been continuously revised and updated following feedback from volunteers. Originally more 'classroom' focused, it is now delivered in a highly interactive style and comprises a mix of 'classroom' based and on the job training, supplemented with refresher modules and handbooks. See section on training for more detail.
34. SCC provides 100% support presence during implementation and training, and starts to decrease support hours per week by mutual consent as the volunteers grow in experience and confidence. When fully trained, a support team presence is maintained at 20% of opening hours every week.
35. Representatives from the steering groups acknowledge the high levels of ongoing support from the county council.
36. Steering Groups are planning rotas effectively to ensure a balance of skills and a consistent service for the public. Individuals are supported to deliver roles they are comfortable with. Many steering groups hold social events for volunteers to build the sense of team ownership.

Volunteering is having a positive personal impact on many volunteers

37. There is evidence that for some volunteers, their role with the CPL has been instrumental in reducing loneliness, building confidence and developing employment skills. A number of volunteers have successfully progressed into employment, including one volunteer joining the county council's Library Service.

"Joining the library has transformed my life," (Comment from a volunteer who was dealing with bereavement).

Volunteers are bringing greater diversity into the libraries

38. The Library Service has asked volunteers to complete an equalities monitoring form. Responses received so far indicate that while predominantly female, older and white British, volunteers comprise a much wider range of ages than previously. For example, 7% are aged 14-18 and 15% aged 70 and over. In addition, volunteers come from a range of ethnic origins, including Asian, Black and Mixed ethnicities. 9% of volunteers who have responded to date have disclosed a disability.
39. There has been an increase in the proportion of males among volunteers compared to branch library staff, with evidence that this is having a positive impact. For example, at least two of the libraries mentioned that the most popular story-tellers were male. Initial equalities monitoring suggests around 12% of volunteers are male.
40. There has also been some success in recruiting younger volunteers, often from those following the Duke of Edinburgh programme. Stoneleigh in particular has established a young volunteer recruitment process with a dedicated coordinator and have a number of volunteers aged 14-18. Other libraries are also looking to recruit younger people.

Library users are benefiting from an improved internal environment at the CPLs.

41. Many of the public comments reflect the “buzz” that these libraries have. This is due in part to the enthusiasm of the volunteers, but also to them successfully working with the Library Service’s Property, Environment and Stock team. Internal improvements include coffee machines, reading and social areas and modernisation of children’s areas.

CPLs are making children, young people and families a priority for increased use.

42. All six established CPLs are aiming to increase the library’s appeal to younger people and families, and have been supported by the Library Service to take a pro-active approach to local schools. This has included talks at assemblies, involving pupils in library activity and parent representatives who promote the library in schools, and other groups.
43. In addition, the Summer Reading Challenge has been a significant success across all of these libraries with typical numbers for enrolment upwards of 25% improved on the previous year. There is a strong belief that this has driven up not just visits to the library from children and young families but also active enrolment and borrowing. Rhymetime and story times for younger children are also recording increased attendance and, at Byfleet, an additional weekly session has been set up to meet demand.

“Lovely, it’s a homely place and so welcoming.” (8 year old, New Haw)

Learning points

General requirements

44. The CPL process was always recognised as breaking new ground and presenting new challenges for the county council and this has proved to be the case in many instances. This has led to some frustration that the different timescales of the various interdependent separate service inputs required has meant some groups were delayed and communication proved difficult.
45. A shared understanding has had to be established that, as these libraries remain maintained by SCC with very tight budgets and heavy workloads, timescales to effect repairs or deliver improvements are sometimes longer than partners wish, causing them concern and frustration.

Wider participation in the library network

46. All of the steering groups confirmed that they see themselves very much as complementary to the council’s network of libraries. Relationships with the link libraries are largely positive, though there is scope for closer working for some.
47. Steering groups suggested that contact with the wider SCC library network is less frequent, although CPL engagement with service wide schemes such as the Summer Reading Challenge has enabled them to meet and be briefed as part of a wider library group.
48. The CPLs have met as a group a few times and local groupings established more frequent contact, particularly while they were developing. Facilitating networking

and on-line learning for the CPLs are two areas which the Library Service plans to expand in the coming months.

49. As the remaining CPLs come on stream, the Library Service is planning to increase opportunities for contact across the CPLs. In addition, New Haw is planning to organise a conference in spring 2014 for all of the CPLs.

The remaining 4 libraries

50. The remaining four libraries for community partnership status are at various stages of development and negotiation.
51. Specific issues at each of the remaining four libraries have affected progress. Work is ongoing to resolve these issues.
52. It is hoped that start dates can soon be agreed for Bagshot and Bramley, with further work required to progress implementation at Ewell Court and Lingfield. Further detail is included in Annex One.

Performance management and monitoring

53. The Library Service continues to work closely with CPLs to support and monitor performance as per the Memorandum of Understanding. See Annex Three.
54. The six existing community partnered libraries came on stream in stages starting with Byfleet in September 2012. To demonstrate the change in use of all existing CPLs, the figures shown are based on the seven months (February to August) since the latest CPL opened. For comparison the same seven months were used for 2011 and 2012.
55. The first six CPLs to launch were:
 - Byfleet September 2012
 - New Haw October 2012
 - Tattenhams November 2012
 - Virginia Water January 2013
 - Warlingham January 2013
 - Stoneleigh February 2013
56. While in 2012, visits showed an overall decline compared to the same period in the previous year, there are encouraging signs that in recent months, CPLs have seen an increase in the number of visits, compared to the same period last year.
57. With the continued increase in use of the virtual library, physical issues across Surrey's library network have decreased, though to a lesser extent than the national average⁷. At CPLs, the level of decline in issues slowed in 2013, and latest available figures for August 2013 show a slight upturn on the same time the previous year.

⁷ CIPFA 2011/12 compared to 2010/11 statistics show 4% decrease for England and Wales, against a 1% for Surrey.. 2012/13 data will be available shortly.

Library Service Support and Training

58. The Community Partnered Libraries Support Team provides initial and ongoing training, advice, guidance and monitoring to the CPLs.

Initial training

59. Initial training is delivered via 3 classroom sessions, of 2 hours each. Training is aided by the production of handouts, which are given to all trainees, and question and answer sessions as well as practical learning. This training includes essential health and safety, fire, equalities and legal information and takes place before launch. Typically this requires around four hours, over two sessions and is usually delivered to groups of 16-20 people.

60. Pre start 'Speed Training' is delivered to familiarise volunteers with the 'tools' in their library and includes till training, stock overview, kiosk training, on line reference shelf and SCC website. This takes place in a two to three hour session for each volunteer, again usually done in groups of 16-20 and as close to launch day as possible. This 'live' practical training takes place in the library, with volunteers working alongside members of the CPL Support Team.

61. Attendance at the volunteer training delivered to date at the six currently operational CPLs has been nearly 1200 across all sessions and visits.

62. Following the classroom sessions, volunteers are provided with substantial 'hands-on' support by a member of the CPL Support Team. This intensive support continues for many weeks, while the volunteer builds knowledge and confidence. A member of the CPL Support Team is at the library for 100% of its opening hours, until both parties are confident that the level of support can begin to reduce.

On-site support

63. SCC provides 100% support presence during implementation and training, and starts to decrease support hours per week by mutual consent as the volunteers grow in experience and confidence. When fully trained, support is maintained at 20% of opening hours every week with a support team presence.

64. The purpose of the support team presence is to be a regular point of contact to provide ongoing advice, guidance and help, and is not intended as a replacement for the day to day service being provided by the community partnership.

Ongoing refresher training

65. Ongoing mini-modules, such as common scenarios and a quiz, supplement and refresh classroom training. Updates are cascaded through Steering Groups and posted in the staffroom where appropriate. There is also a range of ad hoc training delivered by CPL Support Team members as part of their on-site support or in response to specific requests or needs.

66. Each library receives a procedure manual – *Essential Information for Volunteers* – which is maintained and updated by the CPL Support Team.

67. Training is also delivered on other service initiatives and in response to individual CPL priorities. All have received training for the Summer Reading Challenge, but to date training has also been delivered on Rhymetime, leaflet and information management, Frontline, Stock management and the Reminiscence collection. Visits have also been organised to key resources such as the Surrey History Centre, Performing Arts library and Enquiries Direct.

Continuous Improvement

68. Initially the training was delivered in a classroom style with little interaction with the volunteers. Following feedback, it is now delivered in a much more interactive style, and feedback from volunteers demonstrates they find this approach more effective for their learning.

69. One of the ways that the training plan has evolved is in learning about equality and diversity. Feedback from volunteers demonstrated they had personal experience of supporting people with a protected characteristic, as defined in the Equality Act 2010, such as a disability. As a result, sessions now involve volunteers being encouraged to share their personal views and experiences – whether negative or positive. This has had a huge impact and has helped volunteers to understand, for example, how to respect someone using a wheelchair and treat them with dignity, and the impact of blocking spaces.

70. This approach has led to very honest training sessions where volunteers are gently challenged on their opinions without feeling exposed. Feedback on their evaluation forms has demonstrated that they find the training helpful and thought provoking.

71. By monitoring of statistics in the CPL quarterly reports, the service is in a position to identify and address any decline in use of any of the library's specialist services, such as large print or spoken word. To date no such issues have emerged.

72. There has been one safeguarding issue relating to a vulnerable adult, which was dealt with appropriately. The Library Sectors Manager contacted the Safeguarding Board and, as a result, a programme of training was agreed for library staff, including CPLs. The first session has been successfully delivered via an external trainer at Tattenhams CPL.

73. The Equality Impact Assessment conducted to inform the 24 July 2012 Cabinet decision identified the need to rollout the comprehensive equalities training developed for volunteers to the county council's library staff. The Library Service is currently evaluating the equalities training delivered to volunteers to adapt this to train Library staff. An initial pilot has had very positive feedback.

CONSULTATION:

74. Steering Groups at the established CPLs were offered the opportunity to input into this progress review through individual interviews and all accepted. The Library Service has sought honest and open feedback and therefore these interviews were conducted in August 2013 by a Policy Manager from Customers and Communities who has no direct involvement with the CPLs.

75. Customer input is also included in the report – via the customer surveys, as well as a selection of comments made to the Policy Manager when talking to customers in the library.

RISK MANAGEMENT AND IMPLICATIONS:

76. The risks associated with the transfer of libraries to CPLs have, and will continue to be assessed, and managed for each library. The library service continues to work with communities and the relevant county council departments to manage these risks.

Financial and Value for Money Implications

77. Surrey County Council has always made it clear that the CPL initiative had two drivers: - 1) to increase the cost effectiveness of the use of the library budget, and 2) to find a dynamic and sustainable solution for the future of ten libraries which were previously on the margins of sustainability.

78. The council continues to provide the same level of support services to CPLs, this includes providing the building and paying its current running costs, as well as stock, and IT. The introduction of self-service is standard policy across Surrey libraries, and this includes CPLs, which have all had self-service kiosks fitted.

Staffing implications

79. Once all ten CPLs are up and running, the Library Service will save £381,000 per annum on staff costs. As not all CPLs are up and running and there have been one-off implementation costs as noted below, these costs are funded from within the service's current budget.

80. Implementation has been largely driven by the CPL Support Team. By restructuring, the Library Service has been able to create the CPL Support Team based on existing resources, and met from within the service's existing budget.

81. Any additional staff training, for example, training staff at link libraries how to support the CPLs has been carried out within the Library Service's normal staff training activities and budget.

Set-up costs met from within the Library Service budget

82. The Library Service has incurred two additional costs:

- a) Refunding public liability insurance purchased by the community partners as required by SCC at an average cost of £400, and;
- b) Providing each CPL with a laptop for operational purposes.

Other costs

83. All CPL libraries also have new door access controls and other minor improvements to assist volunteers. These one-off costs total £43,182 to date.

84. To provide an acceptable condition for transfer, the council has brought forward essential maintenance and other building works at the CPLs. This includes redecorating, boiler works, replacement windows, upgraded lighting etc. The total cost of this work to date is £103,487.

Section 151 Officer Commentary

85. The Public Value Review of Libraries identified Community Partnered Libraries as one of a number of opportunities to improve the cost effectiveness of the library service and the sustainability of 10 small libraries in the longer term. At this time assumptions were made regarding the achievability of these proposals, the expected timescales for implementation and the estimated financial impact. The delays to implementation have meant that support is being provided by the Library service for longer than originally expected, these costs are funded from within the service's current budget. There are no new financial implications arising as a result of this report updating Cabinet on the progress made to date.

Legal Implications – Monitoring Officer

86. The Cabinet made the decision to establish CPLs at ten libraries at its meeting in July 2012. This report is noting the progress of the implementation of that decision. The statutory duty under the Public Library and Museums Act 1964 is for the Council to provide an efficient and comprehensive library service available to all those who wish to make use of it provided that they live, or work, or are in full-time education in the Council's area. The decision to establish CPLs in the identified libraries has been and continues to be compliant with this duty

87. Reference is made in the equalities section to the public sector equality duty which continues to be an important consideration in delivering this service. The section sets out the actions that are being taken to ensure that this duty continues to be complied with.

Equalities and Diversity

88. The public sector equality duty applies to the Council's ongoing implementation of the CPL policy. There is a continuing need in providing this service to have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations for such groups, and eliminate any unlawful discrimination.

89. A detailed Equalities Impact Assessment (EIA) was provided to Cabinet on 24 July 2012 to inform the decision to proceed with implementing the CPL policy. Members are asked to refer to this document for a full analysis of the equalities issues identified and the mitigation measures identified. The Library Service continues to monitor the action plan arising from this EIA, with formal reviews completed in January and August 2013. The updated EIA Action Plan is shown in Annex Two.

90. In addition, the Library Service has sought feedback from Surrey's Empowerment Boards during the summer 2013. The Services has also reflected upon the equalities issues that were identified by the EIA and how any relevant issues arising during implementation have been addressed.

Other Implications

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	All Surrey libraries remain open and able to assist children and their carers with reading, literacy, and information.
Safeguarding responsibilities for vulnerable children and adults	Training programme for staff and volunteers being set up, in collaboration with Safeguarding Board. First session delivered at Tattenhams.
Public Health	Volunteering at CPLs has benefits for health and wellbeing, as documented in this report.
Climate change	Retaining cost-effective local services reduces travel
Carbon emissions	Lending books is an effective way of reusing, reducing the number of books that are bought and then discarded.

WHAT HAPPENS NEXT:

- 92. The Library Service will continue to work towards implementation at the four remaining CPLs. It is hoped that Bagshot will be able to launch this year. Surrey County Council is endeavouring to achieve a launch for Bramley before March 2014.
- 93. Delays at Ewell Court and Lingfield have been due to property-related issues, and all parties are keen to move forward. The Library Service will continue to work with representatives for Ewell Court and Lingfield to progress implementation.

Contact Officer:

Peter Milton, Head of Cultural Services, tel:020 8541 7679

Consulted:

Susie Kemp, Assistant Chief Executive
 Rose Wilson, Library Operations Manager
 Allan Wells, Lead Manager Legal
 Susan Smyth, Strategic Finance Manager
 Andy Tink, Senior Principal Accountant
 Liz Hart, Services Delivery Manager, Estates and Property Services
 Steering Group representatives at Byfleet, New Haw, Stoneleigh, Tattenhams, Virginia Water and Warlingham
 Communities Select Committee 26 September 2013

Annexes:

Annex One – Commentary on each CPL
 Annex Two – EIA Action Plan update
 Annex Three – Performance Management and Monitoring summary
 Annex Four – Performance Management at each CPL

Sources/background papers:

- Interviews with representatives of each of the six active CPLs using pre-scripted questions and drawing in comments and views from volunteers and library users as well.
 - Library Service Performance Data
 - Customer surveys
 - Envisioning the Library of the Future, Arts Council
<http://www.artscouncil.org.uk/what-we-do/supporting-libraries/library-of-the-future/>
 - Community Libraries Research, Arts Council
<http://www.artscouncil.org.uk/what-we-do/supporting-libraries/community-libraries-research/>
 - Report to Cabinet and Equality Impact Assessment - Public Value Review of Surrey Libraries, February 2011
[http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=467&DF=01%2f02%2f2011&A=1&R=0&F=embed\\$Item 12 - Public Value Review of Surrey Library Service.htm](http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=467&DF=01%2f02%2f2011&A=1&R=0&F=embed$Item 12 - Public Value Review of Surrey Library Service.htm)
 - Report to Cabinet and Equality Impact Assessment - Community Partnered Libraries, July 2012
[http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=485&DF=24%2f07%2f2012&A=1&R=0&F=embed\\$Item 6 - Public Value Review Surrey Library Service - Community Partnered Libraries.htm](http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=485&DF=24%2f07%2f2012&A=1&R=0&F=embed$Item 6 - Public Value Review Surrey Library Service - Community Partnered Libraries.htm)
 - Communities Select Committee – CPL Progress Report September 2013
<http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=172&Mid=3293&Ver=4>
-

Detailed commentary on each CPL

1. The established CPLs

Library	Byfleet
Launch date	Sept 2012
Number of volunteers	50
Commentary:	
<ul style="list-style-type: none"> • First CPL to launch • Thriving Friends group of around 100 people and, whilst not a requirement, all the Volunteers are also part of this group. • Has well used Heritage room, which provides facility for community and income stream for the library • Partial refurbishment has created seating and coffee area • Extended opening hours, including Sundays • Linking in with local events, e.g. opening early on the day of the Ride Britain cycle race and serving tea and coffee to spectators. • Now offer Rhymetimes for two sessions per week instead of one. • Future plans include the further development of the heritage room and reading area as hireable spaces, and the introduction of junior reading groups and storytimes for 5-8 year olds. They are planning a special event for the Reading challenge closure • Byfleet management team would like more consultation before service wide decisions are implemented, e.g. removal of card sales. 	

Library	New Haw
Launch date	October 2012
Number of volunteers	71
Commentary:	
<ul style="list-style-type: none"> • NHCPL is a Limited Company with charitable status, after receiving initial legal advice from Runnymede Association of Voluntary Services (NSVS), they took external legal advice. • Undertook Community Needs Analysis and published the results in March. The key aims of this were to raise awareness for the CPL and to seek public views on the facilities and opening hours as an informed basis for future development. The findings suggested that the library is well regarded in the local community and meets local expectations well. Among the recommendations now under consideration are the potential for extending opening hours, further improvement and use of the hireable rooms and the production of an overall Business Plan. • Aim to make use of the skills that the volunteers bring, such as IT and business skills and experience • Future plans include using the library as a community hub and hosting a variety of community events. Also planning to forge partnerships with local community organisations. Intend to create a quiet room with coffee facilities for quiet reading and computer use. 	

- Since opening as a CPL last year, the NHLCP have steadily increased the number of room hires at the Library. They have a range of local, regular, weekly business and social hirers, including Yoga, drama classes and also now hire to a registered charity. The Friends of the Library hold a wide range of regular events. The feedback from hirers is positive, and NHLCP intend to increase bookings.
- Raised the issue that they do not have enough advanced notice about the days the CPL Support Team will be on site. The library service is working on improving this.

Library	Tattenhams
Launch date	November 2012
Number of volunteers	65
Commentary:	
<ul style="list-style-type: none"> • First AGM being held in early September • Established as a Charitable Trust • The Volunteers are bonding with each other and the users of the library. They get very positive feedback from library users • Launch event included zumba session in the library, and there is an ongoing social programme. • Have support from local businesses, including ASDA, who have attended fun days, display library leaflets and have provided prizes. • Pupils from Beacon School designed the library's new logo • Some frustrations expressed at perceived delays in moving two public access terminals to a quieter part of the library. • Frustrations noted concerning advice given regarding business rates. • Future plans include more social events, building a programme of speakers, and considering an annual village fete. 	

Library	Warlingham
Launch date	January 2013
Number of volunteers	46
Commentary:	
<ul style="list-style-type: none"> • Operates under a slightly different model to the other CPLs – is run in partnership with the Parish Council, who funds two paid posts to support the volunteer workforce for the library's total opening hours. • Staff are provided via Oxted, which is Warlingham's designated link library. • Additionally, the Parish Council fund a 6 hour per week Volunteer Coordinator. • Uses parish newsletter to promote the library • Have visited school assemblies to help raise the library's profile. • Future plans include increasing the amount of out of hours use, although the building design limits the amount of space available to offer other community activities. Also intend to offer police surgeries, CAB outreach, and bereavement support from a local funeral director. • Has had recent redecoration, including replacement windows. • Some further signage still outstanding. • Have raised concerns that not having access to the library database is limiting what 	

they are able to offer, including ordering books for requests. Considers that the data protection issues surrounding this could be overcome with training and safeguarding.	
Library	Virginia Water
Launch date	January 2013
Number of volunteers	53
Commentary:	
<ul style="list-style-type: none"> • Work is starting on incorporating additional space within the building into the library's public area. Work is expected to conclude in time for a Christmas opening. The new area will include a coffee area, new community room and two toilets, one for public use. • Volunteers are aged from 15-16, to over 90 years old. • Volunteer sub-committee manages the volunteers on a day to day basis. • Have been working to raise the library's profile – attending local fete, articles in the Parish magazine, providing a venue for contact with the local press, and local police surgeries. Also, visits to local schools and enhanced children's activities, and a visit from the local MP. • Produces regular newsletter for their volunteers. • Now opening on Wednesday evenings. • Library Service's Information Team ready to train volunteers on resources available to businesses to support people looking to set up businesses. 	

Library	Stoneleigh
Launch date	February 2013
Number of volunteers	57
Commentary:	
<ul style="list-style-type: none"> • The library has been run with volunteers from February 2013, but has not yet been fully launched as a CPL as the Memorandum of Understanding and licence has not been signed due to an ongoing property-related issue relating to an offshore landlord. As a result, the county council retains a responsibility for maintaining a staff presence. • The library has had a refit and reconfiguration of key areas, such as the children's area. This refit has also provided more flexible space that can be used for income generating activities. • There remain 2 outstanding property-related issues to be resolved. • Have established a dedicated 'Young Volunteer Coordinator' and targeted approach to recruiting young volunteers. • Future plans include enabling young people to have a greater say over stock and facilities for their age group. • Well-used community room • Producing a stock wish list with the library service, to make use of the £1,500 that the service is making available to each CPL for local stock selection. 	

2. The remaining 4 designated CPLs

Library	Bagshot
Commentary	
<p>Surrey County Council has been involved for some time in discussions on all aspects of community partnered libraries with the Friends of Bagshot library who had formed a new organisation, having expressed an interest in running the library.</p> <p>In recent weeks the Friends have expressed concerns about their capacity to undertake this task. Windlesham Parish Council have stepped forward and offered to take the project forward and Surrey County Council are now in discussion with their steering group around how to open Bagshot library as a community partnered library in November this year.</p>	

Library	Bramley
Commentary	
<p>Bramley Parish Council has raised concerns about the future of Bramley library as a CPL and how much autonomy they would have to run the library. The council has sought to address these concerns within its legal obligations as a public body.</p> <p>While final agreement on the Lease and Memorandum of Understanding has not yet been reached, property and library officers have been working with members of Bramley Parish Council on building repairs and setting up training. Surrey County Council is endeavouring to achieve an opening before March 2014.</p>	

Library	Ewell Court
Commentary	
<p>The Ewell Court Group have been very keen to start training for some time and have raised concerns about their ability to hold the interest of their volunteers until they can get started.</p> <p>Two property-related issues, the lease and improvements to the listed building have halted progress, and as yet there is no projected start date</p>	

Library	Lingfield
Commentary	
<p>The library occupies space within the Lingfield Guest House which was left in trust to the Council by the previous owner in his will. Although there was local concern regarding this 'special status', the terms of the Trust do not include the delivery/management arrangements for the library and do not preclude a CPL from being established. As indicated in the will, The Guest House has to be used for specific purposes which include use as a Public Library or Museum, and in general for antiquities which may have local or County interest.</p> <p>In response to resolving other issues regarding the building, the Leader of the Council has decided (at the Leader's decision making meeting on 15 October 2012) that the County Council should no longer continue to be the sole trustee and that instead it would appoint as trustees individuals nominated by each of the relevant local Councils, and by the Surrey Historic Buildings Trust, together with local independent trustees to manage the Trust.</p>	

The County Council is currently putting these new management arrangements in place and there is now an imperative to progress the arrangements for the implementation of the Cabinet decision for Lingfield Library to be a Community Partnered Library. Although there has not been any direct contact with the library service regarding the development of CPL arrangements the local member has advised that there is interest in the local community.

Trustees of the Guest House will continue to be responsible for looking after the Guest House building - and the Will provides that any income arising from the Trust property should be applied in or towards the maintenance and repair of the Guest House, the gardens and contents. However, the running of the library itself is not something included in the scope of the responsibilities of the Trustees as set out in the Will and service delivery of the library has been financed by the library service. Therefore there will need to be two distinct organisational structures for the two different responsibilities - and a group or organisation representative of the whole community will need to be developed that is able to run the library under SCC community partnered library arrangements. The county library service will now set up public meetings to start gathering the interest and support of the local community for the CPL.

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Updated EIA action plan

Main equalities issues identified in July 2012 Equality Impact Assessment

8

1. Four main issues were identified, that had the potential to result in positive, negative and/or neutral impact on persons with protected characteristics.

A - Recruitment, training and management of volunteers:

2. The main concerns raised were:
 - The level of training volunteers would receive.
 - The impact from volunteers working shorter and less frequent shifts than staff.
 - The number of volunteers in the library at any one time.
 - The level of supervision and ongoing county council support.
 - Whether there will be adequate supervision and oversight of volunteers.
 - Concerns that vulnerable adults and their carers may have safeguarding concerns about using a library run by volunteers rather than paid staff.
3. Concerns were particularly focussed on CPLs' abilities to adequately support the frail elderly, children, and people with disabilities, as well as people seeking information on sensitive matters, such as sexuality or family breakdown.
4. The EIA detailed the mitigation put in place by the service to combat these potential negative impacts – notably the high levels of continuing support in relation to training and performance management, access to a wide range of library services such as the online catalogue and Enquiries Direct for information enquiries, and the continued commitment to maintain and rotate the stock.

B - Access to services

5. The main concerns raised were:
 - Removal of the library management system and associated functions e.g. accessing borrower history.
 - Whether the self-service kiosks would present a barrier to using the library for some customers and whether CPLs could support customers adequately to use them.
 - The number of public access computers.
 - Accessibility problems at Lingfield Library.
 - The continued provision of stock.
 - Whether volunteers can provide support to use other library services, such as the photocopier.
 - Loss of specialist expertise of paid and trained staff
 - Concerns were particularly focused on people who would be less able to self-serve, e.g. people with a disability, particularly a learning disability or visual impairment, and frail elderly people. While some customers have an alternative library nearby, customers at more rural/isolated branches may not find it as easy to use an alternative should they be discouraged from using the library once it is a CPL.

6. Mitigation to address these concerns centred around the commitment to ongoing high levels of support from training and on-site support from the Library Service, as well as the detailed work that had been conducted to revise procedures and ensure customers can continue to access the same range of services in a CPL as compared to a branch library. Further mitigation was also proposed, in the form of the continued provision of the building and book stock, including spoken word, hearing loops, housebound service, access to professional librarians via Enquiries Direct, and comprehensive online services.

C – Sustainability in the medium to longer term

7. The main concerns raised were:
- Whether sufficient numbers of volunteers will come forward and anxiety about any potential reduction in service levels if they do not.
 - Longer term ability to sustain adequate numbers of volunteers.
 - Concerns were particularly focused on the impact on sectors of the whole community if the library was closed. The EIA noted that any reduction in the service level would impact particularly on people less able to travel to an alternative or use online services, such as the elderly, people with disabilities, children and carers. People who find it hard to adapt to change, such as a person with a disability on the autistic spectrum would also find any such change upsetting.
 - Mitigation was again focussed on the ongoing support from the Library Service, performance management, and opportunities for CPLs to generate income.

D - Other issues arising from the EIA process

8. The main issues raised were:
- Requesting changes to, or expressing opposition with, the consultation process.
 - The joining process for people with no permanent address, such as some Gypsy, Roma and Traveller people.
 - Process for changing personal details for people undergoing gender reassignment or divorce.
 - Increasing use of the library service by under-represented groups, such as young adults.
 - Accessibility issues for people with a visual impairment.
9. Actions were identified to address these issues where appropriate, and this was included in the EIA action plan.

Reflection on issues arising in implementing the CPLs

10. The Library Service is satisfied that the mitigating actions identified in the July 2012 EIA remain sufficient to address potential negative impacts, particularly with the ongoing focus on continuous improvement around training.
11. As part of this mitigation, the service has put in place measures to ensure any further equality issues that arise are identified quickly, so that they can be managed. This includes regular meetings with steering groups, the on-site presence of the CPL Support Team, the ongoing analysis of customer surveys, and monitoring of comments and complaints.
12. The use of self-service is one area that continues to divide opinion. Some customers, particularly the elderly, would prefer to speak to a person, than use a machine. There has also been disappointment at losing some of the functions that could previously be achieved via the staff terminal. None of the comments received have suggested that the use of self-service has prevented them from accessing library services. Mitigation is in place and includes - volunteers are

readily available to support customers to use the kiosks, and can use the CPL laptop to log into the online library to access a borrower's account details, with the customer's consent.

13. Customer comments in the user surveys indicate that some customers have been disappointed at losing the named member of staff who had previously worked in the library. Many customers however, also praised the volunteers and their hard work, and none of the comments analysed to date have suggested that the presence of volunteers has prevented them from using the library.
14. Volunteers speaking at the Communities Select Committee on 26 September 2013 acknowledged that it was more difficult for volunteers to remember all their training, given that they are working less frequently than paid staff. The high retention rates of volunteers being reported by the Steering Groups indicates that this issue will reduce over time. In the meantime, steering groups aim to ensure a blend of skills and experience for all shifts, supported by a team leader, and all volunteers are encouraged to make good use of their link library, the CPL Support Team and Enquiries Direct for any queries about which they are unsure.

Empowerment Boards¹:

15. The Library Service has attended meetings of the Empowerment Boards over the summer 2013, to update the boards on progress implementing the CPLs, and talk to them about the numbers trained, how training is delivered, and feedback received.
16. Discussion with the Boards mainly centred around hearing loops, and the Library Service was able to confirm that each CPL had these in place.
17. The Boards asked about customer feedback, and the Library Service reported that public feedback had been positive.
18. Accessibility at Lingfield was also raised as an issue and the Library Service acknowledged this, and also discussed how to support customers to use the library there. The board also raised a query around stock at a non-CPL library.

Other issues arising:

19. The Property, Environment and Stock Team (PEST) has identified, and responded to, issues arising from CPLs wanting to change layouts where further consideration of the need to keep spaces accessible for wheelchairs etc. needs to be undertaken. These have been addressed as the refits and refurbishments have been implemented. Accessibility issues remain at Lingfield.
20. Work has been done to update the stock in the CPLs, and the service is proposing to offer them £1,500 p.a. to select stock of their choice. To date, this has been offered to Stoneleigh who are producing a wish list reflecting local priorities.
21. Anecdotal feedback from many volunteers has said that the social inclusion aspect of volunteering has made an important difference to their lives and given them a renewed sense of purpose. The service is setting up an online CPL community through the Knowledge Hub to enable volunteers to share experiences. A couple of volunteers have been able to secure permanent positions within the Library Service.
22. Warlingham CPL elected to run using a 'paid staff plus volunteer' model. Despite initial concerns from the Steering Group about the effect of removing the staff terminal, this model is also working well, and no equalities concerns have been raised.

¹ Surrey forums representing people with a range of disabilities

Monitoring of the July 2012 Equality Impact Assessment Action Plan

23. The Equalities Impact Assessment (EIA) Action Plan, produced in 2012 was reviewed and updated in February 2013 and August 2013.
24. Work is complete or underway on many of the agreed actions in the action plan, though workload pressures had delayed progress on some items.
25. The action plan is included below:

ISSUE 1. The current model for Community Partnered Libraries (CPLS) puts the local community in charge of recruiting sufficient numbers of suitable volunteers. Further actions could be considered to increase Surrey County Council influence over volunteer recruitment and management

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
1.1 Provide Steering Groups with a range of task descriptions and outcomes;	CPLs are supported with their volunteer recruitment. Volunteers have a clear sense of purpose. Customers benefit from an efficiently run library.	Operations Manager / CPL Sector Lead	Provide descriptions in July 2012	1.1 Complete. Range of job roles identified and information supplied to the steering groups as the team works with them.	N/A
1.2 Ask Steering Groups to provide a regular demographic breakdown of their volunteers, to include age, gender and ethnicity and review trends over time.	Better understanding of the demographic profile of volunteers.	As above	Request demographic profile as each CPL prepares for handover in 2012/13 Review demographics as part of the 12 month evaluation.	1.2 CPLs are recruiting volunteers – Kelly has opened conversations with Steering Groups regarding capturing demographic breakdown of their volunteers. There is a good gender balance, ethnicity is similar to paid staff in libraries. Many of the volunteers are retired but the groups have invited younger people to undertake their Duke of Edinburgh in the libraries. More work to be done	1.2 Form sent to all CPL steering groups to be completed anonymously by volunteers. 20-30 completed forms. CPL partners questioned the need for this information.

here to encourage Steering Groups to formally capture this information. It will be a snapshot in time, as the profile of volunteers will be changing as new volunteers start and others leave.

Some groups do not feel they have enough information about their service users – e.g. ethnicity etc.

Action - Design form to issue to steering groups to capture standard set of information about volunteer demographics. (KS)

Action - Issue form to steering groups and ask them to have the information in place for their April quarterly meeting. (KS)

ISSUES 2. Ensure CPLs (and all branch libraries) have information on site about district/borough carer projects run by Action for Carers so that they can provide this information when requested. Information should either be available at the branch, or volunteers should be aware and able to refer the enquiry to Enquiries Direct.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
2.1 Ask Library Managers at branch libraries to check they have this information and staff are aware	Effective signposting for carers seeking advice.	Sector Leads	By September 2012	2.1 Library Managers would know to call Enquiries Direct to search for this type of information.	Sector Leads advise that this information is available to all branches.
2.2 Provide information to Steering Groups for cascading.	As above	CPL Sector Lead	As CPLs prepare for handover in 2012/13	<p>2.2 Action Point to check. However the CPLs do call the helpline/Enquiries Direct (Edi) when faced with this type of enquiry – this is reassuring. Most steering groups have a training representative who will cascade this type of information.</p> <p>Action - KSB to check that Library Managers have the information to respond to this type of request.</p> <p>-Action - KS to double check that this is clear during training and when working with volunteers in the library</p>	Sector Leads advise that this information is available to all branches.

ISSUE 3. Assist Steering Groups to establish volunteer training with representatives from Surrey Independent Living Council (SILC) and Surrey Association for Visual Impairment(SAVI) and Royal National Institute for Blind People (RNIB) for additional training for volunteers in helping people with disabilities. This could also benefit existing Surrey County Council Library Staff as an addition to their current Equalities training and it would be worth considering offering this training to existing Surrey County Council Library Staff over time.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
3.1 Provide Steering Groups with the details for SAVI and SILC	Volunteers benefit from expert training advice.	CPL Sector Lead	Initiate if approved by Cabinet from August 2012	3.1 Not yet complete due to workloads and training. There is scope to involve suggested parties in the ongoing training. Action Point for KS	3.1 Ongoing
3.2 Review progress in end of year one evaluation	Customers with greater needs receive appropriate support.	Senior Management Information Officer (JB)	September 2013	3.2 Discussed and keen to pursue. Further experience within CPL Support Team now and through Gamesmaker training means that disability training now improved further – covering issues that are less visible, such as mental health conditions, MS etc. Action: - Make contact with SAVI/SILC to discuss (KS/KSB), by Summer 2013.	3.2 Sector Manager has attended most of the Disability Empowerment Boards and shared the training with them. Feedback has been positive and they have felt reassured by what the CPL team is doing with Volunteers. Volunteers themselves often have personal experiences of living with disabilities and have keenly taken on training. Safeguarding Training introduced and first session successfully presented by an external trainer at Tattenhams.

ISSUE 4. Share Mosaic profiling and other relevant library use data with the Steering Groups at the 10 CPLs to support them to target activities and programmes to their local community. Mosaic is a consumer classification system that gives access to demographic data.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
4.1 Discuss Mosaic profile at monthly meeting with steering groups to identify priority areas	<p>Steering Groups have a good understanding of their borrowers and local community.</p> <p>They can identify areas for focus.</p> <p>Customers benefit from targeted activities/information.</p>	CPL Sector Lead	As each CPL gets started in 2012/13	<p>4.1 Information has been shared with the steering groups at the regular meetings and by email.</p> <p>All have been doing extra events, and some like New Haw are conducting surveys into what their community wants from their library. Byfleet/Stoneleigh/Warlingham looking to do work with Carers and care homes to meet the needs of areas highlighted in Mosaic</p> <p>KS to share with the other 9 CPLs to help them with priority setting, by the April quarterly review (KS, KSB)</p>	<p>Data shared with CPLs.</p> <p>Activities underway in relation to local needs. For example, Warlingham have developed an outreach service for elderly in care homes;</p> <p>Stoneleigh are looking into coffee mornings aimed at mums with young children and another for older people.</p>

ISSUE 5. Ensure that roles and responsibilities for recruiting, training and managing volunteers and meeting duties like Equalities are equally clear in the Memorandum of Understanding (MOU) and performance indicators for all models including the paid SCC staff model.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
5.1 Review the MOU with Steering Groups at the 5 wholly-volunteer run libraries	MOU is agreed by both partners and an effective partnership is built.	Operations Manager with colleagues in Legal	Before handing over to the community First MOUs due for formal review December 2013	5.1 MOU not yet reviewed, but service is looking to do so after the first quarterly reviews in April. MOU has been made clearer in the interim with clarification of expectations in the terms of the lease/license, and income raising. And in training notes.	5.1 Reviewing with Legal and then discussing with partners and rolling out updated version to all CPLs. The MOU has evolved with each CPL and a new Appendix on Income Generation has now been drafted.
5.2 Amend MOU in partnership with the steering groups at the libraries looking to have paid staff plus volunteers.	As above	Operations Manager with colleagues in legal	As discussions are progressed in line with the timescales outlined in the report to Cabinet	5.2 Complete. MOU developed for Warlingham which is following the paid plus volunteer model. - Review MOU as planned, following the April Quarterly Review meeting (RW/KSB)	5.2 Complete

ISSUE 6. Add monitoring of complaints to performance indicators.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
6.1 Add to Performance Document	Comments and complaints are formally reviewed on a quarterly basis	Performance Officer (CW)	End July 2012	<p>6.1 Yes, under user feedback, complaints (and compliments) have been added to the list of performance indicators and are in the report template. Further work is being done on the template and complaints monitoring will remain on a quarterly basis.</p> <p>Meeting between KSB and CW planned for February 2013 to come up with a document that works for all parties.</p>	Complete

ISSUE 7. The RNIB gave advice on customer training for people with a visual impairment. Include this guidance in future training and circulate information to volunteers who have already been trained. This information would also be useful for staff at all libraries.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
7.1 Review training given on visual impairment. Add the resources from the RNIB to future training plans, and cascade the links to steering groups where volunteers have already been trained.	People with a visual impairment are supported and feel welcomed into all libraries	CPL Sector Lead	Cascade to CPLs that have undergone training by September 2012	7.1 Incomplete. Service is looking to do more training with branch staff on the value of volunteers and what they can add.	7.1 Visual impairment awareness training is being delivered in next phase of training to volunteers.
7.2 Cascade information to Library Managers at all libraries	As above	Sector Leads	Include in training during 2012/13. Cascade links Library Managers	7.2 Incomplete - VE to send RNIB guidance to KSB, - Sector Manager to review RNIB guidance on training and circulate by quarterly meetings in April - Add equalities as an agenda item at quarterly reviews with the steering groups in April 2013 (KSB) - Add equalities as an agenda item to monthly Library Manager meetings. (KSB) March 2013	7.2 Staff awareness is being raised through Staff Conference planned for March 2014 Equalities is discussed regularly at Library Manager meetings. An E&D group has been set up to review how we deal with E&D in the Library Service.

ISSUE 8. Surveys have been conducted at some of the CPLs but not yet analysed due to staff constraints. Complete analysis and use results to inform performance monitoring of CPLs in line with the 12 month evaluation plan.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
8.1 Complete analysis of the remaining surveys	Evaluation of CPLs includes user satisfaction and can help identify areas where performance is particularly strong or where improvements are required	Senior Management Information Officer (JB)	December 2012	8.1 Partially complete. Surveys were conducted prior to official handover and have been analysed at Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water The survey at Warlingham has not been completed prior to official handover but it is imminent and will be during the opening few weeks when SCC staff still have a full time presence	Completed at Warlingham. Second surveys completed at Byfleet/New Haw/Tattenhams /Virginia Water. First survey completed at Ewell Court. Bagshot and Bramley planned for Nov 2013.
8.2 Share results with CPL Support Team and Steering Groups	As above	Senior Management Information Officer (JB) / CPL Sector Lead	Evaluation of CPLs proposed for Sept 2013.	RW to ensure JB is aware of timelines and order for handover and survey is ready to be issued. (RW) February 2013 - Survey results to be added as an agenda item at the quarterly reviews in April (KSB).	Survey results not yet discussed with Partners as the results have not been published yet.

ISSUE 9. The equalities training plan for volunteers is more detailed than the training that Surrey County Council Library Staff currently receive. Roll out the equalities training plan that has been developed for volunteers to all Surrey County Council Library staff.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
9.1 Share CPL training plan with the libraries Training Forum	Staff have more detailed understanding of equalities and how to support people.	Operations Manager / Sector Leads	End March 2013	The equalities training programme has continued to evolve in the past 6 months. Further experience within CPL Support Team now and through Gamesmaker training during the Olympics and being able to make use of the training received there to incorporate into the training plan.	Complete
9.2 Amend existing staff equalities training for new starters with the more detailed work developed for the CPLs.	Customers benefit from an inclusive, accessible service.	Operations Manager / Sector Leads	End March 2013	All library staff training is currently being reviewed.	The training is being reviewed for staff. A pilot will be run with the Libraries Equalities and Diversity group in Sept 2013
9.3 Share information with existing staff	As above	Operations Manager / Sector Leads	End March 2013	Deadline moved to end May 2013.	Equality and Diversity will be the focus of the next staff conference in March 2014.

10. Accessibility at Lingfield Library was raised as an issue by the Empowerment Boards. The Library Service is aware of the issues. Continue working with the community and with the Council's Estates and Planning Management department to seek improvements.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
10.1 Discuss with Estates colleagues and with Steering Group at Lingfield, once formed.	Service can take advantage of any opportunities to improve access to the library.	Operations Manager	Ongoing	<ul style="list-style-type: none"> - Rose to make contact with Estates to discuss. - Sector Lead East (LW) to work with Lingfield Manager on any improvements that can be made without requiring significant financial resources. 	Ongoing. Awaiting outcome of changes to Trust

ISSUE 11. Continue to support the communities in the 10 libraries to establish steering groups, working plans and effective relationships with the County Council.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
11.1 Continue discussions	10 CPLs are established and supported to succeed.	Operations Manager/ Head of Service	Ongoing	In discussions with 3 evolving Steering Groups at Bagshot and Bramley. and Ewell Court	Service is meeting with the steering groups at the CPLs that have been transferred on at monthly basis with quarterly review meetings. Some difficulties obtaining performance data on a monthly basis as partners would like and making it clearer to use.
11.2 Continue training in sequence, and arrange dates for going live.	As above	As above	As above	As above	New training plan has been drafted.
11.3 Ensure monthly review meetings are booked	As above	As above	As above	As above	As above. CPL Sector lead also attends Lead Volunteer meetings on a monthly basis/as required for Virginia Water, Stoneleigh and Tattenhams.
11.4 Continue to review and develop the training plan	As above	As above	As above	As above	As above

ISSUE 12. Attend Empowerment Boards on a more regular basis to invite discussion on library accessibility and highlight improvements, for both Surrey County Council and CPL library services.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
<p>12.1 Discuss role of Empowerment Boards (EBs) and External equalities Advisory group (EEAG) with Programme Team staff and Sector Leads at team meetings.</p> <p>12.2 Identify upcoming improvements or possible changes to services that the EBs and EEAG could help to inform</p>	<p>Representative bodies are able to give their expert views on accessibility and can drive service improvements and highlight improvements to their members.</p>	<p>Sector Leads and Programme Team</p>	<p>December 2012</p>	<p>Incomplete – ongoing.</p>	<p>Sector Manager has attended most of the Disability Empowerment Boards and shared the training with them.</p> <p>Feedback has been positive and they have felt reassured by what the CPL team is doing with Volunteers.</p>

ISSUE 13. Discuss accessibility for Gypsy, Roma and Traveller people with Chairman of Surrey's GRT Relationship Forum.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
13.1 Contact Chairman to discuss areas of concern.	Joining process ensures best fit for County Council and customers	Operations Manager / Sector Leads	December 2012	Further work required to understand if there are barriers to equal use among people with no fixed address.	Contact not yet made, will be completed shortly.

ISSUE 14. Discuss the process for changing personal details with representatives of GIRES

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
14.1 Contact representatives via the External Equalities Advisory Group	Process for changing details is best fit for County Council and customers	Operations Manager / Virtual Content Manager	December 2012	<p>Action delayed due to leave for personal reasons of a member of staff.</p> <p>Library Senior Management Team agreed that members of the public should be able to change relevant gender details on their borrower records, themselves, online.</p> <p>Currently it is not possible to do this online – the system will not allow library users to change their title or name without going into the branch.</p>	<p>Library Service has arranged that Enquiries Direct will be able to take changes to personal details over the phone. It is not possible for customers to make these changes themselves online.</p> <p>Service seeking confirmation of acceptability from the Gender Identity Research and Education Society (GIREs).</p>

ISSUE 15. Support Steering Groups to identify and plan targeted activity to increase participation among under-represented groups, once they are successfully established and operating well.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
15.1 Discuss with steering groups once each CPL is under way.	More people benefit from using library services, particularly those people who might have previously been less likely to make use of them.	CPL Sector Lead / Programme Manager (JT)	Ongoing	Underway	Complete - See update 15.2 below
15.2 Link to existing initiatives and activities being developed by the Library Service's Programme Team.	As above	CPL Sector Lead / Programme Manager (JT)	Ongoing	<p>Actively working with Steering Groups to link them with appropriate colleagues to support their initiatives. Steering Groups aware ongoing support and relevant professional help will be available.</p> <p>Actively working with the Programme team and looking at working with Care Homes, Carers, Special needs students and making use of Reminiscence Collection and On line learning modules.</p> <p>Steering Groups are looking at events and activities to hold in the</p>	<p>Stoneleigh currently holding weekly conversation classes for students learning English as a foreign language and planned outreach to carers in the community in addition were planning to make use of Reminiscence Collection</p> <p>New Haw looking to start classes/reading group for emergent readers</p> <p>Warlingham - visiting care homes and use of new Friends and Family card /residential home deliveries. Also offering ebook drop-in sessions in the library</p>

				libraries – e.g. Byfleet is focusing on young people so the service will help them link to the Headspace project.	Also Stoneleigh working with Nescot college re offering work experience to students with learning disabilities
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16. Explore the feasibility of extending ereader borrowing and other extra support mechanisms provided as an alternative to mobile library services, to all people with a visual impairment or disability on request as part of the development of Library Direct. Library Direct is a range of services to enable people to gain access to the library service who cannot do so in the usual ways.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
16.1 Explore volunteer capacity to extend service	People with a visual impairment or disability are able to access e-books/e-audiobooks	Programme Manager (JT)	Initiate following Cabinet decision August 2012	E-book project currently being trialled and will be evaluated February 2013. We currently have 2 groups of people trying them out: Group 1 – who need no support for downloading Group 2: who need support and we have recruited an E-Book Reader Volunteer support for that role.	Feasibility project completed and determined that not feasible.
16.2 Cost/benefit analysis of extending the service	As above	Programme Manager (JT)	As above	Feasibility study underway	As above
16.3 Discuss likely demand with Surrey Coalition of Disabled People and SAVI.	As above	Programme Manager (JT)	As above	Feasibility study underway	As above
16.4 Work with disability groups to publicise the service				Feasibility study underway	As above

ISSUE 17. Raise issue of Browse Aloud function not working on ebooks/eaudiobook pages with the ebook supplier. Browse Aloud changes text into spoken word. Work with supplier to find a solution so that people with a visual impairment can access this content.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
17.1 Raise issue with ebook supplier	People with a visual impairment are able to access ebooks and eaudiobooks	Virtual Content Manager	September 2012	<p>Response received from Overdrive, confirming investigating possibility of incorporating Browse Aloud.</p> <p>Discussion on 5 Feb suggests that Browse Aloud should work on the library's pages, so a customer could use the Browse Aloud function to borrow an ebook, but they would then be dependent upon whether their ereader or computer had a read-aloud function to read the story.</p> <p>Action: - CG to check Browse Aloud works on the 'virtual tour' feature of the website. Due before attending Empowerment Boards in the summer 2013</p>	Overdrive have confirmed that Browsealoud does not work with their offer.

17.2 Identify what is preventing this function being added, and resolve	People with a visual impairment are able to access ebooks and eaudiobooks	Virtual Content Manager	September 2012	As above	A representative from Surrey Vision is trying the offer with screen reading software Service also creating a working party to look at assistive technology.
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Performance Management and Monitoring

Key Performance Indicators (KPIs)

1. Arrangements for performance management and monitoring were detailed in the 24 July 2012 report to Cabinet, and the service's approach has continued in line with this.
2. As part of the Memorandum of Understanding, both SCC and the community partner sign up to a set of Key Performance Indicators (KPIs). These are discussed with each group before signing and are tailored for each one but have a core element which captures the same data for each CPL, allowing overall monitoring. KPIs include:
 - Book issues,
 - Stock,
 - Visits,
 - Number and profile of borrowers,
 - PC usage,
 - User satisfaction and feedback,
 - Income,
 - Training,
 - Activities and events,
 - Community engagement.
 - Equalities
3. SCC is also measured in the partnership against indicators including:
 - Training given,
 - Day to day support,
 - Delivery of underpinning support,
 - IT and property support.
4. There is also a requirement on both sides for regular meetings to discuss performance, more formal quarterly meetings and an annual review and report.

Experience of operating the KPIs

5. Pragmatic use of the KPIs over time has led to some simplification and identification of the most useful. Each CPL has developed its own pattern of meetings with the CPL team.
6. The most difficult problem which has arisen in making these meetings useful is provision of monthly data against a very tight timescale, and dates of meetings have had to be adjusted to fit in better with data collection but there is more work to be done on this.

Themes arising from KPI discussions

7. The aim of these meetings is to jointly look at how the library is performing, identify problems which can be tackled and take action on them. Successes and improvements are noted and plans for the future discussed.

8. A number of common themes in monitoring discussions have arisen in the first months of operation:
- a) *Set up issues:* Partners flagged up a number of problems with telephones, the CPL help line and link libraries which have been improved. Delays in delivery of new signage has been an issue, as has building repairs and how building works have been carried out, which the support team have pursued. There have been discussions about the role and performance of the support team and what financial and technical support can be obtained for development plans and improvements.
 - b) *Provision of data:* As noted above work needs to continue on providing timely and clear data.
 - c) *Income generating:* Discussions around income generation to support future investment in the library, including the legal position and how best to manage and promote room hire, have been prominent.
 - d) *Volunteer roles:* For effective management and inclusive volunteering, many of the groups have developed a wide range of roles for volunteers, both "lead" roles (e.g. taking charge of building problems) and a wide range of supporting roles as well as face to face contact with the public.
 - e) *Children and young people:* Taking on board the steering groups' strongest concerns - to engage with children and young people, and to see real increases in use of their libraries - trends in use and how to engage with different sectors have also been a major focus.

CPL User Surveys 2013

9. User consultation, which is on-going, has comprised two surveys – paper and on-line – at each CPL. One survey is conducted while the library remains a Surrey County Council managed community library¹, and a second is conducted once the library is operating as a CPL. Five libraries – Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water - have completed the process whilst two libraries – Ewell Court and Warlingham - have conducted the first set of surveys.
10. The paper survey is conducted as a census-style survey whereby all users, including children, are invited to complete a questionnaire during their library visit. The on-line survey took the form of a questionnaire, sent with an e-mail to adult members of the CPLs, who had given their e-mail addresses and agreed to be contacted for marketing purposes. Potential respondents had two weeks to complete and submit electronically the completed questionnaire.

Survey Findings

11. Analysis of the surveys is ongoing. Initial findings are very consistent between the two sets of surveys, which suggest that standards and the service offer for the council's CPLs have been maintained at the service points that have moved to the community model. The key findings from these surveys include:

¹ Known as a 'Group C' library, within the council's three tier service offer

- Libraries are still synonymous with books in the minds of the public as book borrowing is overwhelmingly the most popular activity; followed in popularity by browsing, often an ancillary of borrowing.
- There are some indications that libraries are becoming more community-focused with a percentage increase in the proportion of 'Very Good/Good' ratings given to the library as a place to socialise
- Fifteen performance-indicator questions show that in the majority of instances there is very little difference in the percentage of respondents assigning 'Very Good/Good' ratings to aspects of service provision between SCC managed community libraries and CPLs
- The standard of customer care established when service points were Group C Libraries has continued after libraries have become community partnered, according to the on-going analysis of survey findings. Percentage differentials between the former and the latter being 1.8% or lower for Very Good/Good ratings for staff friendliness and staff helpfulness.
- Positive responses to improvements are apparent; such as the greater level of satisfaction with hours of opening at Byfleet Library where opening hours have increased and changed with a weekly schedule that now includes evening and Sunday opening
- Lifestyle questions relating to book purchase and personal computer/smart phone ownership have produced similar responses in surveys before and after becoming community partnered.
- The demographics continue to show a relatively elderly user base, a two to one ratio and over, of females to males and an ethnic background that is predominantly White British.

Respondents comments

12. In both surveys, customers were invited to make open comments. The main themes arising from these comments, as well as a selection of comments are detailed below.

Survey 1 – Libraries when they were being managed by Surrey Council²

13. The main themes arising were:

- The importance of the library to the community, and particularly for children and the elderly.
- The value of the Library Service's paid staff and their expertise and helpfulness, with concerns that volunteers will not be able to provide the same level of support and expertise.
- The value of the range of services provided e.g. Rhymetimes, information provision, computers, photocopiers, social events and talks etc.
- Wanting to see extended and more consistent opening hours.
- Wanting a wider variety of stock and more frequent rotation.
- Wanting more facilities - computer access, more places for quiet study or reading and refreshments.
- Wanting the library to have greater investment.

² Comments included from online surveys at Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water, and paper surveys at Byfleet, Stoneleigh and Virginia Water. Ewell Court and Warlingham Libraries have to date conducted the first set of surveys only, and are therefore not included in this report. Analysis ongoing.

- The value of having the library within walking distance for many.
- Opposition to closure or perceived downgrading of the library.
- Opposition to self-service, on the basis that it provides a less personal service, and experiences of having to queue to use the self-service kiosks, though equally some comments that self-service works well

It would be a great loss to the village if it were closed

It's a wonderful part of our community! Our children love the experience of using and looking after books from the library!

Much used and a valuable asset to the community

A lovely place to look at books and meet other like-minded people

It would be helpful if the library was open later in the evening so I could go after work

Open more days and more evenings

We are not happy about the machines used to help us borrow books – a friendly face is so much nicer for children and the elderly.

Survey 2 – Libraries now they are operating as CPLs³

14. The main themes arising were:

- Pleased that the library is staying open.
- Importance of the library to the community, particularly children and older people.
- Well organised, attractive and books are easy to find.
- Friendly and welcoming atmosphere.
- Value of having meeting facilities for local residents.
- Pleased with improvements to opening hours at Byfleet, though some comments that they would like more opening hours, and consistent each day.
- Wanting more opening hours and more convenient opening hours at Tattenhams and Stoneleigh.
- Wanting more audiobooks and wider selection of stock.
- Wanting more investment in the library, specifically more scanners and computers, toilet facilities, tea/coffee facilities etc.
- The value of the library as a place for socialising for many, though also comments that the library is too noisy and should be a place for peace and quiet.
- Feeling that some of the volunteers could benefit from more training on using the computers, so that they are more able to help customers without needing to refer to a colleague or link library.
- Disappointment at losing access to the library management system, and opposition to self-service, on the basis of it providing a less personal service. Also some comments that another kiosk needed for busy times.
- Perception among some customers that they are no longer able to check their borrowing history
- Praise for the volunteers, but regret at the loss of paid staff and their depth of knowledge – a couple of respondents said they have not used the library since it became a CPL, because they oppose the policy in principle. In addition, some

³ Comments taken from paper and online surveys at Byfleet and Stoneleigh, and online surveys at New Haw, Virginia Water and Tattenhams. Analysis of the remaining surveys is ongoing.

respondents miss the relationships with staff that had built up over many years and who therefore were able to provide a very personal service.

15. Two comments in the user surveys noted disappointment at being unable to access their borrowing history from the self-service terminals. Borrower history is not a function on the self-service kiosks at present. In a branch library, a customer can access their borrower history over the past six months by asking a member of staff to access the library management system. Whilst this is not possible in CPLs, the information can be accessed online by the customer or with assistance from a volunteer or through a phone call to Enquiries Direct. This provides a year of reading history for that borrower.

A vital resource for the village. The friends and volunteers, who give their time so freely, do a brilliant job

The Sunday opening has been a real boon

Longer opening hours would make it easier to use

Encouraged by new books in the library. Seems to be working well

The library is run very efficiently by volunteers – they are professional in their services and so friendly and helpful

A good meeting place for villagers and we can meet up with local councillors on a casual basis

The volunteers have been innovative in introducing new services and activities

I was very anxious as to what the recent changes would mean, but so far, as a library user, everything appears to be going well

More people to ask things since it went voluntary

Visits and Issues

Context:

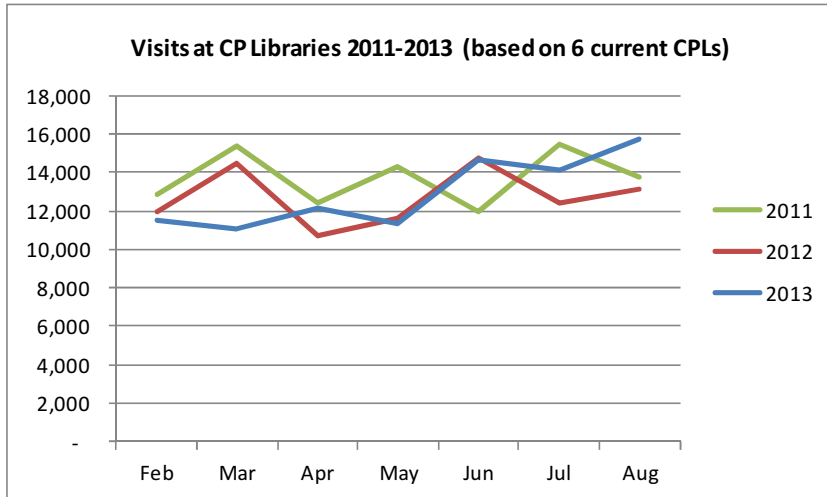
16. The six existing community partnered libraries came on stream in stages starting with Byfleet in September 2012. To demonstrate the change in use of all existing CPLs, the figures shown are based on the seven months (February to August) since the latest CPL opened. For comparison the same seven months were used for 2011 and 2012.

17. The first six CPLs to launch were:

- Byfleet September 2012
- New Haw October 2012
- Tattenhams November 2012
- Virginia Water January 2013
- Warlingham January 2013
- Stoneleigh February 2013

Visits:

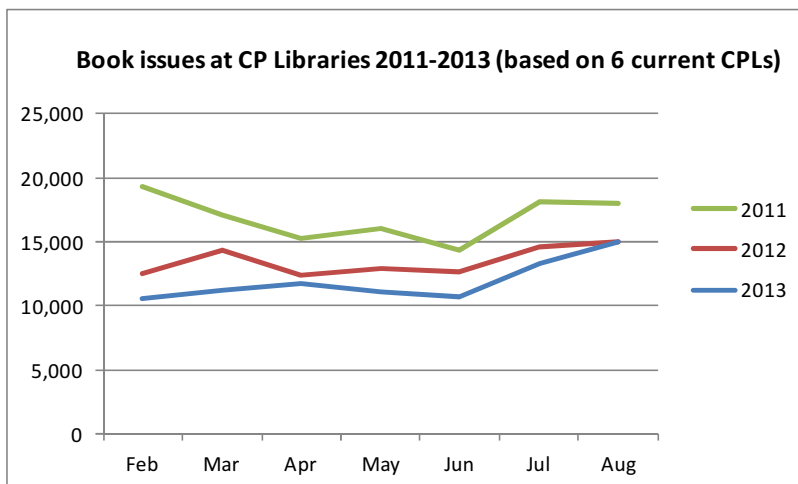
18. Visits data shows significant variation over the course of each of the three years. Visits for February to August 2012 were 7% lower than in 2011. For the same period in 2013, visits were 2% higher than in 2012. Most recently for the month of August 2013, visits were 20% higher than in August 2012. The library service attributes this increase to the efforts made by the CPL volunteers to encourage use of their library by a wider spectrum of the community.



19. CIPFA data shows that visits to libraries for library purposes in England and Wales fell by 3% between the financial year 2010/11 and 2011/12. For Surrey, visits fell by 1%. This demonstrates that visits to Surrey libraries with combined provision of SCC managed libraries and community partnered libraries is outperforming the national trend.

Issues:

20. Issues have declined year-on-year; low and declining use was one of the reasons why the 10 libraries were put forward for community partnership. It should also be considered that CPLs usually close for a period before launch for training, and some were also closed for refurbishment work. This will have adversely affected the final issues and visits statistics. Equally, usage in many of the designated CPLs saw an upsurge from 2011 following the publicity surrounding the Public Value Review, and therefore figures for 2011 do not in all instances represent what the service would expect from a 'typical' year.



- 21. Issues for February to August 2012 were 20% lower than in 2011. The level of decline has slowed in 2013, with issues 11% lower than in 2012. August 2013's book issues were slightly higher than in August 2012. The library service attributes the signs of upturn to the hard work and enterprise of the CPL steering groups and volunteers who are working hard to increase the use of their libraries.
- 22. The latest available CIPFA data showed that book issues for England and Wales fell by 4% between the financial year 2010/11 and 2011/12. During the same period of time, issues fell by 1% for Surrey. National results for 2012/13 should be available in December/January and for this year, Surrey's book issues fell by 1%. These figures indicate that Surrey's libraries are out performing against the national trend.

Current members

- 23. On average, the established CPLs have seen a 2% decrease in the number of current members⁴ since each library became a CPL⁵. This compares to a 1% decrease across the library network as a whole, over the same period (September 2012 to July 2013).
- 24. There is a notable success at Virginia Water, which became a CPL in January 2013, where there has been a 7.2% increase in membership from under 16s. This is likely to be due to successfully promoting the Summer Reading Challenge, as well as Rhymetimes and Storytimes. Stoneleigh has also seen a 1% increase in the number of current members over this time.

General comments and complaints received by the Library Service

- 25. There has been one complaint about noise levels in CPLs as well as a couple of comments in comment books.
- 26. Some of this increased noise is likely to be down to volunteers needing to confer with their team more while they are learning. Some is also likely to be related to the greater focus on the library as a social space.
- 27. Recognising that this is a legitimate issue for some customers, it can also be regarded as a measure of success, showing the enthusiasm and excitement the libraries are generating.

⁴ Defined as a borrower who has been 'seen' by the library management system in the past 2 years
⁵ This is calculated based on the number of months each CPL has been in operation, starting from September 2012, to the month ending July 2013.

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Performance Monitoring

1. This annex gives a fuller account of the meetings held between Community Partnered Library (CPL) Steering Groups and the CPL Support Team, as detailed in the Performance section of the main report.

Byfleet

- Rhymetime became oversubscribed and a second rhymetime has been successfully set up.
- Byfleet have expanded opening hours to include an evening and Sunday and are planning further changes.
- Ideas about how children's stock and activities can be improved to attract more children.
- How to tackle a decline in numbers attending the craft event.

New Haw

- New Haw had a very severe problem with flooding in the rear driveway which had to be pursued for many months and concerns about parking.
- Safeguarding issues
- Development plans to create a quiet area with coffee, seating etc
- Looking at ways to increase use and boost figures
- Carrying out of user survey and development of vision
- Accident reporting and fire procedures
- How to improve stock
- Attendance and role of CPL team

Tattenhams

- Wish to improve kitchen
- Improvement to layout of the library by moving PCs
- Safeguarding Training and organisation of volunteers
- Problems with beam counters
- Negative publicity initially followed by positive publicity and a very successful "open day" event
- Encouraging use

Virginia Water

- CPL Support Team attend CPL management meetings on request, in addition to the formal performance review meetings.
- Large project involving expansion into the new room

- Author events, rhymetimes and storytimes well attended, further guidance given from CPL Support Team
- Training on new alarm system
- Stock offer - making sure that all volunteers are aware of new stock
- School outreach, supported by CPL Support Team in the form of training, joint visits and materials from Programme Team

Warlingham

- Plans to expand library into the garden to allow outside activities to take place
- Room hire policy
- Development of services for housebound users
- Improving the format of statistics
- Responsibilities and roles of paid staff and volunteers
- Volunteers taking on rhymetime and storytime activities

Stoneleigh

- More detail needed on patterns of use
- Continuing problems with licence
- Clarification of MOU
- How fall in use figures could be addressed
- Improvements to layout
- Becoming involved in stock selection pilot and stock policy
- Students with learning difficulties undertaking work experience.

SURREY COUNTY COUNCIL

CABINET

DATE: 22 OCTOBER 2013



REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES

MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES

LEAD OFFICER: LAURA LANGSTAFF, HEAD OF PROCUREMENT AND COMMISSIONING

PETER MILTON, HEAD OF CULTURAL SERVICES

SUBJECT: APPOINT A NUMBER OF SUPPLIERS TO THE SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL FRAMEWORK FOR LIBRARY FIT OUTS

SUMMARY OF ISSUE:

In May 2013 Surrey County Council (SCC) and East Sussex County Council (ESCC) agreed to enter into a joint framework agreement, with SCC as the Lead Authority, to satisfy the requirements for the procurement of the final design, consultancy, supply and installation of the soft fit out of a range of potential library refurbishment projects between 2013 and 2017.

As part of a procurement collaboration between the two authorities, SCC and ESCC already share a joint Head of Procurement and are working together to utilise combined buying power to deliver better contract value to both organisations in the future. Following a comprehensive procurement activity, it is proposed to award the framework to the recommended suppliers described in the Part 2 Annex (item 18). Due to the commercial sensitivity involved in the Framework award process, the names and financial details of the recommended suppliers have been circulated as a Part 2 Annex (item 18).

This is amongst the first joint-frameworks between Surrey County Council and East Sussex County Council since the merger of Procurement services and demonstrates the effectiveness of joint council working and the potential financial savings that can be achieved.

RECOMMENDATIONS:

It is recommended that the Cabinet:

Approves the award and appoints five suppliers to the Framework for Library fit outs, to work to a set specification and allow SCC and ESCC to utilise the appointed suppliers for projects as they arise through the use of mini competitions. The new Contracts will be operational from November 2013 for three years with an option to extend for further 12 months.

Details of the recommended suppliers can be found in the Part 2 Annex (item 18). The proposed framework agreements will be made available for use by SCC and ESCC.

9

REASON FOR RECOMMENDATIONS:

The overarching aim of the framework is the efficient delivery of library refurbishments, to develop a library environment that creates a sense of excitement amongst users and promotes books and reading. The profile of SCC's and ESCC's libraries will be raised and library use within the community increased.

Surrey County Council's Library service has undertaken a major programme of library refurbishments since 2004. Thirty of SCC's libraries have been refurbished to a high standard working with a range of suppliers over that period. A continuing programme of refurbishment is dependent upon the agreement of the funding which will be considered as part of the Medium Term Financial Planning (MTFP) process. The agreed MTFP capital programme, however, includes a number of projects which will require the services of skilled and experienced fit-out suppliers over the duration of the framework agreement. These include the fit-out of Cobham Library and the development of a community hub in Merstham. ESCC has an immediate requirement for a major library refurbishment in Hastings and other projects over the next two years amount to £750,000.

A full tender process, in compliance with the EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council.

The suppliers have listed a range of discounts up to a maximum of 27.5% on their products, guaranteed for a year. SCC and ESCC expect to achieve further reductions throughout the life of this Framework. Wherever possible, we would expect appointed companies to sub-contract elements of the fit-out work to local companies in order to meet SCC's business target to support the local economy.

DETAILS:

Competitive Tendering Process

1. A joint procurement and project team was established including representatives from SCC and ESCC. The team reviewed existing frameworks and felt that these did not provide the opportunity or access to the range of specialist suppliers in the market. A decision was therefore made to

undertake a new procurement process to ensure value for money from new contractual arrangements.

2. SCC and ESCC have entered into a Joint Working Arrangement with SCC as the Lead Authority to procure and jointly manage a Library Fit outs Framework across their geographical areas.
3. The detailed results of the resulting procurement process are included in Part 2, Annex (item 18). Of the 55 suppliers who expressed an interest, 21 responded and 12 were short listed.
4. Bidders were evaluated under the following criteria to ensure the most commercial advantageous response.
 - 70% Quality; a detailed Technical Specification was developed by both SCC and ESCC drawing from the knowledge and experience of the team.
 - 30% Price; based on costed case studies and a comprehensive price list.
5. The results of the procurement exercise are that five suppliers are recommended to be included on the Framework.

CONSULTATION:

6. Officers from both SCC and ESCC have been involved in the procurement, providing expert knowledge around the design of the specification and evaluating tenders and agreeing contract award.

RISK MANAGEMENT AND IMPLICATIONS:

7. The Council does not guarantee the value or volume of instructions it may place with any of the suppliers.
8. All short listed tenderers successfully completed satisfactory financial checks at the Pre-qualification stage.
9. The contracts include a Termination Clause that protects the Contracting authority in case of any breach of the Framework Agreement or any Underlying Contract.
10. Any risk or liability for SCC is specifically excluded where ESCC or any other Authority use the Framework.
11. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Describe the risks associated with this project	Risk Description	Mitigation Action
Legal Risks	Limited risk – a potential for a company to go into liquidation during a library fit-out resulting in delays or non delivery of a project.	A Framework Agreement will enable SCC/ESCC to draw on other companies.

Financial Risks	Limited number of refurbishment projects as a result of budget constraints	Set a non-obligatory framework
Reputational Risks	Extended closure of libraries lead to disruption in services provided to the local residents.	The mini-competition and subsequent supplier management, will focus on delivering the project with as little disturbance as possible.

Financial and Value for Money Implications

12. The suppliers have listed a range of discounts up to a maximum of 27.5% on their products, guaranteed for a year and are aware that SCC and ESCC will seek to achieve further reductions throughout the life of this Framework.
13. In addition, efficiency savings have been achieved by undertaking a single tender process across the two authorities. The mini-competition process further reduces the staff time required to award contracts.

Section 151 Officer Commentary

14. The Section 151 Officer confirms that the appointment of suppliers to the framework agreement does not have any new financial implications for the Council. Suppliers will be commissioned as required for projects which are included within the agreed capital programme.

Legal Implications – Monitoring Officer

15. All successful tenderers supplied a written confirmation that if successful they will accept the terms of the draft Agreement agreed by Legal Services, without any material amendment.
16. The duty on the Cabinet is to have due regard to public authorities obligations as set out under the Equality Act 2010.
17. The risks which SCC exposes itself to under the framework, are the risk related to its own purchases.

Equalities and Diversity and Public Social Value

18. The Council has been mindful of its equalities duties in carrying out the tender process and letting the contract. Under the Equality Act 2010 when considering this item, the Cabinet Member should have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons

who do not share it The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

19. The procurement process for the Framework agreements was undertaken through an EU Procurement procedure, which was advertised to allow suppliers across the EU to express their interest. An electronic tendering platform was used through the Bravo E-sourcing Portal. The tender was also advertised on the SCC's website so as to attract local businesses and SMEs.
20. The contract which the suppliers will sign stipulates that the supplier will comply with all relevant equality and diversity legislation (including the Equality Act 2010) whilst performing the services. The contracts also require the supplier to adopt SCC's equal opportunities policy when recruiting and dealing with Safeguarding responsibilities for vulnerable children and adults implications.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	All Surrey libraries remain open and able to assist children and their carers with reading, literacy, and information.
Safeguarding responsibilities for vulnerable children and adults	See section below
Public Health	Volunteering in libraries has benefits for health and wellbeing.
Climate change	Retaining cost-effective local services reduces travel - See section below for additional information.
Carbon emissions	Lending books is an effective way of reusing and reducing the number of books that are bought and then discarded. See section below for additional information

Safeguarding responsibilities for vulnerable children and adults implications

22. With regard to the suppliers' personnel who potentially may participate in providing these services to school premises or which may otherwise involve contact with children or vulnerable adults, SCC reserves the right to require the suppliers to ensure that all employees engaged in the performance of the Service have been checked with the Disclosure and Barring Service (DBS) and received a clear Enhanced Disclosure Certificate. They will be required to provide evidence of all staff that are DBS enhanced cleared before commencing the contract. SCC may require persons employed or otherwise

engaged by the suppliers to undertake other security checks in accordance with SCC's security procedures.

CLIMATE CHANGE/CARBON EMISSIONS IMPLICATIONS

- 23. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
- 24. The suppliers shall institute and maintain, in relation to their performance of the Services, a system of quality assurance. This will cover improvement planning and operation and an environmental management system designed to ensure that the Services are carried out in accordance with the Specification.
- 25. The suppliers will be required to look to achieve efficiencies, reduce CO² emissions and reduce running costs of their transport.

WHAT HAPPENS NEXT:

- 26. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including 'call in' period)	29 October 2013
10 Calendar day statutory Standstill Period	8 November 2013
Contract Signature	Week commencing 11 November 2013
Contract Commencement Date	November 2013

- 27. The Council has an obligation to allow unsuccessful suppliers the opportunity to challenge the proposed contract award. This period is referred to as the Standstill period.

Contact Officer:

Zoran Kahvo - Category Specialist tel: 020 8541 9785,
John Case - Libraries' Property, Environment & Stock Manager - Customers & Communities. tel: 07837 113140

Consulted:

No Member or external consultation was necessary as this procurement is to establish a framework only.

Annexes:

Part 2 Annex attached as agenda item 18

Sources/background papers:

Tender Evaluation Summary

SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE****LEAD OFFICER: CHRISTINE MACLEAN, SENIOR MANAGER FOR SAFEGUARDING, ADULT SOCIAL CARE****SUBJECT: SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2012 – 2013****SUMMARY OF ISSUE:**

1. The Surrey Safeguarding Adults Board (SSAB) is a non-statutory, multi-agency Board that is chaired by an independent chairman, Simon Turpitt.
2. To support the transparency of the Board, the Annual Report is presented to Cabinet.
3. Cabinet is asked to consider and note the Annual Report of the Board. (ANNEX 1).

RECOMMENDATIONS:

4. That Cabinet notes the attached Annual Report, prior to it being published.
5. The SSAB will take the detail of this report and develop a strategy to address the concerns identified in the report. The strategy will come before Cabinet in the New Year.

REASON FOR RECOMMENDATIONS:

6. Accepting the recommendation will provide evidence the council has fulfilled its obligations to co-ordinate the activities of the Safeguarding Adults Board. It will provide information to the public on the performance of the Board in the delivery of its strategic plan.
7. When the Care Bill 2013 becomes enacted, it will be a statutory requirement for Safeguarding Adults Boards to produce and publish an Annual Report and for the report to be shared with the local police, Healthwatch and the Health and Wellbeing Board. The Surrey Safeguarding Adults Board wish to comply with these requirements in advance of the statutory duty. Providing paper copies to Surrey libraries will make the report easy to access for Surrey residents who do not have internet access.

DETAILS:

Business Case

8. The Board is constituted under the Department of Health guidance: 'No Secrets' (March 2000). The Board has an Independent Chairman whose prime duty is to ensure that the main statutory agencies – local councils, the police, Surrey Fire and Rescue and NHS organisations, the independent voluntary sector and service users and carers – work together to safeguard adults at risk of harm.
9. The Board has a broad membership from both the statutory and voluntary sectors including representatives from the Health Services, Local Authorities, Police, Age UK (Surrey), Surrey 50+, Surrey Care Association, Surrey Coalition of Disabled People and Action for Carers. The Board meets three times a year.
10. The Board has a three year Strategic Plan that runs from 2012 to 2015. The Board wishes to ensure it is transparent in its delivery of that Plan by reporting against it and publishing that report. The Annual Report will be shared with key partnerships and cascaded by Board members through their own agencies.
11. There has always been an expectation that Adult Social Care will lead in safeguarding vulnerable adults. This expectation has been fulfilled in Surrey with a Safeguarding Adults Board having been in place since 1999 as a reflection of the importance we place on safeguarding vulnerable adults. When the Care Bill is enacted, it will be a statutory duty for Surrey County Council to ensure the Safeguarding Adults Board is in place and fulfilling its duties. This welcome change is expected to come into effect in early 2015 and will place the safeguarding of vulnerable adults on an equal footing to vulnerable children.

CONSULTATION:

12. The Annual Report has been shared with Sarah Mitchell, Strategic Director for Adult Social Care and signed off by the independent chairman of the Board, Simon Turpitt and by Steve Cosser, Cabinet Associate for Adult Social Care with the lead for adult safeguarding.

RISK MANAGEMENT AND IMPLICATIONS:

13. There are no implications for risk management in the recommendation Cabinet is being asked to accept.

Financial and Value for Money Implications

14. There is no cost associated with these recommendations other than the minimal cost of providing each of Surrey's libraries with a paper copy of the report.

Section 151 Officer Commentary

15. I can confirm that all relevant financial matters have been taken into account

Legal Implications – Monitoring Officer

16. There are no legal implications or legislative requirements associated with this report.

Equalities and Diversity

17. The recommendation will have a positive impact on residents with different protected characteristics by making the activities of the Board more transparent. This is particularly important as safeguarding affects many people with protected characteristics. Older people are less likely to have internet access therefore the recommendation is for the report to be available in paper copies in each of Surrey's libraries.
18. No Equality Impact Assessment has been carried out as it is not necessary in relation to an Annual Report.

Safeguarding responsibilities for vulnerable children and adults implications

19. Acceptance of this Annual Report will support safeguarding vulnerable adults as it provides information on performance in Surrey.

Public Health implications

20. Acceptance of this Annual Report will support public health because supporting vulnerable adults to live free from fear is essential to public health aims.

WHAT HAPPENS NEXT:

21. If the recommendation is accepted by Cabinet the Board's Annual Report will be:
- Placed on the SCC website
 - Sent in paper format to each Surrey library
 - Sent electronically to all Board members for them to cascade within their own agencies
 - Sent electronically to the Police Crime Commissioner
 - Sent electronically to Healthwatch
 - Sent electronically to the chairs of the Health and Wellbeing Board

Contact Officer:

Liz Butcher

Project Officer, Surrey Safeguarding Adults Board

Consulted:

- Steve Cosser, Cabinet Associate for Adult Social Care with the lead for adult safeguarding
- Sarah Mitchell, Strategic Director for Adults Social Care
- Christine Maclean, Senior Manager for Safeguarding, Adult Social Care

Annexes:

Annex 1: SSAB Annual Report.

Sources/background papers:

- Department of Health 'No Secrets' statutory guidance
 - Law Commission report on the law on Adult Social Care, 11 May 2011
 - Association of Directors of Social Services: Safeguarding Adults Advice Note April 2011
 - Department of Health: Statement of Government policy on adult safeguarding May 2011
 - Association of Directors of Social Services: Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services, March 2013
 - Care Bill 2013.
-



Surrey Safeguarding Adults Board

Annual Report 2012 – 2013



Foreword

In June 2013 I was pleased to accept the appointment as the new Independent Chairman of the Surrey Safeguarding Adults Board. As one of my first tasks I am pleased to introduce our Annual Report for 2012-2013.

This report gives us the opportunity of demonstrating the Board's fulfilment of its role in relation to safeguarding policy and how it has responded to safeguarding alerts and referrals through the management information shared with the Board. During this year the Board has focused on the delivery of the three year Strategic Plan that we implemented at the beginning of 2012. This plan sets out the Board's activities set against the six national principles of safeguarding, namely:

- ❖ Empowerment
- ❖ Protection
- ❖ Prevention
- ❖ Proportionality
- ❖ Partnership
- ❖ Accountability

The Strategic Plan was drafted with reference to national priorities, high level strategic goals identified by Board members in February 2012, the views of service users and carers, Management Information and actions from the previous year's Work Plan that we wished to continue or that needed to be evaluated.

I am delighted to present this report to you and look forward to the challenges and opportunities that the new year brings us as we move towards Safeguarding Adults Boards becoming statutory.

Simon Turpitt
Chairman of the Surrey Safeguarding Adults Board

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1 National Context

The Statement of Government Policy on Adult Safeguarding issued in May 2011 identifies its objective as, *'to prevent and reduce the risk of significant harm to adults at risk, from abuse or other types of exploitation whilst supporting the individual in maintaining control over their lives and in making informed decisions without coercion'*.

Safeguarding Adults Boards are not currently statutory, unlike Safeguarding Children's Boards. Surrey has chosen to have a Safeguarding Adults Board since 1999 as a reflection of the importance we place on safeguarding vulnerable adults. The government is expected to make Safeguarding Adults Boards statutory in the Care Bill. This welcome change is expected to come into effect in early 2015 and will place the safeguarding of vulnerable adults on an equal footing to vulnerable children.

This year has brought ever greater prominence to safeguarding adults. The Serious Case Review into the abuses occurring at Winterbourne View hospital in Gloucestershire was published in July and the Department of Health published the Concordat in December. A new definition of Domestic Violence and Abuse was set by the Home Office. The new Disclosure and Barring Service was established in December. In February 2013 the Final Francis Report was published, identifying key failings at mid-Staffordshire Foundation Trust. Health and Wellbeing Boards were established in preparation for them becoming a statutory requirement in April 2013. The Department of Health embarked on the consultation on a new safeguarding power in relation to the entry of premises and reports were published setting out the reform of Social Care following the Dilnot Commission report.

2 Local Context

The 2011 Census tells us the following about the population in Surrey:

- Surrey has a total population of 1,132,390.
- The population has increased by over 73,000 in the past 10 years.
- 17.17% of population in Surrey is over 65 years old, compared to 16.34% in England.
- 2.65% of population in Surrey is over 85 years old, compared to 2.23% in England.
- 108,433 people in Surrey are unpaid carers.

People in Surrey living in households with day to day activities limited by long term illness or disability by age (from 2011 census)					
0 to 15 years old	16 to 24 years old	25 to 64 years old	65 to 74 years old	75 to 84 years old	85+ years old
6,330	4,706	53,579	25,620	32,488	19,384

People living in households in Surrey who reported their health as being bad or very bad (from 2011 census)		
65 to 74 years old	75 to 84 years old	85+ years old
6,004	7,067	4,559

An adult at risk of harm may be a person who has mental health problems. The Surrey Safeguarding Adults Multi-Agency Procedures, Information and Guidance represent the commitment of organisations in Surrey to work together to safeguard people with mental health problems and other adults at risk with the aim that:

- the needs and interests of adults at risk are always respected and upheld
- the human rights of adults at risk are respected and upheld
- a proportionate, timely, professional and ethical response is made to any adult at risk who may be experiencing abuse
- all decisions and actions are taken in line with the Mental Capacity Act 2005

Surrey and Borders Partnership NHS Foundation Trust provides the health and social care services for people with mental health problems, drug and alcohol problems and learning disabilities across Surrey. The Trust is a partnership organisation and has a formal partnership agreement with Surrey County Council to ensure integrated health and social care is provided to respond to the needs of the whole person. The Trust's Working Age Adult Mental Health, Drug and Alcohol and Forensic Community Teams are Integrated Health and Social Care Teams and act on behalf of the Local Authority. Surrey and Borders Partnership NHS Foundation Trust sit on the Board, the Business Management Group and on each of the sub-groups.

In addition, the Surrey Safeguarding Adults Multi-Agency Procedures, Information and Guidance sets out the support available for adults who have a mental health problem. This includes the circumstances when the police should call for an appropriate adult to support a vulnerable adult with a mental health problem who is going to be interviewed, It includes the use of an Independent Mental Capacity Advocate (IMCA) who will represent and support the person where there is a decision to be made in relation to serious medical treatment provided by the NHS or a move into long-term care. It also includes guidance on the use of Deprivation of Liberty Safeguards (DoLS). DoLS apply to people who have a mental health problem and who do not have mental capacity to decide whether or not they should be accommodated in the relevant care home or hospital to be given care or treatment. The Multi-Agency Procedures are agreed by all Board members and are available on the Board's webpages.

Every year, Adult Social Care submits data to the Department of Health on key safeguarding activities. This is known as the Abuse of Vulnerable Adults data. The safeguarding process begins with an alert being made to Adult Social Care. The alert is assessed by the receiving Locality Team to determine the response required. Where the concerns meet the threshold of intervention, the alert will progress to a referral.

More information is available in the Board's Multi Agency Procedures published on the Surrey County Council website. See: <http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/protecting-adults-from-harm/safeguarding-resources-helpful-information-from-non-surrey-safeguarding-adults-board-sources/safeguarding-adults-multi-agency-procedures-and-protocols>. All Board member agencies are signed up to use these procedures.

Not all Councils collect data on alerts. Surrey does collect this data. Whilst national data for this year is not yet available, we can make comparisons based on previous year's national data. For the 99 councils who submitted data on alerts in both 2010-11 and 2011-12, the number of alerts has increased by 24 per cent (23,000 alerts). This could indicate either a rise in the reporting of safeguarding incidents and/or a rise in harm taking place. Feedback from these councils indicated there have been a number of changes, including delivering additional training, that has raised awareness of safeguarding. Planned awareness campaigns have increased the knowledge of safeguarding awareness within communities. The Department of Health report these factors may have contributed to the rise in alerts during the 2011-12 reporting period.

The Surrey Safeguarding Adults Board has been undertaking activities to increase awareness of safeguarding both with professionals and with the public, this, together with a new way of recording alerts may have contributed to the increase in the number of alerts being made. In December 2012 and January 2013 the Board distributed 30,000 copies of the new 'Keeping you Safe' leaflet and 800 posters to all Adult Social Care Teams, GP Surgeries, Community Hospitals, Dentists, District and Borough Councils, Libraries, Voluntary Organisations, Police, Surrey Fire and Rescue Service and Pharmacies. The Board also produced a new 'Keeping you Safe' DVD for public awareness and made it available to view on the Board pages of the Surrey County Council website and on YouTube. This featured four different scenarios of people and the abuse they had experienced to help residents recognise abuse and know how to make a referral. Since the DVD was published on 24 January 2013 there have been 273 views of the DVD on YouTube this year. The Surrey Safeguarding Adults Board page where the DVD is hosted has received 835 page visits between January and March 2013.

This may have contributed to an increased number of alerts being received as people are better informed of safeguarding and how to raise a concern. It does not necessarily indicate there are a greater number of safeguarding incidents occurring.

Definitions used in the Abuse of Vulnerable Adults Data

- **Alert** - An alert is the first contact between a person concerned about the alleged harm to a vulnerable adult to Adult Social Care
- **Referral** - Where an alert is considered to meet the safeguarding threshold
- **Repeat Referral** - A repeat referral is a safeguarding referral where the vulnerable adult involved has previously been the subject of a safeguarding referral about a different incident and both of these referrals were in place during the same reporting period.
- **Completed Referral and Uncompleted Referral** - A completed referral is where an investigation has been undertaken, all evidence has been assessed, a conclusion and outcomes have been agreed and the case has been closed. There will be some investigations that start at the end of the reporting year and these are recorded as 'uncompleted referrals'.

Case conclusions

The 'case conclusion' is the record of the result of the investigation, i.e. whether the allegation has been substantiated or not substantiated, or lacks the evidence to make a decision either way. Decisions around whether an allegation did or did not happen are based on the civil standard of proof, that is, on the balance of probabilities.

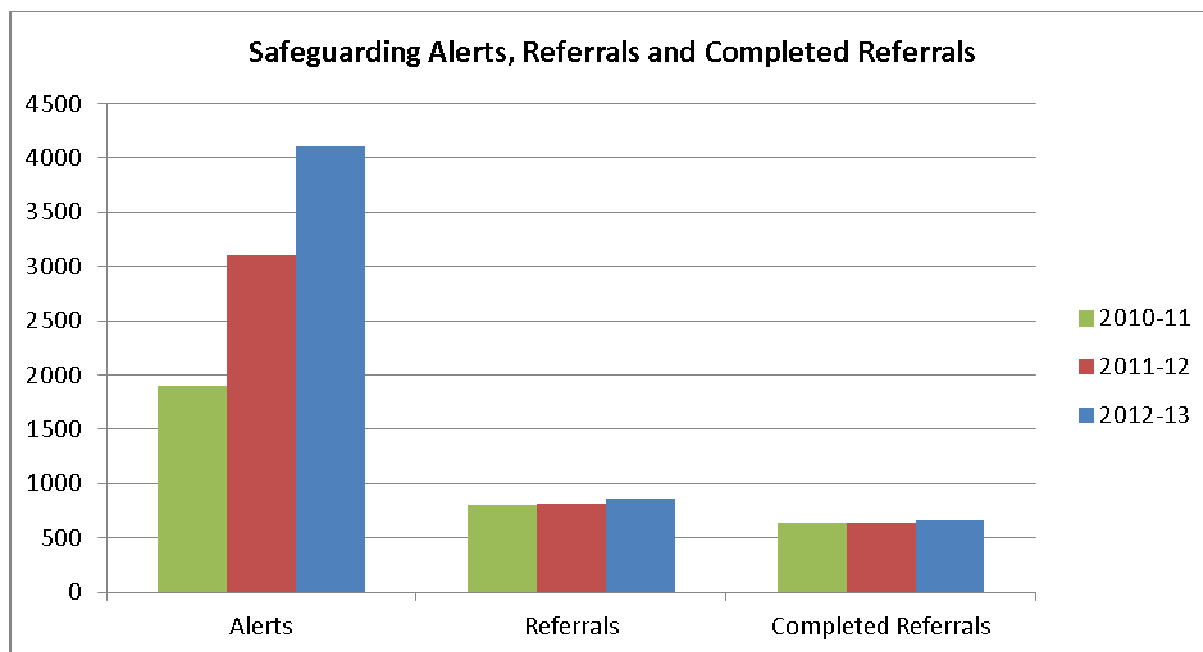
- **Substantiated** - If allegations of abuse can be proven on the balance of probabilities then the case conclusion will be recorded as 'Substantiated'.
- **Partly Substantiated** - If some, but not all, allegations of abuse can be proven on the balance of probabilities then the case conclusion will be recorded as 'Partly Substantiated'.
- **Not Substantiated** - If the allegation of abuse has been disproven on the balance of probabilities then the case conclusion will be recorded as 'Not Substantiated'.
- **Not Determined / Inconclusive** - If an investigation could not reach a conclusion as to whether the allegations are true or false on the balance of probabilities, then the case is recorded as 'Not Determined / Inconclusive'. Referrals are also recorded as Not Determined / Inconclusive where the investigation is stopped before it is fully completed. Examples of when this may happen are:
 - If there is not enough reliable evidence to show whether the allegations are true or false.
 - If the only evidence found during the investigation was one person's word against another.
 - If while investigating a referral the alleged perpetrator passes away before making a statement then the investigation might not be continued. In this case the referral will be recorded as 'Not Determined / Inconclusive'.
 - If while investigating a referral the alleged victim requests that the matter is not pursued then the referral will be recorded as 'Not Determined / Inconclusive'.

Number of Safeguarding Alerts, Referrals and Completed Referrals

- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, 4104 alerts were received. This was an increase of 32% when compared to 2011-12. Please see page 7 of this report for an explanation as to why this has occurred.
- 865 safeguarding referrals were received in 2012-13 representing an increase of 6% when compared to 2011-12.
- 658 safeguarding referrals were completed in 2012-13 which was an increase of 3% over the previous year.

	Alerts	Referrals	Completed Referrals
2010-11	1900	799	634
2011-12	3104	815	641
2012-13	4104	865	658
% change between 2012-13 and 2011-12	32%	6%	3%

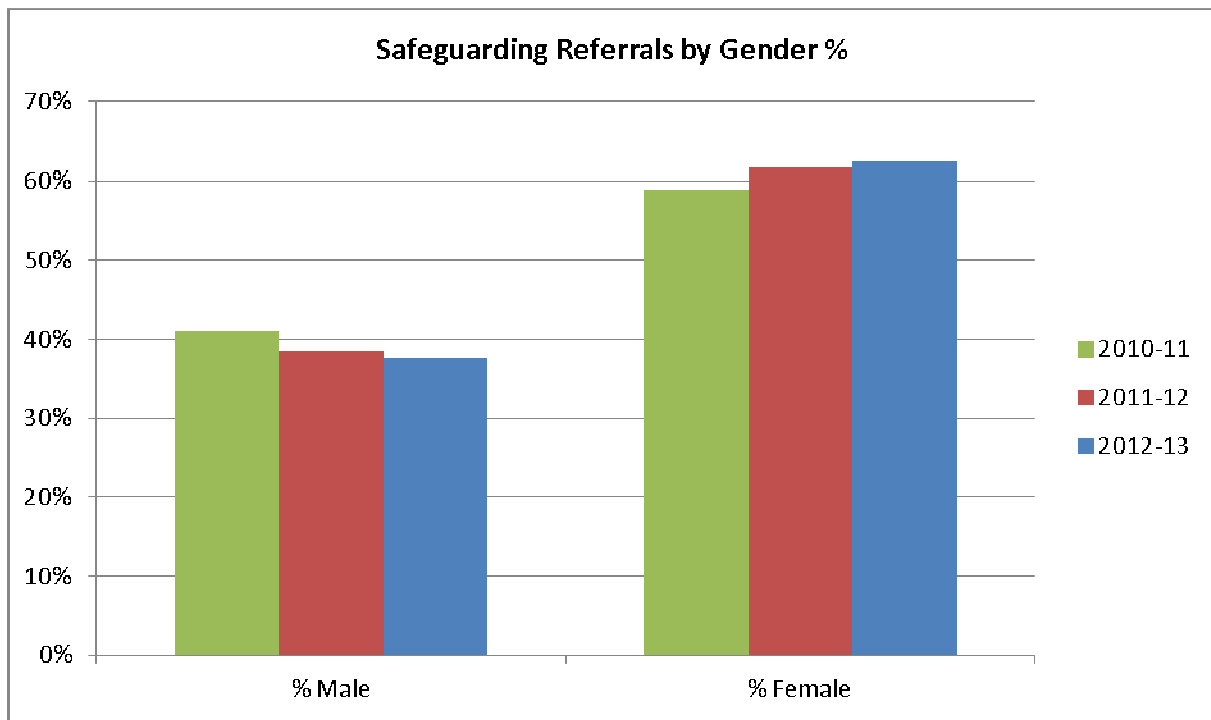


Safeguarding Referrals by Gender
 - source Abuse of Vulnerable Adults Surrey data

- In 2012-13, 38% of vulnerable adults were male and 62% were female. There has not been a significant change in the gender breakdown of vulnerable adults over the last three reporting years.

	% Male	% Female
2010-11	41%	59%
2011-12	38%	62%
2012-13	38%	62%

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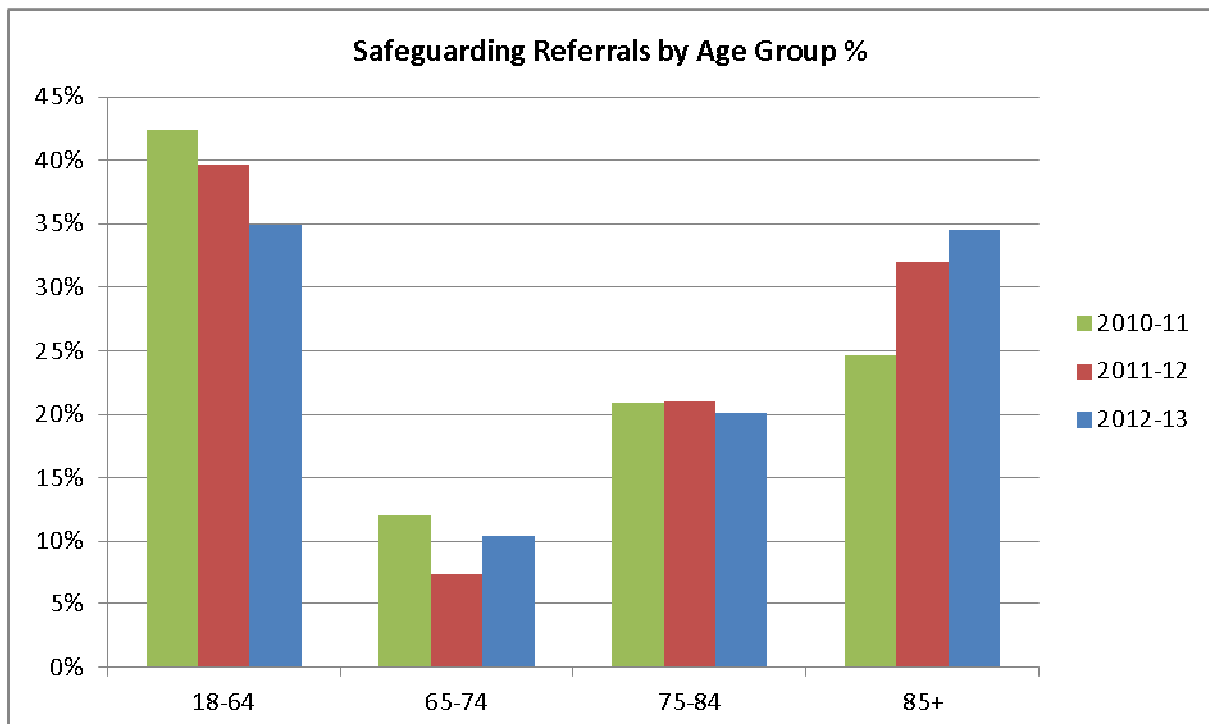


Safeguarding Referrals by Age Group
 - source Abuse of Vulnerable Adults Surrey data

- The 85+ age continues to show a steady increase for referrals. In 2012-13, this proportion increased by a further 3%, following an increase of 7% in the previous year.
- The 18-64 age group indicates a steady decrease in the proportion of referrals, with a decrease of 5% between 2012-13 and 2011-12.

	18-64	65-74	75-84	85+
2010-11	42%	12%	21%	25%
2011-12	40%	7%	21%	32%
2012-13	35%	10%	20%	35%

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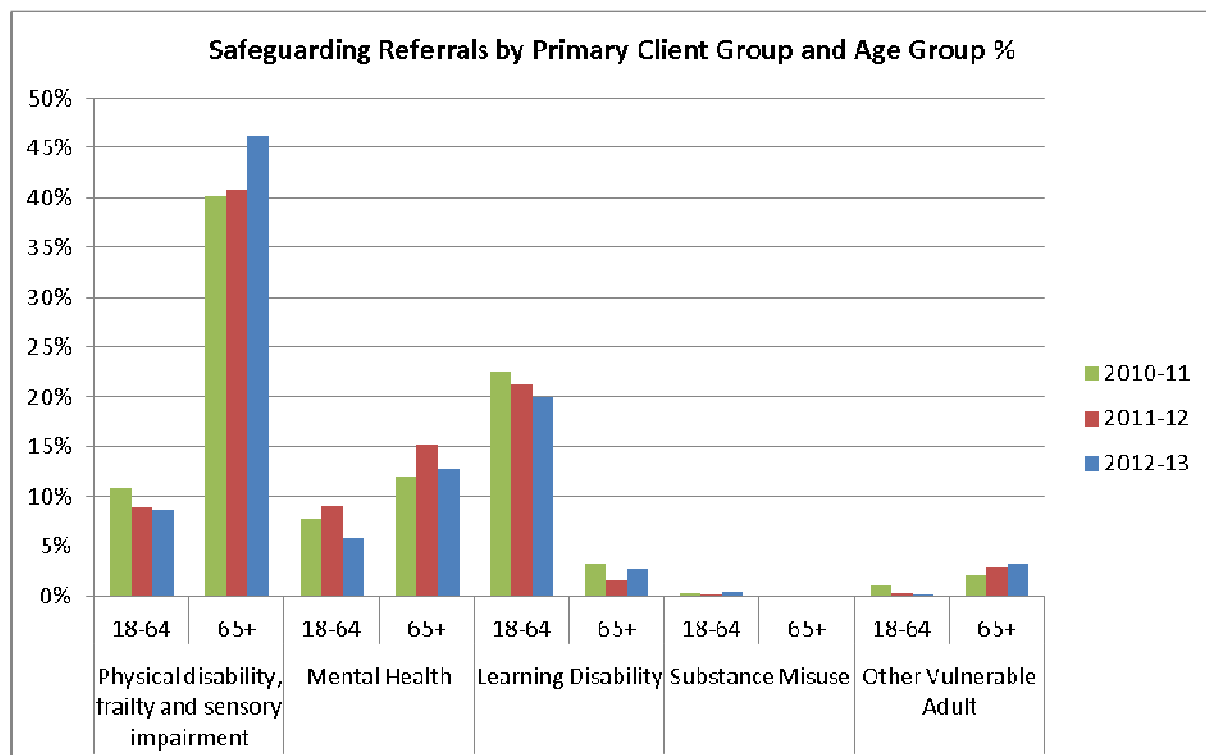


Safeguarding Referrals by Primary Client Group and Age Group

- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, there was a 5% increase, compared to 2011-12, in the proportion of vulnerable adults in the 65+ age group whose client category is Physical disability, frailty and sensory impairment.
- There has been a small increase in the Learning Disability 65+ age group when compared to the previous year.
- The proportion of Mental Health referrals has decreased by 2-3% in both the 18-64 and 65+ age bands during 2012-13.

	Physical disability, frailty and sensory impairment		Mental Health (includes dementia)		Learning Disability		Substance Misuse		Other Vulnerable Adult	
	18-64	65+	18-64	65+	18-64	65+	18-64	65+	18-64	65+
2010-11	11%	40%	8%	12%	23%	3%	0%	0%	1%	2%
2011-12	9%	41%	9%	15%	21%	2%	0%	0%	0%	3%
2012-13	9%	46%	6%	13%	20%	3%	0%	0%	0%	3%



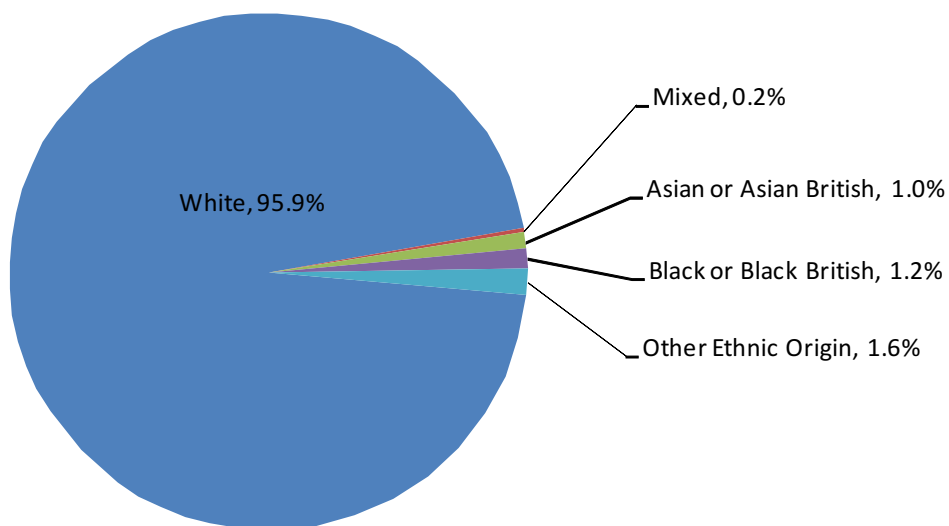
Safeguarding Referrals by Ethnic Group
 - source Abuse of Vulnerable Adults Surrey data

- In 2012-13, 95.9% of alleged victims were from the 'White' ethnic group. This is 5.6% higher than the percentage reported by this category in the 2011 census breakdown in Surrey.
- In 2012-13, 1% of alleged victims were from the 'Asian or Asian British' ethnic group. This is 4.6% lower than the percentage reported by this category in the 2011 census in Surrey.

Ethnic group	Safeguarding Referrals 2012-13	Surrey Breakdown Census 2011
White	95.9%	90.3%
Mixed	0.2%	2.1%
Asian or Asian British	1.0%	5.6%
Black or Black British	1.2%	1.1%
Other Ethnic Origin	1.6%	0.9%
Total	100%	100%

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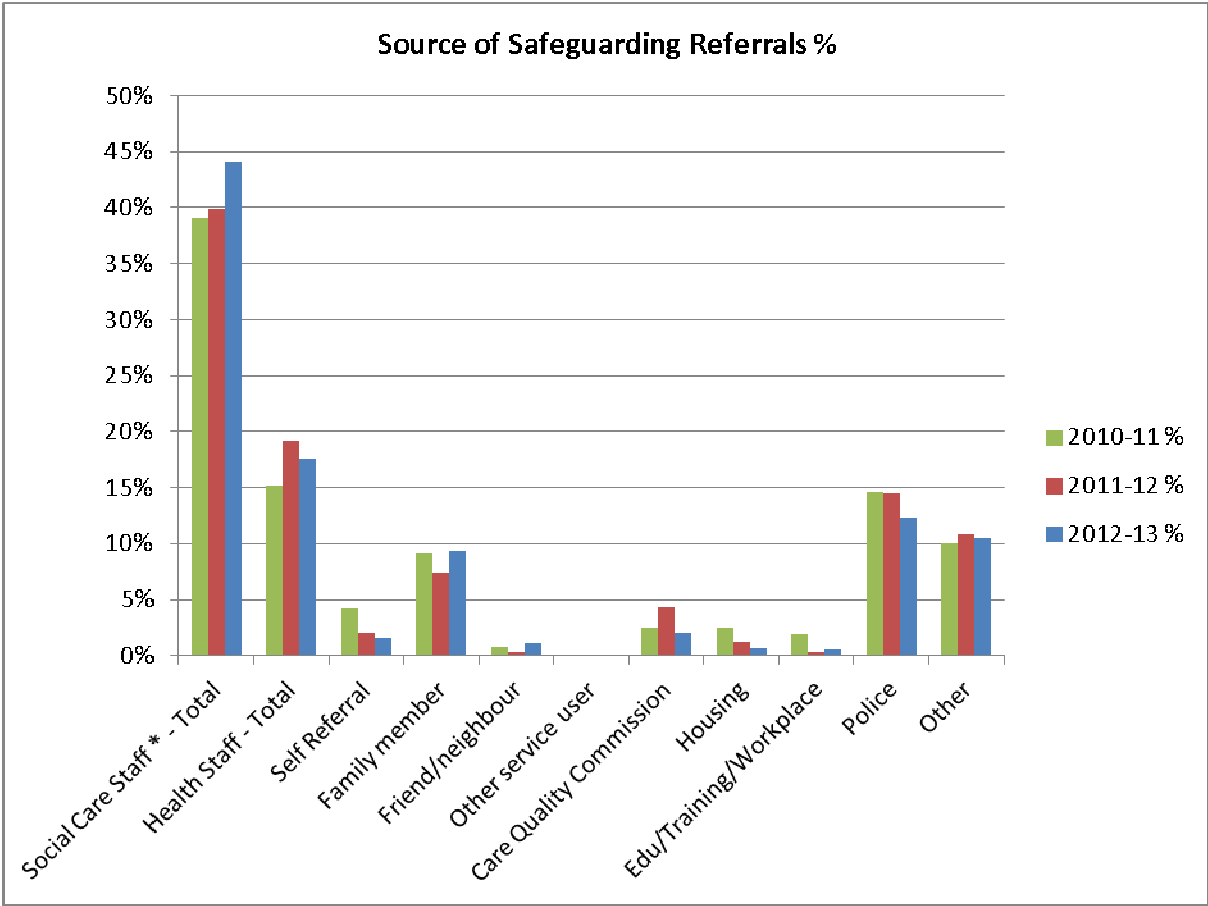
**Safeguarding Referrals by Ethnic Group
2012-13**



Source of Safeguarding Referrals
- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, there was a 4% increase in the proportion of referrals being made by Social Care Staff, when compared to the previous year. A 4% increase was also seen in the sub-category of 'Domiciliary Staff'.
Please note, the category 'Social Care Staff includes social care staff working in the local authority and the independent sector.
- There was a small decrease in the number of referrals being made by 'Health' during the 2012-13 reporting period.
- The proportion of referrals made by a family member increased by 2% in 2012-13.
- The proportion of referrals made by the Police decreased by 2%.

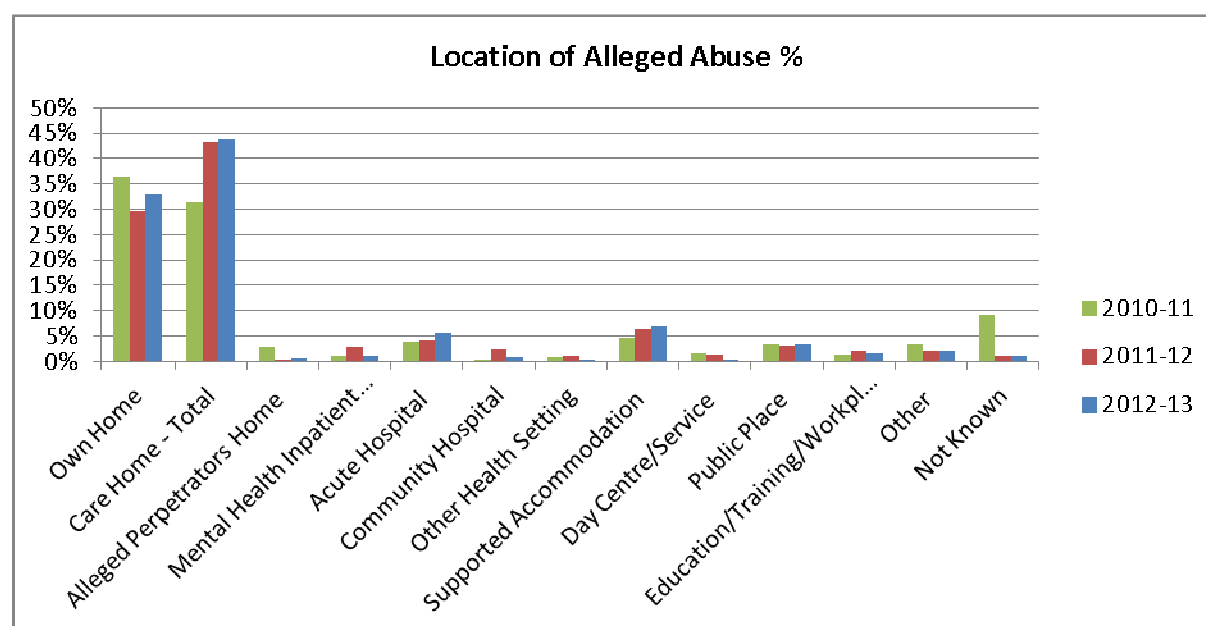
		2010-11 %	2011-12 %	2012-13 %
Social care staff	Social Care Staff (* CASSR & Independent) - Total	39%	40%	44%
	<i>of which: Domiciliary Staff</i>	12%	11%	15%
	<i>Residential Care Staff</i>	17%	15%	16%
	<i>Day Care Staff</i>	2%	2%	2%
	<i>Social Worker/Care Manager</i>	7%	6%	4%
	<i>Self-Directed Care Staff</i>	0%	0%	0%
	<i>Other</i>	2%	6%	7%
Health staff	Health Staff - Total	15%	19%	18%
	<i>of which:</i>			
	<i>Primary/Community Health Staff</i>	6%	9%	7%
	<i>Secondary Health Staff</i>	7%	7%	9%
	<i>Mental Health Staff</i>	3%	2%	2%
Other sources of referral	Self Referral	4%	2%	2%
	Family member	9%	7%	9%
	Friend/neighbour	1%	0%	1%
	Other service user	0%	0%	0%
	Care Quality Commission	3%	4%	2%
	Housing	3%	1%	1%
	Education/Training/Workplace Establishment	2%	0%	1%
	Police	15%	14%	12%
Other	10%	11%	11%	



Location of alleged abuse
- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, there was a 3% increase in referrals alleged to have occurred in the vulnerable adults own home.
- There was a 2% increase in referrals alleged to have occurred in acute hospitals.

	2010-11	2011-12	2012-13
Own Home	36%	30%	33%
Care Home - Total	31%	43%	44%
Alleged Perpetrators Home	3%	0%	1%
Mental Health Inpatient Setting	1%	3%	1%
Acute Hospital	4%	4%	6%
Community Hospital	0%	2%	1%
Other Health Setting	1%	1%	0%
Supported Accommodation	5%	7%	7%
Day Centre/Service	2%	1%	0%
Public Place	3%	3%	3%
Education/Training/Workplace	1%	2%	2%
Other	3%	2%	2%
Not Known	9%	1%	1%



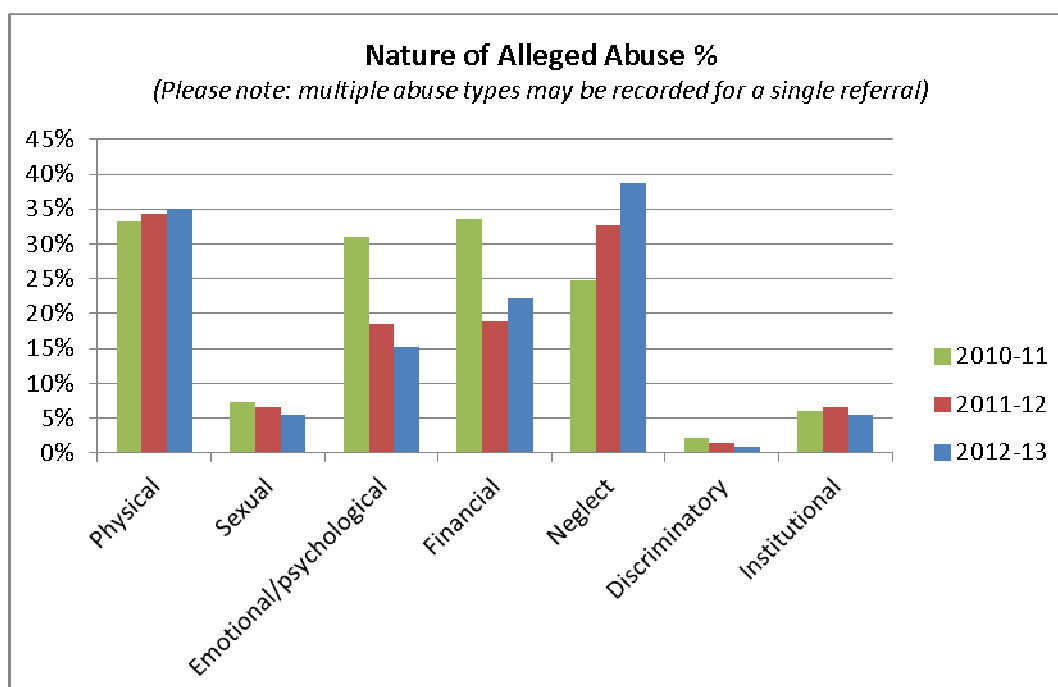
Nature of alleged abuse

- source Abuse of Vulnerable Adults Surrey data.

- please note, multiple abuse types can be recorded for a single referral.

- In 2012-13, there was a 4% decrease in the proportion of referrals reporting emotional/psychological abuse.
- There was a 3% increase in Financial abuse (in 2010-11 33% was reported).
- There was a 6% increase in the proportion of Neglect reported.

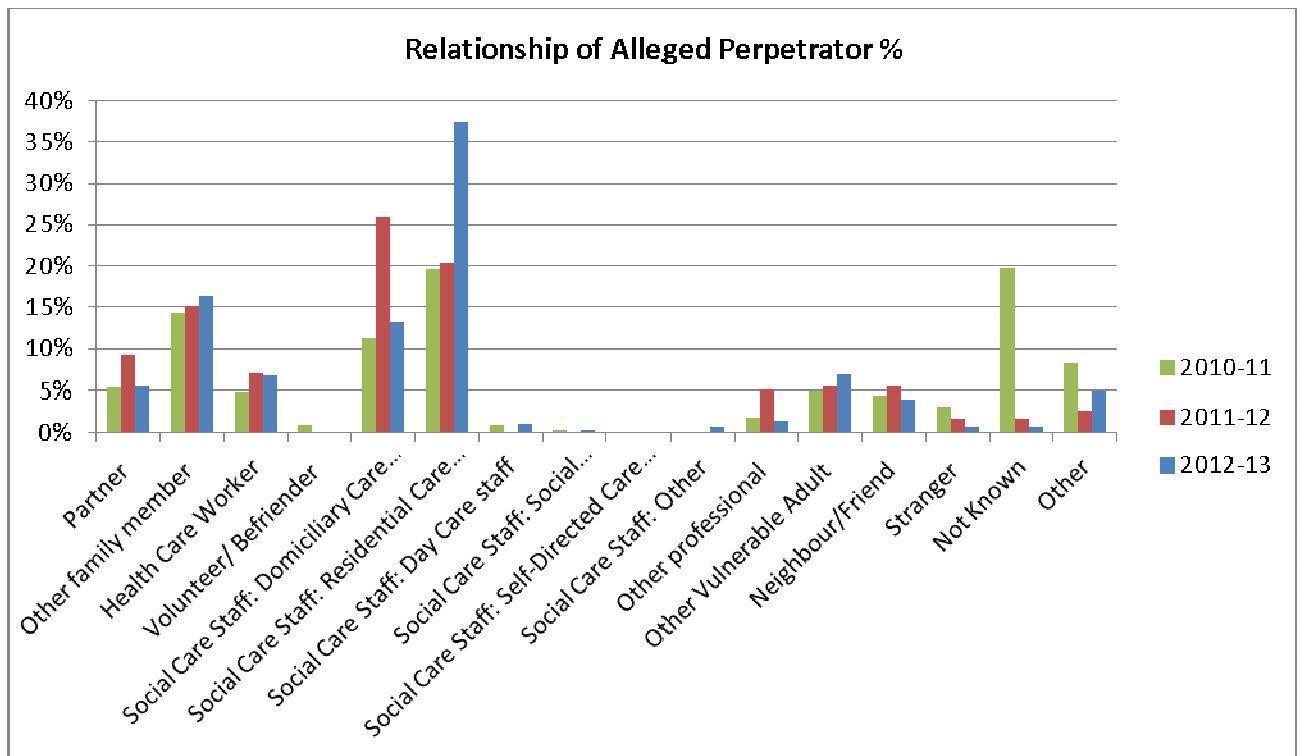
	2010-11	2011-12	2012-13
Physical	33%	34%	35%
Sexual	7%	7%	6%
Emotional/psychological	31%	19%	15%
Financial	34%	19%	22%
Neglect	25%	33%	39%
Discriminatory	2%	1%	1%
Institutional	6%	7%	6%



Relationship of Alleged Perpetrator
- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, there was a 17% increase in the proportion of referrals where the alleged perpetrator was reported as residential care staff, when compared to the previous year.
- There is no discernible cause for this shift in the number of referrals relating to residential care staff.
- There was a 13% decrease in the proportion of referrals where the alleged perpetrator was reported as domiciliary care staff in comparison to 2011-12. However, the figures for this year are similar to those in 2010-11. This year's figures are therefore in line with long term comparisons following an unusual, short-term increase the previous year.

	2010-11	2011-12	2012-13
Partner	5%	9%	6%
Other family member	14%	15%	16%
Health Care Worker	5%	7%	7%
Volunteer/ Befriender	1%	0%	0%
<i>Social Care Staff: Domiciliary Care staff</i>	11%	26%	13%
<i>Social Care Staff: Residential Care staff</i>	20%	20%	37%
<i>Social Care Staff: Day Care staff</i>	1%	0%	1%
<i>Social Care Staff: Social Worker/Care Manager</i>	0%	0%	0%
<i>Social Care Staff: Self-Directed Care Staff</i>	0%	0%	0%
<i>Social Care Staff: Other</i>	0%	0%	1%
Other professional	2%	5%	1%
Other Vulnerable Adult	5%	6%	7%
Neighbour/Friend	5%	6%	4%
Stranger	3%	2%	1%
Not Known	20%	2%	1%
Other	8%	3%	5%

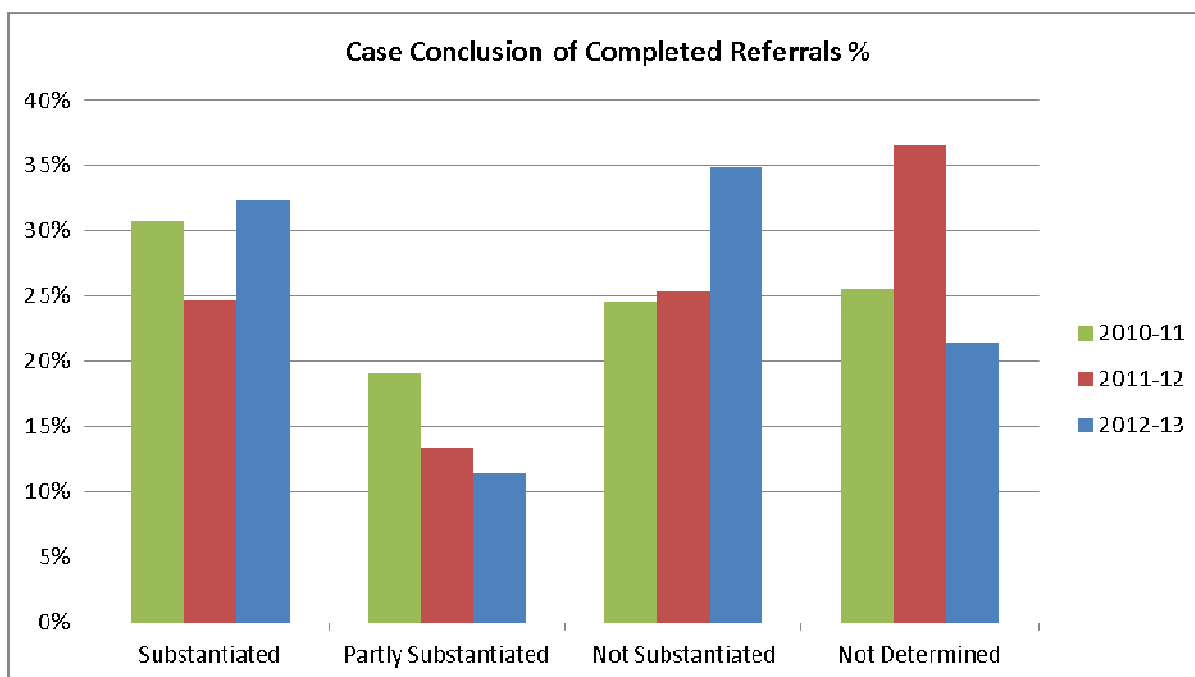


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Case Conclusion of Completed Referrals
- source Abuse of Vulnerable Adults Surrey data

- In 2012-13, there was a 7% increase in proportion of completed referrals with a case conclusion of 'Substantiated', when compared to the previous year.
- There was a 10% increase in the proportion of completed referrals with a case conclusion of 'Not substantiated'

	Substantiated	Partly Substantiated	Not Substantiated	Not Determined
2010-11	31%	19%	25%	26%
2011-12	25%	13%	25%	37%
2012-13	32%	11%	35%	21%



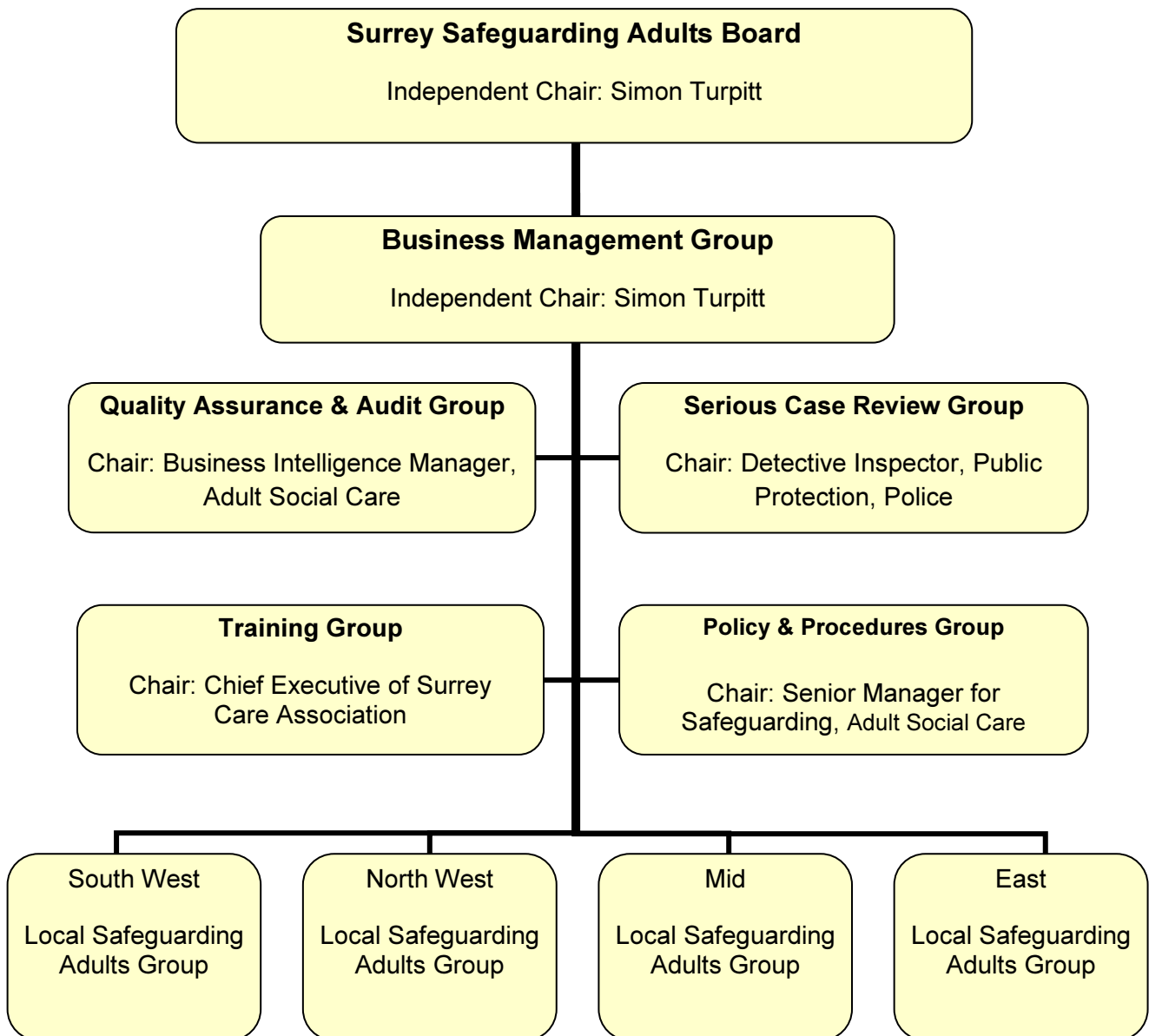
3 Surrey Safeguarding Adults Board Structure

The Surrey Safeguarding Adults Board is a partnership constituted under the Department of Health guidance: 'No Secrets' (March 2000). The Board has an Independent Chair who chairs both the Board meetings and the Business Management Group meetings. The duty of the chair is to:

- To provide independent leadership and strategic vision to the Board.
- To champion the promotion of diversity and equality in all Board activity.
- To ensure the Board operates effectively in exercising its functions as set out in "No Secrets" and other relevant guidance and meets all statutory requirements that may be placed upon the Board once made Statutory.
- To chair the Board meetings, the Business Management Group meetings and other meetings/events held by the Board as required.
- To monitor and challenge the effectiveness of safeguarding adults at risk across agencies.
- To ensure that there is a meaningful business relationship with other statutory Boards.
- To produce the Board's Annual Report and Strategic Work Plan.

The chair is assisted in this role by four sub groups, namely, Quality Assurance and Audit, Policy and Procedures, Serious Case Review and Training. In addition, the Board has four Local Safeguarding Adults Groups supporting the implementation of the Work Plan.

ORGANOGRAM



The Board meets three times a year. The Board's Terms of Reference are:

- To oversee the implementation and working of the Safeguarding Adults procedures, including publication, distribution and administration of the document
- The management of inter-agency organisational relationships to support and promote the implementation of the procedures
- To make links with other areas of policy and good practice guidance, including, contracting, care management and child protection within the statutory, voluntary and independent sectors
- To oversee the training strategy, and to maintain a strategic overview of Safeguarding Adults training
- To identify sources of funding required to implement the training and development needs associated with the procedures and to monitor the use of these resources
- To oversee the development of information systems which support the gathering of information necessary to carry out the evaluation of policy and practice
- To regularly review the monitoring and reporting of safeguarding adults concerns and investigations and to undertake a full review annually
- To make recommendations for revisions and changes necessary to the procedures, identified as a result of the monitoring process
- The promotion of multi-agency working in Safeguarding Adults, through formal events or information campaigns to ensure a wider professional and public understanding of adult abuse
- To support and advise operational managers working with abuse, through the local groups and sub groups
- To agree and maintain links with relevant corporate management groups
- Manage and support the work of the sub groups

The Board members are from:

Each of the 5 Hospital Trusts:

Ashford & St Peters NHS Foundation Trust, Frimley Park Hospital NHS Foundation Trust, Epsom & St Helier Hospitals NHS Trust, Royal Surrey NHS Foundation Trust, Surrey & Sussex Healthcare NHS Trust

Representatives for all the Clinical Commissioning Groups

Each of the community health care organisations:

Virgin Care, First Community Health & Care, Central Surrey Health

Each of the 4 local Safeguarding Adults Group chairs

Surrey and Borders Partnership Foundation Trust

Surrey Care Association

Surrey Police

User Led Organisations:

Surrey Coalition of Disabled People, Action for Carers (Surrey), Age UK (Surrey)

South East Coast Ambulance Service

First Point: hard of hearing interpreting services

Probation Service

District Councils:

Guildford, Spelthorne, Tandridge, Waverley

Surrey County Council:

Representatives from ASC, Safeguarding, Domestic Abuse, Learning Disabilities Commissioning, Surrey Safeguarding Children's Board, Trading Standards, Surrey Fire and Rescue Service

SCC Cabinet member for safeguarding

In addition, the Board's agendas and minutes are circulated to the three regional managers at CQC.

Business Management Group

The work of the Board is supported by the executive group, known as the Business Management Group (BMG) The BMG meets every 2 months. The Terms of Reference are:

- To ensure there are effective governance arrangements for managing the Board business, including:
 - Co-ordinating the development, implementation and performance management of the Board Strategic Work Plan.
 - Ensuring the Local Safeguarding Adults Groups effectively deliver the Work Plan
 - Receiving and responding to Management Information reports on the safeguarding process and on the effectiveness of the Board
 - Monitoring Serious Case Reviews and notifications.
 - Monitoring the Board budget.
- To ensure the Board develops in concordance with the national safeguarding agenda, including:
 - Driving the national agenda forward at the local level
 - Preparing the Board for becoming statutory

The BMG members are from:

Waverley Borough Council

Central Surrey Health

Royal Surrey NHS Foundation Trust

Clinical Commissioning Group

Surrey and Borders Partnership Foundation Trust

SCC: Strategic Director for ASC, ASC Senior Safeguarding Manager, SFRS
Community Safety Manager, ASC Business Intelligence Manager

Surrey Police

Surrey Community Health

Surrey Care Association

- The chair of each sub-group sits on the BMG

4 Sub-Group Work Plans

Quality Assurance and Audit Group

This group is chaired by the Business Intelligence Manager for ASC at Surrey County Council.

The Terms of Reference for this group are:

To assist the Surrey Safeguarding Adults Board with developing, promoting and ensuring good quality safeguarding practice by:

- 1.1 Auditing the Action Plans from Surrey Serious Case Reviews
- 1.2 Auditing the Surrey Action Plans from Inquiries and national Serious Case Reviews
- 1.3 Co-ordinating a programme of multi-agency safeguarding Action Learning Sets and case reviews agreed by the Board. This might involve the following:
 - Involving the members of the Local Safeguarding Adults Groups in Action Learning Sets
 - Convening one off multi-agency task groups
 - Reporting to the Board on findings from the programme of multi-agency safeguarding Action Learning Sets including reports on lessons learned and Action Plans from Serious Case Reviews.
- 1.4 Evaluating and updating the SSAB self assessment tool for partner agencies.
- 1.5 Quality assuring the SSAB Prevention Strategy
- 1.6 Consulting and communicating with partner agencies and engaging and involving other stakeholders as appropriate.
- 1.7 Where safeguarding assessments / audits have occurred within individual agencies, the Action Plan and service improvements will be shared with the group.

Key achievements

- Reviewed the Action Plans from the 5 published Surrey SCR Action Plans. New actions identified on 2 of the plans to ensure the SCR recommendations were fully implemented. A report was given to the BMG on the Action Plans, including:
 - Prevention Strategy & the strategy's review at the Sept QA&A mtg.
 - Risk Assessment Tool and actions to promote it.
 - Pressure Sores
 - Mental Capacity Act assessment tool – progress on implementation.
 - Carer's Assessment - proposal to be renamed.
 - Audit of cases where people have declined services to assess Mental Capacity Act assessment.
- The Board's annual safeguarding self assessment was reviewed by the group. The template was amended to ensure people will include evidence to support

their benchmarking. It also included an additional section on action planning.

- The Board's 3 year Prevention Strategy action plan was reviewed. Completed actions were signed off and a recommendation made to the Board that any outstanding actions should be incorporated into the Board's Strategic Plan. This recommendation was accepted.
- Multi-Agency Case Audits process established.

Challenges during the year

- Changing membership due to staff moves in several agencies.
- Multi-Agency Case Audits had to be postponed to the meeting in June 2013 due to pressure on agendas.

Policy and Procedures Group

This group is chaired by the Senior Manager for Safeguarding in ASC at Surrey County Council.

The Terms of Reference for this group are:

- 1.1 To review the Multi-Agency Procedures at each meeting and to update as appropriate. In particular, to ensure process and practice is sensitive to user and carer rights and promotes user and carer involvement.
- 1.2 To review new national and local policy documents, guidance, legislation and outcomes from inquiries; to consider their impact on the SSAB Multi-Agency Procedures and to make recommendations to the board.
- 1.3 To consult and communicate with partner agencies and engage and involve other stakeholders as appropriate.

Key achievements

- Made the safeguarding alert form available as an on-line form to facilitate reporting.
- Finalised the SSAB Risk Policy Tool and included this with the Board's Multi Agency Procedures.
- Reviewed the Surrey Action Plan in response to the Warwickshire SCR on Gemma Hayter to ensure agencies in Surrey were learning lessons and implementing actions from this case.
- Reviewed the Surrey Action Plan in response to the Buckinghamshire SCR on 'Mr C' to ensure agencies in Surrey were learning lessons and implementing actions from this case.
- On going review of the SSAB Multi Agency Procedures and agreed changes that were required. This included the changes with introduction of the Disclosure and Barring Service, new section on Hate/mate Crime and Human Trafficking information.
- Reviewed new local and national policies and considered the impact for the Board including the Surrey Fire Strategy to reduce harm to vulnerable adults, the Rosepark Inquiry into fire deaths, the Winterbourne View SCR recommendations.

Challenges during the year

- Inconsistent attendance by some agencies.

Training Group

This group is chaired by the Chief Executive of the Surrey Care Association.

The Terms of Reference for the group are:

- To develop, implement, review and update the county wide multi-agency training strategy for the protection of vulnerable adults
- To produce an annual training programme which is fully costed and includes target numbers and present this to the Executive by end December each year. Training events need to ensure involvement of service users and carers.
- To produce an annual Training Sub-group work plan based on the above strategy and annual training programme
- To consult and communicate with partner agencies and engage and involve other stakeholders as appropriate
- To provide support, advise and engage organisations to promote the uptake of safeguarding training for their staff and volunteers.
- To monitor, assess and evaluate the uptake and impact of safeguarding training across Surrey and to ensure ongoing quality assurance.

Key achievements

- Organising the Board event on 22nd October 2012 to raise awareness of the recommendations in the Winterbourne View SCR and to support multi agency action planning in response to the review.
- A survey of Voluntary sector organisations access to SSAB training was undertaken in preparation for a review of the Training Strategy.
- Completion of follow up survey of those attending the conference on Safeguarding Adults Investigations: roles and responsibilities and a report prepared for the Board.
- Organising the Board event on 6th March 2013 on 'Living without Fear'. This event was to support people with learning disabilities in keeping safe at the point when they are going to start living or working independently.

Challenges during the year

- Collating detailed information on access to training by the voluntary sector in preparation for the review of the Training Strategy proved difficult.

Serious Case Review Group

The group is chaired by the Detective Chief Inspector at the Public Protection Unit at Surrey Police.

The Terms of Reference for this group are:

The Serious Case Review (SCR) group considers referrals made following a death, a life threatening injury or other serious incident involving an adult at risk where it is believed there have been failings, or there are suspected failings by more than one agency involved in caring for the adult (as defined by the Surrey Multi-Agency Safeguarding Adults procedures). This is with a view to establishing what learning can be identified by implementing a review process.

Further details on this group are set out in Section 6 of this report.

5 Priorities

At the beginning of 2012 the Board agreed a new three year Strategic Plan that set out the vision and the priorities to be implemented. This plan was set against the six national safeguarding principles. Below is a summary of achievements in delivering the plan in 2012-2013 and the priorities for the next year.

❖ Empowerment

Key achievements:

- User led organisations have been active Board members including Action for Carers, Surrey Coalition of Disabled People and 50+. As a result, the views of service users have been directly heard by the Board.
- New safeguarding materials produced and widely used by partners. As a result both professionals and members of the public are more aware of safeguarding vulnerable adults and who to contact if they have a concern. The new materials are designed to be more attractive to reflect the preventative role of safeguarding.
- Four newsletters published containing safeguarding news from the Board together with national safeguarding news and resources. As a result professionals and members of the public have been kept informed of Board activity and the latest news, policies and resources in safeguarding vulnerable adults.
- Safeguarding materials produced in the five languages most prevalent in Surrey. As a result people from ethnic minorities are not excluded from accessing information on safeguarding adults.
- The Equalities Impact Assessment on the revised Multi Agency Procedures is now linked from the webpage. The Board has done this to demonstrate the importance it places on diversity and equality.
- A new safeguarding DVD was produced together with a silent, looped version for use on display screens in doctor's surgeries and similar venues. The DVD is available on the SSAB website and copies have been made available to agencies and the voluntary sector. This has supported partner agencies to raise awareness of safeguarding, in particular, of the positive elements of keeping people safe.

Priorities for next year:

- Continue to support the Personalisation of care agenda and ensure people have the knowledge and resources available to safeguard themselves when arranging their own care.
- The NW Safeguarding Adults Group will implement a project to establish a 'Safer Places' scheme in Surrey.
- The East Safeguarding Adults Group will implement a project to empower service users to identify the standards they should expect of good care and how to resolve issues if those standards are not being met.

Trading Standards are pleased to give the following highlights of their safeguarding activity during the year

- Trading Standards launched the new "Super stickers" which enable householders to elect to make their homes "No Cold Calling Zones" these stickers are available by calling 03456 009 009 or collecting via Council offices, libraries and police stations. We also carried out an evaluation of the scheme recently which found that 90% of householders said that there was a reduction in cold calling since they displayed the sticker; 51% felt safer and 76% felt more confident in turning cold callers away as a result. The vast majority who registered the use of the sticker were in the over 60s age group. Those who have registered also receive a quarterly Newsletter.
- We have also devised a leaflet for Carers and Care professionals to highlight the sort of scams that are being used by criminals to deprive, in particular, the elderly and vulnerable from their savings. It is estimated that in the UK £3.5 billion is lost to scams each year.
- Trading Standards also continue to operate the Support with Confidence Scheme with Adult Services, in partnership with Surrey Independent Living Council (SILC) and currently have about 80 members and this number continues to increase.

❖ Protection

Key achievements:

- Launch of the four new Safeguarding Adults Groups has supported the delivery of the SSAB Strategic Plan and provided a vital link for frontline staff and managers to link with the Board.
- 'Living without Fear' event held to raise awareness of safeguarding among people with a learning disability who are about to start living independently or entering employment for the first time. The 'Blue Apple' theatre company put on a

production acting out scenarios that may affect a person with learning disability living on their own for the first time. Delegates were then given information and support to ensure they have the right skills to deal with these situations should they encounter them. Most of the actors working for the 'Blue Apple' theatre company have learning disabilities.

- In October 2012 the Board held a multi agency conference on learning the lessons from the Winterbourne View Serious Case Review. Speakers included Margaret Flynn author of the SCR, Viv Cooper from the Challenging Behaviour Foundation who gave the perspective of the family carer role in safeguarding; Sarah Mitchell, Strategic Director of Adult Social Care in Surrey County Council; Sheila Evans from the Department of Health and Debra Moore who joined Castlebeck in 2011.
- The Board implemented an Action Plan to address the recommendations in the Winterbourne View SCR to keep people with a learning disability safe. As a result services users and patients in Surrey will be better protected against the types of abuse that occurred at Winterbourne View. In addition, vulnerable adults with learning disabilities will feel their needs and concerns are being addressed by the Board.

Priorities for next year:

- To ensure appropriate action have been taken in response to the recommendations set out in the Francis Report into Staffordshire NHS Trust.
- To establish a sub-group specifically to take forward to embed the recommendations of the Winterbourne View SCR, the Francis Report and the 'Death by Indifference, 74 and counting' report.
- The SW Safeguarding Adults Group will implement a project to raise awareness of safeguarding with business people (other than health and social care professionals) who visit the homes of vulnerable adults.
- The Mid Safeguarding Adults Group will implement a project to raise awareness of safeguarding with housing providers.

Frimley Park Hospital are pleased to give the following highlights of their safeguarding activity during the year

- Update training for Deprivation of Liberty Safeguards provided to 250 members of staff.
- Successfully trained 200 members of staff in Prevent.
- Continued our already successful awareness training to ensure all clinical staff, new doctors, all new employees and volunteers to the Trust knows how to raise a safeguarding concern.

Surrey Fire and Rescue Service are pleased to give the following highlights of their safeguarding activity during the year

- Surrey Fire and Rescue Service has produced guidance document for other agencies, its own staff and its safeguarding officer.
- Surrey Fire and Rescue Service has designed and delivered safeguarding training for its entire front line staff.
- Keeping you safe from fire project has raised awareness of the risk factors for vulnerable adults and ensured people from all agencies, families and carers understand the protective equipment that can be obtained and how to access it.

Surrey and Sussex Hospitals are pleased to give the following highlights of their safeguarding activity during the year

- The Learning Disabilities Peer Review undertaken provided assurance that high quality care was being provided to our patients.
- New Mental Capacity Act Checklist and Best Interests Proforma introduced and well evaluated.
- The Safeguarding Lead represented the Trust as a speaker at a conference in London in July 2012.

10

❖ **Prevention**

Key achievements:

- The Policy and Procedures Group have analysed the recommendations from key national SCRs and implemented actions. As a result, Surrey services have been able to put processes in place to protect vulnerable adults before abuse occurs.
- The SSAB Multi Agency Procedures have been continuously kept under review and updated in response to national and local safeguarding needs. The procedures are available on the SSAB website. This ensures the procedures are relevant and supports all professionals to easily access them.
- Safeguarding incidents that are below the threshold for a SCR have been reviewed and lessons learned disseminated to the appropriate agencies. As a result agencies have been able to improve practices.
- The Board has supported the implementation of the Fire Strategy 'Keeping you safe from fire' that has reduced the risk of harm to vulnerable adults in their own homes and in residential care. As a result there is more protective equipment

being installed in the homes of vulnerable adults so they can stay safe from fire. Residential homes have also improved their staff training and fire safety equipment to keep people safe.

- Current safeguarding practices have been benchmarked by the completion of a Safeguarding Self Assessment. As a result, agencies have been supported to identify gaps in their safeguarding practices and have implemented actions to resolve these. In addition, the template has been adapted by Surrey Care Association and promoted as a useful template for Residential Care Homes to use to improve their safeguarding.
- The Board's three year Prevention Strategy has been reviewed and completed actions signed off by the Quality Assurance and Audit Group. Outstanding and continuing actions have been incorporated into the Work Plan. As a result, prevention is embedded in the Board's strategic plan and actions are relevant and up-to-date.
- The Board has established a task and finish group to produce a Missing Persons Protocol to support partner agencies work together when a vulnerable adult goes missing. When this is finalised it will support agencies to work together efficiently when a vulnerable adult is missing and ensure everything is done to find the missing person quickly.
- The Board has set up a task and finish group to identify actions to reduce incidents of harm through choking in adults at risk. This multi agency group has started work on the new Choking Prevention Best Practice Guidance that will be finalised in the autumn. This will ensure best practice is shared and implemented across agencies to reduce the risk of harm from choking.

Priorities for next year

- A report will be presented to the Board in May on the key issues identified from the Safeguarding Self Assessments.
- All appropriate Board members will complete Safeguarding Self Assessments will be undertaken in January 2014.
- To publish a finalised Missing Persons Protocol and support its use by agencies.
- To publish a finalised Choking Prevention Best Practice Guidance and support its use by agencies.
- The Quality Assurance and Audit group will undertake case audits to identify and implement lessons learned.
- To cascade the learning from Surrey's SCRs and Domestic Abuse Homicide Reviews at a multi agency conference for senior strategic managers.

Royal Surrey County Hospital are pleased to give the following highlights of their safeguarding activity during the year

- CQC report August 2012 showed that we were meeting all of the standards including those specifically related to safeguarding.
- Positive feedback from staff attending safeguarding training—resulting in an increase in referrals showing that staff have a greater awareness.
- Positive feedback from service users as part of the learning disabilities peer review which also included an element on safeguarding.

Central Surrey Health is pleased to give the following highlights of their safeguarding activity during the year.

- Integrated safeguarding structure within CSH reviewed and changes implemented. Internal Integrated Safeguarding Group (which combines Children and Adults) now well established, the frequency of the meeting recently increased to every 2 months as a result of the increased safeguarding activity within the organisation.
- Safeguarding Adult Lead meets monthly with Governance Team to review all incidents.
- Communication – events log, pressure ulcer pathway continues to work well especially with partners. Pressure Ulcer pathway is being relaunched and renamed as “Skin Matters”.

❖ **Proportionality**

Key achievements

- A Multi Agency Risk Policy and Tool was implemented by the Board and is now in use by agencies. As a result, agencies are undertaking holistic risk assessments that can be shared. Risks are being identified and reduced.
- The Board’s training programme continues to be delivered based and will be reviewed in line with an agreed Multi Agency Competency Framework to be produced in autumn 2013.
- The SSAB Multi Agency Procedures were reviewed to ensure risk and proportionality in risk assessments was addressed. As a result, vulnerable adults are being supported to live life their way.

Priorities for next year

- The Board's training programme will be reviewed to ensure training includes proportionality in risk assessments.
- The Board will continue to promote the use of the Multi Agency Risk Policy and Tool and evaluate its effectiveness in supporting a proportionate response to risk.

Surrey and Borders Partnership are pleased to give the following highlights of their safeguarding activity during the year

- A new database of safeguarding incident records (DATIX) has been set up and this is giving us more comprehensive information about the safeguarding concerns being identified by the different services.
- DATIX is enabling us to monitor and manage safeguarding incidents as they arise so that immediate appropriate actions can be taken and so that themes and trends can be identified.
- We have continued to strengthen our partnership arrangements both internally and externally so that roles, responsibilities and accountabilities are clearer. Our Surrey County Council Assistant Senior Managers have been deployed on a locality basis where they take a lead in operational safeguarding casework, supporting Team Managers and front line staff to deliver safer services.

❖ Partnership

Key achievements

- The Board has forged strong links with the emerging Clinical Commissioning Groups. As a result, relationships have been built and the sharing of safeguarding knowledge and practices shared.
- The training sub-group has identified the key competencies needed by staff across all agencies, including voluntary staff, and begun to work this into a framework. As a result, the Board's and individual agencies training programmes will be better equipped to deliver the appropriate knowledge and skills that will develop a competent workforce...
- Board membership was reviewed and new members invited to join from the District and Borough Councils, Clinical Commissioning Groups and a Senior Housing Manager. As a result, the Board is a stronger partnership and is able to safeguard vulnerable adults who use services from a broad range of agencies.

- Prison Governors from the five prisons in Surrey were invited to become members of the Board. Whilst none of the governors took up this opportunity, strong links have been forged with representatives from the prisons in the development of a new Memorandum of Understanding.
- The Board has established links with the Health and Wellbeing Board. As a result, the two Board's are able to work together to complement and support their strategies. In addition, this is providing a solid foundation for when the Safeguarding Adults Board becomes statutory.

Priorities for next year

- To publish and implement the Board's safeguarding competency framework across all agencies.
- To review membership to ensure the right members are at the Board.
- To continue to engage with the Surrey Safeguarding Children's Board in particular in relation to Domestic Abuse Homicide Reviews and SCRs.
- To maintain robust links with the Health and Wellbeing Board.
- To complete the Memorandum of Understanding with the five Surrey Prisons in the light of the HMPI paper 'Expectations'.

Surrey Care Association are pleased to give the following highlights of their safeguarding activity during the year

- Surrey Care Association has continued to play its part in ensuring providers across Surrey are kept informed of changes and keeping Safeguarding high on the agenda.
- Residential Care Providers have volunteered to play an active role in the local Safeguarding Adults Groups and in Missing Persons protocol Group.
- We ensure the trainers delivering our Basic Awareness Level training are up to date.
- We are currently developing a pilot programme to support providers in the enquiry stage of safeguarding investigation to improve the process.

❖ Accountability

Key achievements

- The Board's Annual Report was presented to SCC Cabinet and published on the SSAB webpages and in all of Surrey's libraries. As a result, the Board strategy and activities have been made public and widely shared. The Report was sent to the libraries to ensure members of the community without internet access, can see the Report.
- Board members completed a safeguarding self assessment on behalf of their agency. These assessments were sent to the Board. As a result the Board has been able to share good safeguarding practices.
- The Business Management Group's Terms of Reference were reviewed and updated. This has ensured they are relevant and up-to-date with what the group needs to deliver.
- Management Information from the Abuse of Vulnerable Adults data has been presented to all Board and Business Management Group meetings. As a result, the Board has been able to monitor and respond to trends in safeguarding adults.

Priorities for next year

- The Board will hold an awayday this will look at the vision of the Board, what the Board does well, what areas need to be improved and how the Board will develop the Strategic Plan including reference to accountability.
- A Peer Review will be undertaken of the Board.
- The Board's Strategic Plan will continue to be reviewed by the Business Management Group and Management Information presented to each meeting.

Adult Social Care is pleased to give the following highlights of their safeguarding activity during the year.

- Service user experience feedback now in place upon the closure of each Safeguarding case.
- Joint training with Police on Achieving Best Evidence is in place.
- Memorandum of Understanding agreed with Surrey Prisons. Awareness raising has taken place with ASC Teams having Prisons in their Area together with Safer Custody staff. The MOU includes an agreed referral pathway.
- Provider Failure Protocol is being revised. This includes a new Domiciliary Care agency closure protocol, the closure of a residential or Nursing Care Homes and the closure of a registered service due to an emergency occurring.

6 Serious Case Reviews

The Board has a Serious Case Review sub-group chaired by the Detective Chief Inspector at Surrey Police's Public Protection Investigation Unit. The group considers referrals made following a death, a life threatening injury or other serious incident involving an adult at risk where it is believed there have been failings, or there are suspected failings by more than one agency involved in caring for the adult (as defined by the Surrey Multi-Agency Safeguarding Adults procedures). This is with a view to establishing what learning can be identified by implementing a review process.

In considering such cases, the SCR group will request and review information held by each agency to determine if there appears to have been any organisational failure. Each agency will provide a summary of their agency's involvement within two weeks of the request being made.

During the year, the group received eleven notifications of serious incidents that potentially were considered as to whether or not the criteria for a SCR were met. Following consideration of those notifications and further information requested by the group, four cases were taken forward and a recommendation made to the chair of the Board for a Serious Case Review to be undertaken. These recommendations have been accepted and the Reviews are in currently in progress. When the Reviews are completed they will be presented to the Board and placed on the Surrey Safeguarding Adults Board webpages.

Priorities for next year

- The Board's SCR group will complete a review of the SCR process and establish a multi agency case review process for those safeguarding cases that do not meet the threshold for a full SCR.

7 **The year ahead**

Towards the end of the year the Board began the recruitment process to appoint a new Independent Chair. The Board were very pleased when Simon Turpitt accepted the position. Simon brings with him a wealth of experience in safeguarding both adults and children, leadership in the multi agency environment and significant knowledge of the health agenda. The Board will hold an event in the autumn for Board members to set the vision and goals for the Board.

Simon started as Chair of the Board at the beginning of the New Year and this brings with it the assurance the Board will be the best position when Safeguarding Adults Boards become statutory.

SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MARY ANGELL, CABINET MEMBER CHILDREN AND FAMILIES****LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR OF CHILDREN SCHOOLS AND FAMILIES****SUBJECT: SURREY SAFEGUARDING CHILDREN BOARD (SSCB) ANNUAL REPORT 2012-2013****SUMMARY OF ISSUE:**

1. The Surrey Safeguarding Children Board (SSCB) is a statutory, multi agency board, chaired by an independent chairman, Mrs Alex Walters.
2. The Annual Report 2012/2013 reports upon the effectiveness of safeguarding and child protection practice by partner organisations in Surrey and is presented to Cabinet for information.
3. Cabinet is asked to note the report (attached as annex 1) and the key messages arising from it.

RECOMMENDATIONS:

4. That Cabinet notes the attached SSCB Annual Report prior to it being published.

REASON FOR RECOMMENDATIONS:

5. The Board is constituted Under Section 13 of the Children Act 2004; its objectives are set out in Section 14 of the Children Act 2004. Regulation 5 of the Local Safeguarding Children Board (LSCB) Regulations 2006 sets out the statutory functions of the LSCB.
6. Section 14a of the Children Act 2004 requires that the independent Chairman publishes an Annual Report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.
7. Accepting the recommendation will provide evidence the council has fulfilled its obligations under Section 13 of the Children Act 2004.

DETAILS:

8. Working Together to Safeguard Children (2010) and (2013) provides the statutory framework for the safeguarding responsibilities of those working with children and young people, including the responsibilities of the Local Safeguarding Children Board (LSCB).
9. Working Together to Safeguard Children 2013 requires that the Annual Report covers the preceding financial year and should be submitted to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner and the Chairman of the Health and Wellbeing Board.
10. The SSCB has a broad membership from both statutory and voluntary sectors as required by Section 13 of the Children Act 2004 and subsequent amendments.
11. SSCB has a three year Business Plan that runs from 2012-2015

CONSULTATION:

12. The Annual Report was developed following consultation with the membership of SSCB sub groups. The draft report was presented to the Board in July 2013 for discussion and comment. The final report was approved at the September 2013 Board.
13. The Annual Report has been shared with Nick Wilson, Strategic Director of Children Schools and families and signed off by Alex Walters, Independent Chairman.
14. Mary Angell, Cabinet Member Children and Families has confirmed support for the Annual Report.

RISK MANAGEMENT AND IMPLICATIONS:

15. There are no implications for risk management in the recommendation that Cabinet is being asked to accept.

Financial and Value for Money Implications

16. The activities of the Board are funded through a pooled budget which is contributed to by Statutory Partners which includes contributions from Surrey County Council. The pooled budget for the Surrey Safeguarding Board is £310,777.

Section 151 Officer Commentary

17. The Section 151 Officer confirms there are no material financial or business implications in this report.

Legal Implications – Monitoring Officer

18. It is a statutory requirement under Section 14a of the Children Act 2004 that the Chair of the SSCB must publish an annual report providing a rigorous and

transparent report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

Equalities and Diversity

19. The recommendations will have a positive impact upon the residents with different protected characteristics by making the activities of the Board more transparent and improving outcomes for Surrey children.
20. No Equalities Impact Assessment has been carried out as this is not necessary in relation to an Annual Report.

Safeguarding responsibilities for vulnerable children and adults implications

21. This Annual Report supports safeguarding children and young people as it provides information on performance in Surrey

WHAT HAPPENS NEXT:

The SSCB Annual Report will be:

- Published on the SSCB /SCC website
- Be sent electronically to all Board members for them to cascade to their own agencies
- Sent Electronically to the Chief Executive; the Leader of the Council; the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board
- Presented to the Children's Operational Partnership; the Health and Wellbeing Board and the Children's Overview and Scrutiny Committee
- Available in hard copy for those unable to access Electronic formats

Actions contained in the report will be reported upon as part of the Business Plan Review and Annual Report for the year ending 31 March 2014.

Contact Officer:

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Tel: 01372 833378

Consulted:

Mary Angell, Cabinet Member for Children and Families
Nick Wilson, Strategic Director Children Schools and Families
Statutory Partners of the Surrey Safeguarding Children Board.

Annexes:

SSCB Annual Report 2012-2013

Sources/background papers:

- Working Together to safeguard Children; A guide to inter-agency working to safeguard and promote the welfare of children; DFE March 2013
www.education.gov.uk/aboutdf/statutory/g00213160/working-together-to-secure-children

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Surrey Safeguarding Children Board

Annual Report April 2012 - March 2013



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Foreword

I am delighted to present the Surrey Safeguarding Children Board (SSCB) annual report for the period April 2012 to March 2013.

The period covered by this report has been one of considerable change both for the board and for all partner agencies, involving budget constraints and major organisational restructures, which continue in the current year. These changes present safeguarding practitioners and agencies with real and complex challenges which the SSCB must monitor to ensure there is no adverse impact.

The SSCB support team has been restructured to enable an increase in capacity to carry out its statutory functions under Regulation 5 of the local safeguarding child board (LSCB) regulations and to enable it to achieve its objectives under Section 14 of the Children Act 2004, which are to co-ordinate and ensure the effectiveness of what is done by each person or body represented on the board, for the purpose of safeguarding and promoting the welfare of children within Surrey.

The review of the full SSCB structure and governance was implemented, which meant we no longer had an executive group. There is now a revised membership of the SSCB full board, with the operations group becoming more focused on driving the business plan and ensuring the links between the board and its sub groups and area groups. A second stage review of the area groups and their effectiveness commenced and will report in 2013-14.

During 2012-13 there were a number of continuing and ongoing serious case reviews (SCRs) and partnership reviews and two SCRs were published. SSCB has pro-actively piloted a number of different methodologies in approaching reviews, adopting the systems approach, as detailed in the Munro Report 2011. This was in anticipation of this becoming a recommendation as part of The Department for Education's (DfE) revised 'Working Together' 2013 guidance.

The 'Working Together' guidance demonstrates the Government's commitment to strengthening the role of LSCBs to ensure and monitor the effectiveness of all partner agencies in safeguarding children. In its monitoring capacity during 2012-13, the SSCB commissioned an external review of the SSCB quality assurance arrangements, to ensure that they were fit for purpose in the light of the revised DfE performance framework and revised processes and procedures are gradually embedding.

The SSCB has undertaken a Section 11 audit of statutory agencies in 12/13 and is providing bespoke support to partner organisations to support improvement in their safeguarding arrangements. The SSCB has also begun a comprehensive piece of work to review the arrangements for the commissioning and delivery of safeguarding training including a comprehensive training needs analysis, which will report in 2013-14.

This annual report clearly demonstrates the significant amount of effective safeguarding activity undertaken by all partners within Surrey. My thanks to all those who chair or are members of the various groups which make up Surrey Safeguarding Children Board, who demonstrate their commitment and passion to protecting children and to improving practice.

The challenge for the Surrey Safeguarding Children Board as it moves forward is to begin to demonstrate and evidence the impact of this activity on children's outcomes.



Alex Walters

Independent Chair, Surrey Safeguarding Children Board



Background

Surrey's children

There are approximately 272,800 children and young people, aged 0-19 living in Surrey. The majority are safe, well educated and cared for, experience good health and have good leisure and employment opportunities.

Surrey has one of the lowest rates of child deprivation in the UK, with the most recent data indicating that there are approximately 23,090 children and young people in Surrey, aged 0-19, living in low-income households. This equates to 11.8% of the 0-19 population.

Birth rates in Surrey have risen by 20%, with a projected peak in 0-5 year olds of 73,600 in 2020. Projections predict that overall the Surrey 0-19 population will grow by 3.7% by 2015 increasing demand on universal services.

In Surrey more than 190 languages are spoken.

The Joint Strategic Needs Analysis (JSNA) for Surrey acknowledges the significant impact that a positive parenting experience has upon a child's emotional wellbeing and development. Conversely the impact of a negative parenting experience can hinder the development of positive outcomes.

The JSNA identifies four key interrelated issues which can adversely impact upon the lives of children and young people:

- parental mental health
- parental substance and alcohol abuse
- domestic abuse
- living in poverty and hardship.

Within Surrey some families have been identified as having multiple needs and require additional support:

- 2012-13 saw a 7% increase in children in need (CIN) with referrals relating to safeguarding concerns rising by 4%.
- At 31 March 2013, 890 children were subject to a child protection plan compared with 794 at 31 March 2012. Whilst this represents a significant increase from the previous year, it is a decrease from a mid-year peak of 936 in August 2012. Previous years indicate a peak is reached in this month of a reporting year.
- During 2012/13, the number of children who had been subjected to more than one child protection plan decreased by 2.8%. In 2012/13 8.8% of children were in this position. This would indicate that plans are being concluded more effectively, either through the success of plans to reduce risk and put in place appropriate support, or escalation to more intensive intervention.
- The numbers of children whose plans ended after being the subject to a Child Protection Plan for more than two years was 3.4% in comparison to 6.7% in March 2012.
- At 31 March 2013 there were 831 looked after children (LAC) within Surrey compared with 807 on 31 March 2012. Whilst still an increase in the numbers of children needing to be looked after; it represents a decrease in the rate of increase compared to the previous year. In April 2011, the number of children looked after was 737.

The role of Surrey Safeguarding Children Board

Surrey Safeguarding Children Board (SSCB) was established in April 2006 and is chaired by an independent chair, Alex Walters, who is independent of any organisation working within Surrey. Alex Walters was appointed to the SSCB in September 2011.

The SSCB is the key statutory mechanism for agreeing how the relevant organisations in Surrey will cooperate to safeguard and promote the welfare of children and ensure the effectiveness of what they do and provide strategic oversight.

The objectives of the SSCB as set down in 'Working Together to Safeguard Children 2013' are:

- to coordinate what is done by each person or body represented on the board for the purposes of safeguarding and promoting the welfare of children in their area; and,

- ensure the effectiveness of what is done by each such person or body for that purpose.

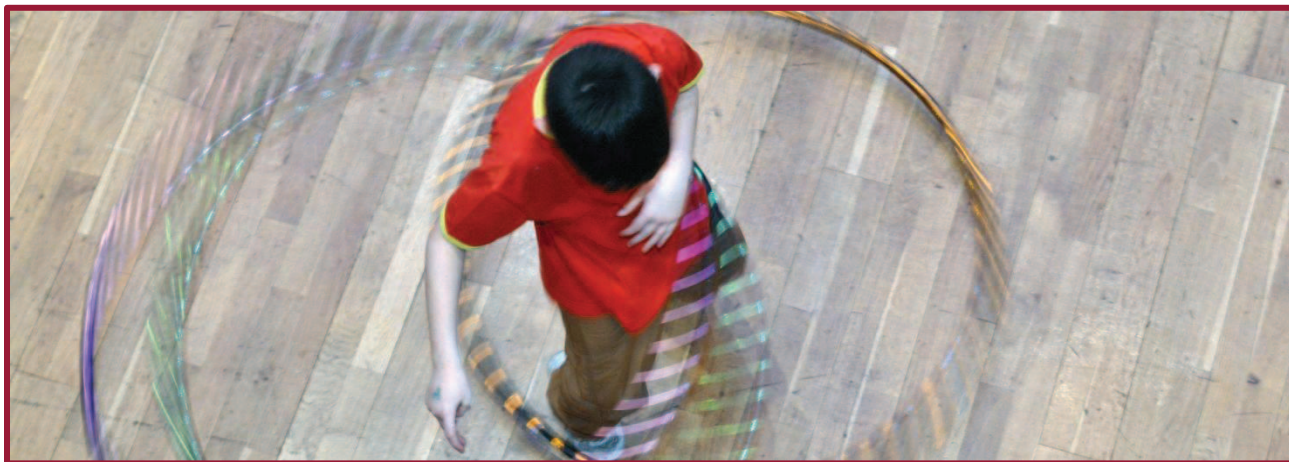
This entails a wide range of responsibilities across the Surrey area including:

- establishing and monitoring thresholds for the provision of services by partner agencies
- developing policies and procedures
- commissioning and evaluating single and multi-agency training
- establishing specific, local protocols to reflect local priorities
- communicating and raising awareness
- monitoring and evaluating the activities of partners through S11 and auditing activity
- reviewing child deaths and conducting serious case reviews.

In the wider Surrey context the SSCB has a statutory scrutiny and monitoring role in relation to the newly established Children and Young People's Partnership (CYPP) and the themed partnerships working within the CYPP and holds them to account in their work to improve outcomes for children and young people. This scrutiny function applies to the Health and Wellbeing Board and the other statutory partnerships i.e. the Public Safety Board where there are issues that impact on children.

The SSCB business plan for 2012-13 agreed **three priority areas** of focus and the progress towards these is reported on throughout this annual report. The priority areas are:

1. to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families
2. to ensure sufficient timely and effective early help for children and families who do not meet the thresholds for children's social care
3. to ensure professionals and the current child protection processes effectively protect those children identified in need of protection.



Progress in 2012-13

Targeted priority 1: To work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families

Progress towards the achievement of this priority has been slower than anticipated. From an evaluative position it is disappointing that a draft domestic abuse strategy has not been agreed and will be further delayed until September 2013. The SSCB has engaged in the process and provided evidence and information through audit recommendations of some of the gaps in services for children and families and area groups have focussed their activities in improving outcomes for children relating to this priority.

However there has been some progress. Following a domestic abuse rapid improvement event (RIE) in June of 2012 the Community and Public Safety Board requested that the Surrey County Council community safety team take the lead in developing a multi-agency domestic abuse strategy for Surrey. Since then the team has undertaken a) research to explore what other localities do, capture effective practise, and understand the different responses, resource allocations and commissioning models, b) completed focus groups with victims, and c) run a series of workshops for health, local authority, third sector, police and army staff. The information gathered from these activities will form the basis of the development of a new strategy. This will be drafted over the summer period of 2013 and following a consultation period it is expected that a report will be submitted to the Community and Public Safety Board meeting in September 2013 proposing adoption of the new draft strategy. The new strategy will then form the basis of future work for the next three to five years and will be supported by a detailed action plan.

The themes of the new strategy are likely to be prevention, early intervention and response.

The role of children's centres and the early years and childcare service is significant and effective in providing support to families where domestic abuse is a concern. However the SSCB has particularly raised concerns that wider specialist support work, directly supporting children affected by domestic abuse across the region, is

very limited and geographically disparate with in many cases support not being provided directly to children until a family moves into a refuge. All children affected by domestic abuse do not therefore have access to specialist support. Audit has highlighted some very significant concerns about the extent of and level of understanding of the support that is available

Statistical data

The SSCB report card was updated to provide six month data relating to support for children and young people living in households with domestic abuse

	Q3 – Oct 12/Dec 12	Q4 – Jan 13/Mar 13
New contacts /referrals to Surrey Domestic Abuse Outreach Services	718	768
Children living in households that receive support from Surrey Domestic Abuse Outreach Services	159	144
Number of young people accessing Surrey Domestic Abuse Outreach Services : Under 17	2	8
and 17 to 24	145	109

In 2012-13 there were 12,567 incidents/crimes of domestic abuse reported to police representing 15.6% of total incidents/crimes reported; 3625 of these incidents were a repeat incident.

The number of perpetrators who live in households where there are children, who are charged with domestic abuse offences between January and March 2013 was:

Detection type	Total incidents	Repeat incidents
Charged and bailed	34	19
Charged and detained	9	5
Other force dealing - charged	1	0

Challenges for 2013-14

Domestic abuse and the impact upon children clearly remains a priority for 2013-14.

- The delay in a draft domestic abuse strategy being developed and launched linked with evidence of a wide range of activities being undertaken independently, within organisations and not within a coherent and robust framework, leads to a lack of strategic planning, evaluation and monitoring of county-wide activities.
- The development of specialist support services for children experiencing domestic abuse represents a significant challenge particularly in times of austerity, when agencies have competing priorities with limited funding.

Targeted priority 2: To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care

Partnership agreement has been achieved in principle to the components of the 'Surrey Partnership Early Help Strategy 2013-2017' and the draft strategy and the multi-agency threshold document will now be presented for comment with recommendation for sign off, through the Surrey children and young people's partnership structure in the autumn of 2013. The SSCB has engaged in its development and will be monitoring its effectiveness in its work programme for 2013-14.

Statistical data

CAF**s completed by agency 1 April 2012 to 1 April 2013	
Schools	238
Education Support Service	117
Health	538
Early Years	414
Other agencies**	56

* Common Assessment Framework

**Other agencies includes Youth Support, Youth justice, police, housing, social care, voluntary organisations

Challenges for 2013-14

- Until the early help strategy is launched, and its impact measured, the effectiveness and how robust the arrangements are for step up/step down into and out of children's social care of young children and families receiving early help is not fully understood. Regular reporting to the SSCB provides updates on progress. Challenges that arise are identified and discussed.
- The SSCB will continue to monitor how all partner agencies are providing early support and preventing cases from escalating.

Targeted priority 3: To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after

SSCB audits of files and individual case reviews and the 2012 Ofsted inspection demonstrate that children are being safeguarded by effective multi-agency practice. Improvements through robust monitoring of action plans have been identified and implemented. Reports are routinely provided to the SSCB on a four monthly basis which demonstrate the effectiveness of child protection conferences and performance data is collated and monitored to ensure that wherever possible statutory time-scales are adhered to. The effectiveness of partner agencies in child

protection conferences is reported upon by independent chairs on a four monthly basis. Looked after children processes are monitored and reported upon annually to the SSCB in the independent reviewing officer report.

Challenges for 2013-14

- Auditing activity has demonstrated that there are challenges to overcome in making audits truly multi-agency; these include resource availability, access to files, information technology issues etc. Further work is being undertaken to encourage wider participation in audit by partner agencies and for the benefit of multi-agency audit to be fully understood to enable broader reassurance to the Board of the effectiveness of child protection processes.
- Engagement by partner agencies in child protection processes, i.e. the submission of reports and attendance at child protection conferences and core groups will continue to be monitored.

Progress against the three recommendations in the SSCB annual report 2011-12:

- To request that the Children and Young People's Partnership (CYPP) develop a partnership plan for children, young people and their families which is informed by the Joint Strategic Needs Analysis (JSNA) and sets out the strategic priorities for the partnership and how they will be addressed to improve children's outcomes.

The children's strategic partnership arrangements have been reviewed and re-launched and the CYPP Partnership plan is in development.

- To request that the CYPP clarifies the governance arrangements for domestic abuse and develop a multi-agency strategy which sets out how services will work together to reduce the impact of domestic abuse on children.

The children's strategic partnership has confirmed the governance as residing with the Community and Public Safety Board and work has been undertaken throughout 2012-13 but the domestic abuse strategy is not expected until September 2013.

- To ensure that the children's strategic partnership develops and publishes a multi-agency strategy which sets out the early help arrangements and services available which are able to intervene effectively and prevent escalation of cases to children's social care.

The council have led the development of an early help strategy in 2012-13 which will be endorsed in autumn 2013 and the implementation will be monitored by the SSCB.



Effectiveness of local safeguarding arrangements and outcomes for children

How safe are children and young people in Surrey?

In September 2012, Ofsted conducted an unannounced 'Inspection of Local Authority Arrangements for the Protection of Children'.

The overall effectiveness of the arrangements to protect children and young people was judged to be 'adequate', which means that services meet minimum requirements.

The inspection examined multi-agency arrangements for identifying children who are suffering, or likely to suffer harm, and the provision of early help. It also considered the effectiveness of the local authority and its partners in protecting these children if the risk remains or increases.

The SSCB was found to meet its statutory requirements.

Ofsted in September 2012 found that 'children who are at risk of harm are protected through effective and prompt action by the county council and the police'.

Recommendations for improvements, made by Ofsted, are contained in a detailed action plan, which is regularly monitored by SSCB and includes progress against some of those key recommendations, for example the development of a central referral unit, an early help strategy and a multi-agency threshold document.

The SSCB measures the effectiveness of safeguarding arrangements in a number of ways including:

- monitoring single and multi agency training
- Section 11 safeguarding self assessment by all statutory partners
- individual case analysis including child deaths, serious case reviews and partnership reviews and multi-agency audits

- review of performance management information
- multi-agency reporting from area sub groups.

Serious case reviews and partnership reviews 2012-13

The SSCB is absolutely committed to undertaking reviews to identify and respond to the learning to support improvements in practice. During the year seven reviews were commenced of which three were serious case reviews (SCR). One SCR completed in 2011 child L, was published and a further two have been completed and are awaiting publication following conclusion of criminal proceedings and further engagement with the families. In the interim action plans to instigate improvements in services have been implemented by SSCB and partner agencies.

Progress in respect to the learning from serious case reviews includes:

- the development of a multi-agency early help strategy to support the identification of support and timely help to families
- the creation of a central referral unit where police and social workers are working together more closely to respond to concerns
- the safe sleeping campaign
- detailed analysis of barriers to engaging fathers/male carers
- joint supervision arrangements piloted for social care and health professionals
- specific work/raising awareness with boroughs and districts in relation to their housing functions.

SSCB jointly conducted one review with a local authority in London, the Social Care Institute for Excellence (SCIE) methodology was used and the feedback from the staff involved was positive. It is anticipated that this approach will be further developed in 2013-14.

Case reviews/partnership reviews started 01.04.2012 – 31.03.2013

Case number	Month commenced	Month reported/to be reported
1	Sept 12	June 13
2	Dec 12	July 13
3	Sept 12	April 13
4	Dec 12	Aug 13

Serious case reviews commenced 01.04.2012 – 31.03.2013

Initials	Month commenced	Month reported/to be reported
Child S	Oct 12	May 13
Children U & V	Oct 12	May 13
Child X	Dec 12	September 13

Published during 2012-2013	Not yet published
Child I	Children J & K
Child L	Child Q
	Child S
	Children U & V
	Child X

Challenges/priorities for 2013-14

- Develop a learning and improvement framework to encourage a proactive approach to learning, improving the quality of frontline delivery, identifying emerging and entrenched problems whilst cultivating a culture of reflective practice and professional expertise.
- Ensure that the recurring themes arising from recent reviews are used to inform the development of SSCB work plans, the work of SSCB sub groups, audit activities and training programmes.

In the past twelve months the following themes have been identified:

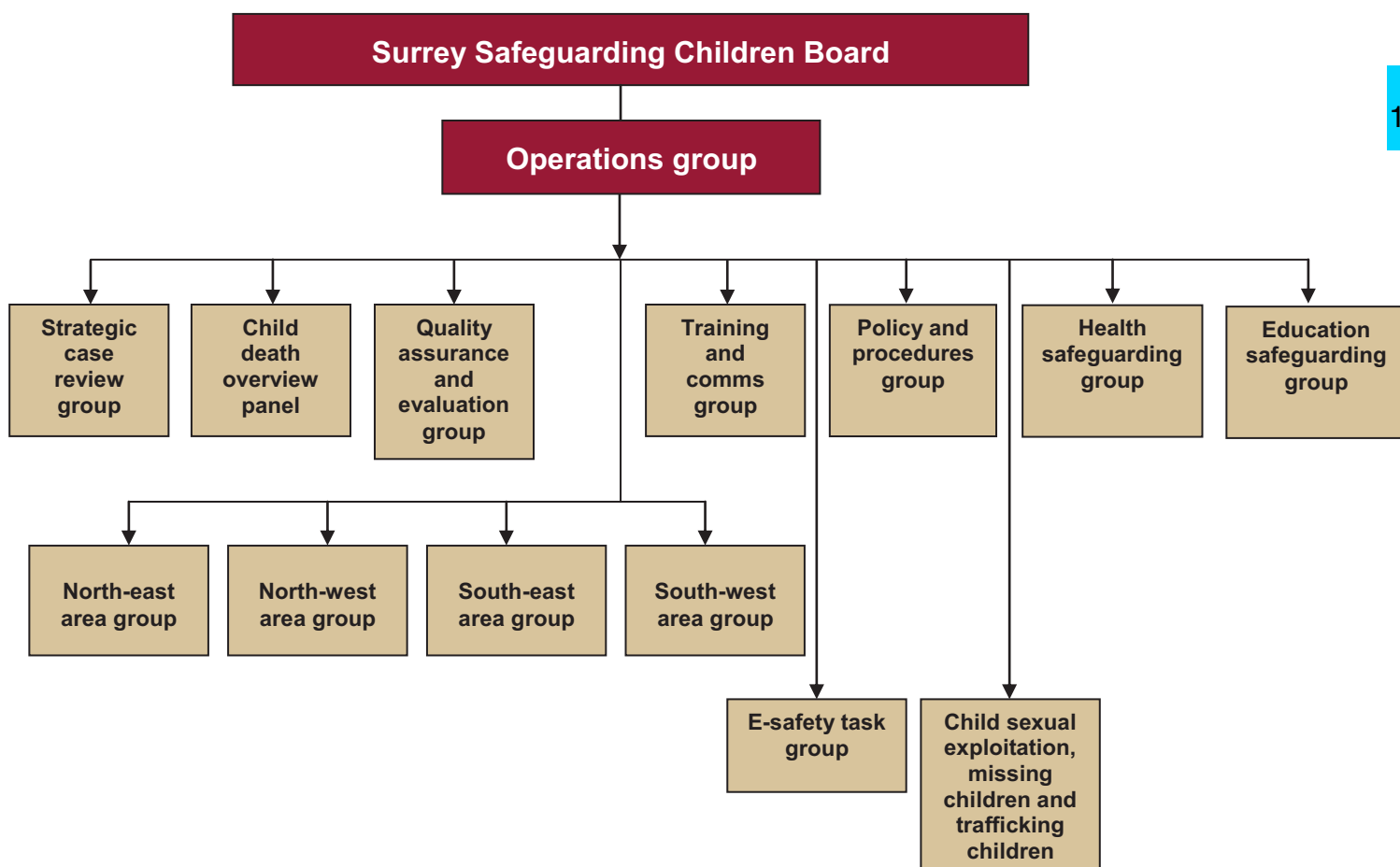
- lack of information/assessment of fathers/ male carers
- poor communications within maternity services
- misuse of alcohol not being given adequate weight in assessment
- failure to give priority to children's needs/over-focus on the problems presented by adults
- inadequate assessment of a child's needs
- inadequate recognition of the significance of interacting risk factors
- lack of recognition of the significance of bruising/injuries in non-mobile babies
- failure to access historical information/ records
- difficulty in working with resistant families
- poor record keeping
- failure to revise judgements in light of new information/human bias in reasoning
- lack of reflective and challenging supervision.

These findings have been shared with all partner organisations and have directly informed the planned 2013-14 audit activities of the quality assurance and evaluation group and the four area groups to monitor practitioners understanding and embedding of learning into practice.

Achievements and challenges for Surrey's safeguarding groups

Surrey Safeguarding Children Board sub group structure

The Surrey Safeguarding Children Board structure reflects a diverse membership of partner organisations, which are represented in sub groups and in the membership of the full board. The structure reflects the infrastructure of the Surrey area and the complexities of services provided to young people and families throughout the county.



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Surrey safeguarding operations group

Achievements/progress in 2012-13

- The role of the operations group was formally reviewed as part of a wider review of LSCB governance in autumn 2012.
- Contribution to the performance management framework – the Surrey safeguarding children's report card upon which the full board receives four monthly reports.
- Bi-monthly reporting of all sub-group and area group activities to facilitate two way communication with the SSCB.
- Dissemination of key learning from SCR/case reviews and auditing activity.
- Monitoring the SSCB business plan.

Multi-agency reporting from SSCB area group activities 2012-13

The four Surrey area groups comprise of operational managers from partner agencies, lay members and members of the voluntary and community sector. The purpose of the area groups is to:

- receive information from the board and translate this into local practice
- develop cross-agency delivery and performance review
- be responsible for ensuring that the SSCB business plan is delivered locally at a strategic level
- form the outward face of SSCB promoting inter-agency working and learning
- receive lessons from serious case reviews and analyse performance data pertinent to the local area
- undertake learning and improvement opportunities.

SSCB area sub groups have completed progress reviews on behalf of their respective agencies, detailing localised activity towards the achievement of the SSCB business plan priorities 2012-2013. Ofsted, in September 2012,

acknowledged that the area groups are becoming increasingly influential in their localities.

In the wider context of the achievement of SSCB business plan priorities there is a significant amount of local development work being undertaken which is reflected in targeted localised activities.

Achievements/progress in 2012-13

- Review of area groups undertaken to assess effectiveness and to ensure that they remain representative of local agenda's and priorities. Membership and chairing arrangements have been reviewed.
- The development and implementation of joint supervision frameworks, across health providers, including Child and Adolescent Mental Health Services (CAMHS) teams and Children's Services, have been very successful in providing opportunities for individual case reviews and in enabling signposting of the most effective support services to families.
- Pro-active work around engaging fathers and male carers including the delivery of workshops to professionals involved in assessment, to develop professional curiosity and effectively assess risk factors.
- Local family support programmes working with the most complex families.
- A very strong focus on professional development and shared learning with agenda items structured to capture thematic approaches to current work, learning from audit findings and case reviews.
- Significant progress towards SSCB business priority 1 and a wide range of initiatives evidenced to identify, respond to, and support children who are living within families where domestic abuse is an issue.

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Challenges/priorities for 2013-14

Priorities for 2013-14 have been identified by co-chairs and partner organisations as:

- Development of multi-agency audit work to ensure that there is wider participation and shared learning between the area groups.
- Professional multi agency workshops/ learning events to be delivered to support the findings and actions from audits SCRs and partnership reviews.
- Development work linked to CSE.
- Engagement of fathers and male carers.
- Risk assessment and risk management for children particularly affected by the impact of alcohol and drug abuse by parents and carers.



Quality assurance and evaluation group

Achievements/progress in 2012-13

In the past 12 months, the quality assurance and evaluation group (QA&E) group have achieved some significant successes in developing the work of the board:

- A quality assurance and evaluation officer and an administrator have been appointed, enabling a more efficient and co-ordinated approach to quality assurance work and building on the external review of quality assurance commissioned by SSCB.
- The board undertook and completed Section 11 audits on statutory partners. Overall compliance levels have improved. However, these are minimum standards and there is opportunity for ongoing improvement which the Board is supporting.
- Serious case review (SCR) action plans have been effectively monitored and learning has been disseminated throughout partner organisations.
- Audits have been completed on the multi-agency referral form (MARF); the multi-agency public protection arrangements (MAPPA); multi-agency risk assessment conference (MARAC) processes; supervision of workers; core group meetings and child protection conference reports.
- Analysis has been undertaken to identify the key themes from the auditing activity and from the SCR/Partnership Reviews undertaken and this has been shared with all partners and will be used to inform the auditing work programme for 2013-14.
- A revised report card on performance and quality assurance for the SSCB has been developed providing data and narrative to board members on the impact that partners are having on the lives of children in Surrey. This is reported upon on a four monthly basis to SSCB.

Challenges/priorities for 2013-14

- Through workshops involving statutory partners to refine audit questions and develop the Section 11 audit tool to improve data quality for the 2014-15 audit.
- Reviewing the process whereby SCR action plans are monitored and implemented to ensure they meet the implementation timescales and provide evidence to monitor impact.
- Develop methods to demonstrate the impact quality assurance work is having on promoting improved outcomes for children. The QA&E group will be focusing upon themes raised by serious case reviews to establish whether learning has been fully embedded into practice.

The four multi-agency audits identified to be undertaken in 2013-14 are:

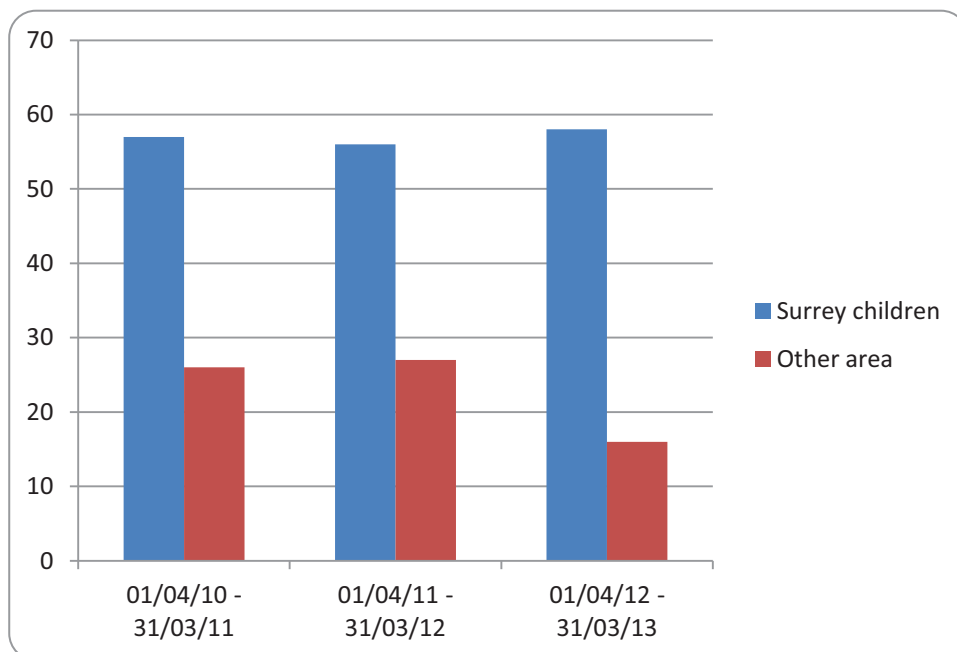
- working with families where substance misuse is an issue
 - assessment of risk where there is lack of engagement by parents
 - the quality of multi-agency supervision
 - the management of cases involving bruising of non-mobile children.
- The QA&E group will be working with the training and communications group and lead officer to audit the impact of training and the extent to which it has contributed to improvements in practice.
 - Develop more creative and inventive ways of getting feedback from service users and staff so that their feedback can inform the future practice and delivery of services by partner agencies.



Child death overview panel

Between 1 April 2012 and 31 March 2013 the Child death overview panel (CDOP) was notified of 58 deaths of children who were resident in Surrey, and 16 children from outside the area, compared with 56 and 27 respectively in 2011-12. A significant number of the reported deaths are neo-natal, being within 27 days of birth.

Chart 1 - All deaths notified to CDOP from 1 April 2010 to 31 March 2013



Achievements/progress in 2012-13

- CDOP has reviewed a total of 28 deaths during 2012-13 which included some deaths from previous years. There will always be a delay between the date of a child's death and the CDOP review being held because a review cannot be completed until all processes including inquests and serious case reviews are finalised. Between 2010 and 2013 117 deaths were reviewed. Of these 14 were deemed to be potentially preventable, and nine to have had modifiable factors.
- The appointment of an independent chair of CDOP in September 2012 provided the opportunity for the panel to review its processes.
- CDOP continues to work closely with the Coronial Service.
- A safe sleeping campaign was launched by Surrey Police and supported by Surrey CDOP to raise awareness amongst parents, mothers and carers of the increased risk of infant death through overlay when alcohol consumption, drug use and tiredness are prevalent.

Challenges/priorities for 2013-14

- A review of the CDOP systems, which will be completed by September 2013, looking at rapid response processes and administrative procedures to identify where these can be improved.
- Recruitment of a rapid response nurse to ensure that parents are able to input to the CDOP process and are provided with sufficient support and assistance during a very difficult time.
- Review process for parental engagement.
- Upgrade of database to improve recording and reporting.



Training and communications group

Achievements/progress in 2012-13

- Recruitment of a training commissioning and development officer.
- Development and delivery of a multi-agency training and development plan based upon the training work plan, SSCB business plan and multi-agency training needs analysis.
- Recognising the need for a comprehensive county wide training needs analysis.
- Delivering training to 2117 participants including delivery of specialist training courses to 433 participants.
- Throughout 2012-13 key messages from the SSCB in terms of both local and national developments were communicated through the development and distribution of the SSCB newsletter.
- Monitoring and evaluating of single agency training courses.
- Delivering learning outcomes from case reviews.

Challenges/priorities for 2013-14

- Completion and interpretation of the training needs analysis to inform future planning and programme delivery and updating the SSCB training strategy, last published in 2011-12.
- Developing tools to measure and evaluate courses and the impact of training upon practice.
- Develop the SSCB training delivery including introduction of a 'back up' rota to secure trainers to each course, to cover in the event of unavoidable absences and avoid cancellations of training.
- To ensure that the quality of training meets expectations, evaluations of trainers who deliver multi-agency training will be introduced.



Policy and procedures group

The work of the policy and procedures group was re-aligned following the autumn 2012 change in sub group structure.

Achievements/progress in 2012-13

- The inaugural meeting of the revised policy and procedures group was held on 15 February 2013. Membership and terms of reference were reviewed and approved.
- SSCB procedures and guidance were reviewed during autumn 2012 and with Tri.x in May 2013, which is commissioned by SSCB to update LSCB websites to reflect changes in legislation. This resulted in the identification of some out of date procedures and guidance.

Challenges/priorities for 2012-13

- A multi-agency task and finish group will lead a project in 2013-14 to ensure that SSCB procedures and guidance is current and reflects statutory requirements and meets the needs of practitioners.
- The need to refresh SSCB procedures and guidance documents is as a result of changing legislative requirements, the publication of Working Together and the emerging learning from case review work. In the interim, briefing notes have been prepared and shared with partner organisations relating to Disclosure and Barring Service changes and Working Together 2013.



Education safeguarding group

Achievement/progress in 2012-13

- Section 11 audit was completed and submitted through the education safeguarding group to the SSCB.
- Raising awareness of e-safety issues through the delivery of presentations to pupils, teachers and parents at primary and secondary schools, independent primary and secondary schools, maintained and independent special schools.
- Local authority led safeguarding inspections in non maintained special schools group have been carried out in schools which have received adverse Ofsted inspection outcomes or where serious allegations have been made and the schools have not followed safeguarding procedures. As a result of these inspections, robust action plans have been drafted and given to head teachers and principals. Placements to these schools have been suspended until all aspects of the action plans have been implemented.
- Education representatives attend safeguarding meetings where safeguarding concerns have been raised involving children placed by Surrey in schools out of county.
- Child sexual exploitation champions have been identified and trained within Education.
- An up to date exemplar child protection policy has been developed for schools to adopt as a template.

Challenges/priorities for 2013-14

- Further awareness raising of issues relating to child sexual exploitation (CSE) including training to schools and the roll out of a theatre production 'Chelsea's Choice', to all Surrey secondary schools is planned.
- Further development of regional child protection liaison officer (CPLO) network meetings to include those from the Independent sector. A survey will be completed during 2013-14 to establish how many independent schools attend meetings.
- Engagement with children's centres and pupil referral units and identification of the most vulnerable children in education such as children with special educational needs (SEN) will continue to be a priority of the education sub group.
- Consider implementation of Section 11 audits in all schools.



Health safeguarding group

Achievement/progress in 2012-13

- Two-way communication between all Surrey health providers, commissioners, other key agencies and the SSCB.
- Effective sharing of best practice and lessons from SCRs and individual management reviews (IMRs).
- Learning from SCRs and action plans were regularly reviewed and updated and shared with County wide health trust named professionals meetings to promote a cohesive approach between strategic and operational issues.
- Key health issues have been identified and discussed, for example in case reviews such as improving processes for information sharing between GP's, midwives and health visitors in the antenatal period.
- Provide responses to issues raised in CDOP meetings.
- Looked after children (LAC) team updates are provided.
- Consideration of the interface between the safeguarding and looked after systems.
- Commissioned capacity review of designated and named professionals role and responsibilities given the significant changes within the health economy.

Challenges/priorities for 2013-14

- Ensuring capacity and clear governance arrangements within the new health landscape following the creation of six clinical commissioning groups operating within Surrey.
- Providing assurance to the SSCB that there is sufficiency in the new systems.



Child sexual exploitation, missing children and trafficking children group

Missing children

Achievements/progress in 2012-13

- Multi-agency missing and exploited children's conferences (MAECC) are held on a six weekly basis focusing upon the 'top 6' missing children as well as those at high risk of CSE and those at risk of human trafficking.
- Effective multi-agency risk assessments in place.
- Patterns/trends and risks are identified to allow preventative work and support to be put in place.
- A team of five volunteers have been set up within the Youth Support Service to work with repeat missing persons.

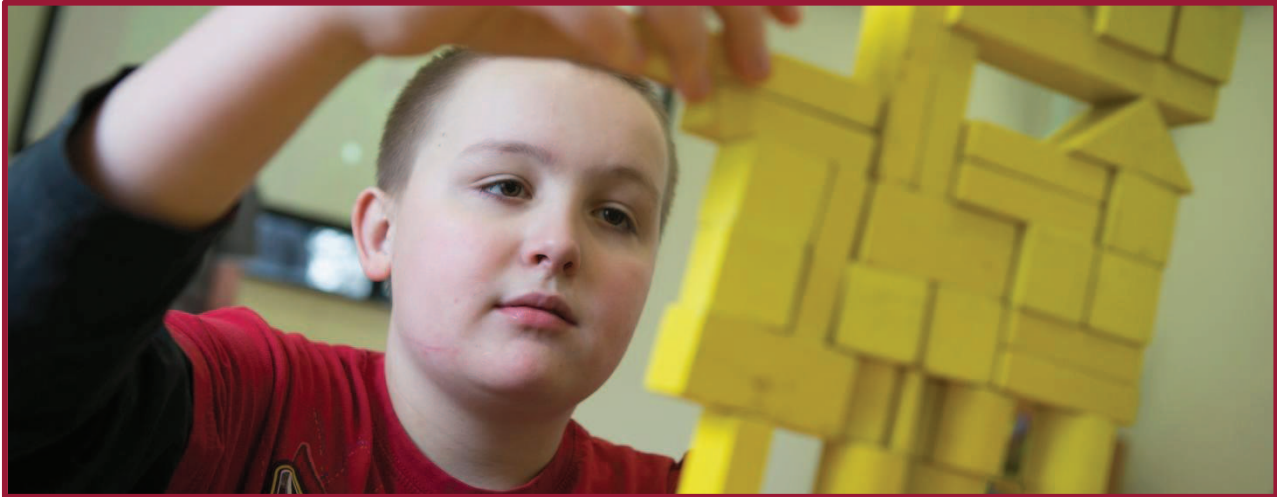
Child sexual exploitation task group

Achievements/progress in 2012-13

- Data collection systems in place.
- CSE awareness days that have been attended by approximately 400 professionals from a variety of agencies. Two 'champions' training sessions have been held.
- Publicity campaign – an awareness campaign is being planned to be rolled out in October 2013 to raise the awareness of CSE/help prevent it/promote options highlight the risk indicators of CSE to the wider community.

Challenges/priorities for 2013-14

- Have a joint risk assessment procedure that is agreed with both police and Children's Services.
- Secure funding to employ a third sector to work with potential victims and to integrate within a police or Children's Services team whilst investigating CSE, to provide continuity of care to a child identified to be at risk of CSE.
- Continue to pro-actively identify hot spots/locations within Surrey, where CSE is prevalent.
- Continue to conduct awareness raising activities, in particular to engage within the wider community.
- Develop a prevention strategy.



Overview of progress

Key achievements of the SSCB 2012-13

Overall 2012-13 has seen a step up in the performance of the SSCB, with increased capacity to support partner agencies in their work towards achieving the key priorities of the board. This has led to improved partnership working, more robust quality assurance and evaluation of activities and has provided a greater understanding of the challenges faced by partner agencies as they move through a period of austerity, budget cuts and re-structuring. The existing business plan for 2012-15 has been robustly reviewed and this is attached at appendix B with evidence of progress and an updated action plan for 2013-14 has been developed.

In measuring the success of the SSCB in delivering its core business objectives there has been significant progress in 2012-13:

- In the completion of Section 11 audits by all statutory partners and a robust and comprehensive understanding of the activities of partners in optimising effectiveness of arrangements to safeguard and protect children.
- A detailed quality assurance framework and audit work programme has been developed and agreed and a number of audits undertaken. The themes from these audits and case reviews have been identified and disseminated and used to inform the quality assurance and training work programmes for 2013-14.
- Specific awareness raising work with the boroughs and districts in relation to their roles and responsibilities particularly in relation to housing functions.
- A performance scorecard has been developed and is being increasingly populated by data/information from partner agencies.
- CDOP have undertaken reviews of child deaths appropriately and ensured that key public health messages have been identified and are supporting dissemination.
- SSCB has commissioned three serious case reviews and four partnership reviews in 2012-13. This demonstrates an ongoing commitment to learning. These reviews have used a variety of methodologies and have involved frontline staff and practitioners.

- A comprehensive training needs analysis is currently being undertaken to determine the future training needs of partners and to inform decision making as to whether the SSCB should continue to deliver training or move to a commissioning model in 2014-15. Benchmarking against other LSCB's is also being adopted to measure the quality and relevance of SSCB training programmes.
- Safer recruitment and disclosure barring services changes have represented a significant change to the vetting of individuals working with children and the Board has pro-actively responded to these changes by producing a briefing note and hosting a learning workshop for HR professionals.

In addition the SSCB has provided robust scrutiny of some specific issues within Surrey which have included:

- An independent provider of mental health service for young people where there were safeguarding concerns.
- Jointly commissioned a capacity and capability review of the current arrangements for designated and named health professionals.
- Increased reporting to SSCB on the performance of the processes which support children subject to a child protection plan and the engagement of partner organisations.
- A continuing focus on the evolving children's trust arrangements and the development of a children and young person's plan with shared strategic objectives.
- A continuing focus on the early help strategy and that this is a partnership owned approach.
- The effectiveness of area groups to support improved safeguarding practice.
- Informing the domestic abuse strategy with the findings from auditing activity.
- Supporting the need to develop a CSE strategy with a clear action plan.

The SSCB had identified three key strategic priorities. During 2012-13 there is evidence of satisfactory progress being made against these priorities. A multi agency threshold document has been developed and there has been considerable work to develop the early help strategy. The domestic abuse strategy is in the latter stages of development and is expected to be launched in autumn 2013.

It is therefore too early to reflect fully upon the impact of this ongoing work in improving the experience for children and young people requiring early help and in safeguarding children from the adverse impact of domestic abuse. However, in the wider context the SSCB is driving forward the expectation that the relevant partnership bodies develop and implement strategies that will improve outcomes for children and receive regular reports of progress, providing opportunity for discussion and challenge to inform progress.



Looking forward

Priorities for Surrey Safeguarding Children Board in 2013-14

1. The SSCB, as part of its review of the business plan in 2012-13 identified a fourth strategic priority; to develop and agree the implementation of a CSE strategy identifying key priorities and monitoring procedures to measure impact and effectiveness.
2. To actively engage with the voluntary, community and faith sectors across Surrey to raise awareness and to begin the process of assuring the quality of safeguarding processes.
3. To improve formal participation by children, young people and their families in the work of SSCB to ensure the priorities are appropriate and that services are of good quality.
4. A learning and improvement framework together with supporting quality improvement processes need to be developed to measure, as a direct result of learning, workforce understanding and confidence to improve practice with children. This learning and improvement framework will also measure the sufficiency and impact of single agency and multiagency training.
5. Consideration of a strategy to engage the independent health sector and maintained and non maintained schools in the Section 11 process.

Recommendations for 2013-14

1. SSCB would like to see continued urgency and a relentless focus by partners on reducing the impact of domestic abuse on children.
2. SSCB would like the implementation of the early help strategy by all partners to be able to demonstrate that children and families receive timely and appropriate support and prevent the need for escalation. To ensure the step up/step down procedures to children's services are robust and reduce the need for children to become subject to child protection plans.
3. To ensure that all organisations have mechanisms to listen to the voice of children and young people and their families.
4. To ensure that all organisations are informed by feedback from their staff on the effectiveness of safeguarding arrangements.
5. To ensure that senior managers and all partner organisations continue to invest resource in safeguarding through continued commitment to the work of the SSCB and in particular support to the scrutiny and quality assurance functions.
6. To ensure that the significant organisational and structural changes within the NHS and health economy do not impact upon the quality of strategic and operational engagement by health partners in safeguarding.

Financial resources

Demand and capacity issues throughout partner organisations has been evident throughout 2012-13; however during this period of significant change partners have remained committed to the SSCB and this is demonstrated in their ongoing contributions to the SSCB pooled budget.

Contributions to the budget for the financial year 2012-13 remained the same as the previous year, totalling £310,177.00, with significant contributions from all agencies, including the boroughs and districts and acute health trusts.

The board support team restructuring was agreed and implemented during 2012-13 to support the key functions of the board. The support team consists of a partnership support manager, quality assurance and evaluation officer, training development and commissioning officer, a case review officer (from May 2013), a child death coordinator, plus administrative support.

Contributions to 2012-13 budget

Organisation	Contribution £	Percentage of Total
PCT	131,852	42.52
Surrey Children's Services	115,195	37.14
Surrey Police	27,765	8.95
NHS trusts	13,500	4.35
District and boroughs	11,000	3.52
Probation Service	7,315	2.36
Youth Support Service	2,000	0.64
Early Years	1,000	0.32
Cafcass	550	0.18
Total	£310,177	

Expenditure 2012-13

Cost Heading	Expenditure £
Employee related costs	240,287
Staff expenses	3,844
Training	58,191
Other costs	9,669
Independent reviews/case reviews	51,076
Independent chair	19,000

Appendix A Attendance data

Full board

05.09.2012	20/35 (57%)
15.11.2012	18/35 (51%)
30.01.2013	16/24 (66%)
21.03.2013	14/24 (58%)

Executive group

26.04.2012	8/11 (72%)
11.07.2012	7/11 (63%)
05.09.2012	8/11 (72%)
08.11.2012	11/11 (100%)

Strategic case review group

26.04.2012	6/7 (85%)
21.08.2012	6/7 (85%)
16.10.2012	5/7 (71%)
29.11.2012	5/7 (71%)
22.02.2013	6/7 (85%)

Quality assurance and evaluation group

30.05.2012	10/15 (66%)
08.08.2012	11/14 (78%)
26.09.2012	8/15 (53%)
28.11.2012	11/14 (78%)
05.02.2013	8/14 (57%)

Operations group

17.05.2012	10/20 (50%)
29.08.2012	7/19 (37%)
22.11.2012	11/19 (58%)
28.02.2013	12/19 (63%)

CP conference dissent group

29.10.2012	9/13 (69%)
04.01.2013	5/12 (41%)
25.02.2013	9/12 (75%)

Training communications and procedures group

30.04.2012	12/20 (60%)
04.07.2012	11/18 (61%)
19.09.2012	11/18 (61%)
15.02.2013	12/18 (66%)

Health safeguarding group

05.04.2012	17/25 (68%)
05.07.2012	15/25 (60%)
04.10.2012	15/26 (57%)

North-east area group

05.04.2012	10/35 (28%)
04.05.2012	14/35 (40%)
06.07.2012	16/36 (44%)
28.09.2012	15/40 (37%)
06.12.2012	16/41 (39%)
05.03.2013	16/34 (47%)

North-west area group

10.05.2012	14/40 (35%)
01.08.2012	16/39 (41%)
06.11.2012	11/37 (30%)
07.02.2013	19/41 (46%)

South-east area group

15.05.2012	20/40 (50%)
25.06.2012	16/38 (42%)
27.09.2012	21/43 (49%)
13.11.2012	21/41 (51%)
15.02.2013	Workshop
26.03.2013	17/42 (40%)

South-west area group

22.05.2012	18/33 (54%)
31.08.2012	16/34 (47%)
20.11.2012	16/36 (44%)
05.03.2013	23/39 (59%)

Education safeguarding group

01.05.2012	12/17 (70%)
02.10.2012	10/18 (55%)
06.03.2013	11/18 (61%)

CDOP

23.05.2012	10/13 (77%)
25.07.2012	7/12 (58%)
19.09.2012	11/14 (78%)
21.11.2012	10/13 (77%)
23.01.2013	8/13 (61%)
20.03.2013	8/13 (61%)

Appendix B

2012-2013 SSCB business plan review

Surrey Safeguarding Children Board (SSCB) was established as a statutory board under Section 13 of the Children Act 2004, Working Together to Safeguard Children (March 2013). Section 14 of the Children Act sets out the objectives of the local safeguarding children board (LSCB):

- i. To co-ordinate and,
- ii. ensure the effectiveness of,

what is done by each person or body represented on the board for the purpose of safeguarding and promoting the welfare of children in the area.¹

The LSCB provides a strategic framework for partner agencies in order to maintain a focus on their responsibilities to safeguard and promote the wellbeing of all children and young people.

This document is designed to summarise SSCB's strategic business plan priorities, desired outcomes for children and young people and some associated measures of success for the coming three years with annual review (i.e. April 2012 to March 2015).

The LSCB is committed to working closely with other themed partnerships (including Community Safety Partnerships, the Health and Wellbeing Board and Surrey Children and Young People's Partnership) to ensure strategic co-ordination around common priorities and effective use of limited partnership resource.

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out the functions of the board in relation to its objectives set out above.

¹ Working Together to Safeguard Children, 2013 Chapter 3.

1. Overarching priority:

To ensure the SSCB is able to deliver its core business as identified in Working Together 2013. In order to do this it has five core business objectives:

- optimise the effectiveness of arrangements to safeguard and protect children and young people
- ensure clear governance arrangements are in place for safeguarding children and young people
- oversee Serious case reviews (SCR`s) and Child Death (CDOP) processes and ensure learning and actions are implemented as a result
- to ensure a safe workforce and that single-agency and multi-agency training is effective
- to raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.

Targeted priorities: In addition to the delivery of core business the LSCB has identified three areas of need on which to focus its attentions and resources which are reported upon in this review:

- **Targeted priority 1** – to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families
- **Targeted priority 2** – to ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care
- **Targeted priority 3** – to ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after

As a result of high profile and emerging cases relating to child sexual exploitation a further priority has been identified for 2013-2014 requiring additional support from the board

- **Targeted priority 4** – to work with partnership agencies to develop, agree and implement a multi-agency child sexual exploitation strategy capturing and developing the significant work undertaken during 2012-13 as part of the CSE/missing children work plan.

1	To ensure the LSCB is able to deliver its core business as identified in Working Together 2013.
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1.1	Action	Progress to 17 July 2013
1.1.a	<p>Ensure there is a robust process in place for multi-agency audit and case review informed by SSCB review of current QA arrangements. These should link with SSCB strategic priorities:</p> <ul style="list-style-type: none"> a) domestic abuse b) impact of early help c) children who are subject to CPP/LAC. 	<ul style="list-style-type: none"> • processes have been reviewed and engaging with the workforce is at an early stage • the QA agenda has been reviewed in light of the outcomes of serious case reviews and work undertaken in the SE LSCB independent chairs group • domestic abuse audit has been undertaken leading to recommendations being made to the DA strategy group and QA and area groups • early help strategy is to be launched in September 2013. Regular updates are provided to the board and sub groups • the QA work plan has been revised to reflect changing priorities and the work on CPP/LAC and children with disabilities has been changed • SSCB report card Q4 measures outcomes • It has been agreed that a limited number of more in depth audits will be undertaken in 2013-2014 picking up the themes from case reviews/serious case reviews: <ul style="list-style-type: none"> - bruising in non mobile children - supervision - impact and management of Substance Abuse - the assessment of risk.
1.1.b	<p>To develop an effective performance management framework to measure outcomes and impact of the work of the SSCB through agreed partnership data and the performance information/measures identified in this business plan.</p>	<ul style="list-style-type: none"> • SSCB report card a multi-agency data set is being developed and is reported upon four monthly to the board. • challenges include getting data from partners in a timely manner • collation and sharing of data across agencies • work with families and children is in the early stages of development as the views of service users are critical and provide a balance to data set analysis.
1.1.c	<p>To complete the 2012 Section 11 audits and ensure this process is robust and pro-active in its responses to partner organisations and supports continuous improvement.</p>	<ul style="list-style-type: none"> • 2012 S11 audit completed and was reported upon in November 2012 to the board • action plans in place from partner agencies • review of under-performing partners to be undertaken in 2013.

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1.2		
	Action	Progress to 17 July 2013
1.2.a	Partner agencies and sub group chairs to submit reports to the SSCB as and when required and at least annually. A proportion of these will be those identified in Working Together (e.g. CDOP, MAPPA) but in addition annual IRO reports, complaints reports etc	<ul style="list-style-type: none"> SSCB is informed of activity being undertaken by partners which supports the overarching priority of ensuring effectiveness a report calendar has been developed and agreed with partners to ensure regular updating against priorities.
1.2.b	SSCB produce an annual report for submission to the Surrey Children and Young People's Partnership and other identified agencies/partnerships in accordance with Working Together guidance	<ul style="list-style-type: none"> annual report is being produced which provides an assessment of the local arrangements to safeguard and promote the welfare of children and young people, and accounts for progress in the previous year for reporting to the July 2013 board report is able to make recommendations to Surrey Children and Young People's Partnership and other relevant bodies to inform wider strategic planning and development.

1.3		
	Action	Progress to 17 July 2013
1.3.a	Oversee and monitor the implementation of serious case review process and the CDOP processes	<ul style="list-style-type: none"> serious case reviews and partnership reviews take place in accordance with the relevant guidance in Working Together chairs of CDOP and SCR groups report quarterly to the operations group board review recommendations of Serious case reviews and agree actions and media publications.
1.3.b	Ensure that learning from the review processes is: <ul style="list-style-type: none"> shared with the children's workforce. 	<ul style="list-style-type: none"> learning from reviews informs ongoing practice and policy development. learning events and learning from serious case review leaflets are utilised to share learning via the SSCB newsletter. National and local learning informs training programmes and audit activities.
	Action	Progress to 17 July 2013
	Monitored through quality assurance processes to ensure that workforce understanding and confidence and subsequent support to children is improved as a direct result of the learning. Public health messages are effectively disseminated to the wider population.	<ul style="list-style-type: none"> measurements of the impact of improved learning and policy development as a result of serious case reviews/partnership reviews is not yet in place measurements of the impact of serious case reviews on the broader safeguarding agenda and reducing safeguarding risks in respect of public health messages is not yet in place.

1.4		
	Action	Progress to 17 July 2013
1.4.a	To move to a training commissioning model and monitor and review the implementation of the full SSCB training programme.	<ul style="list-style-type: none"> a multi agency training needs analysis is being undertaken and the findings and recommendations will be reported to the full board in September 2013.
1.4.b	Introduce a framework to monitor the impact of training on workforce competence & confidence and support to children and families.	<ul style="list-style-type: none"> measurement of the sufficiency and impact of single agency and multi-agency training is not yet in place models to monitor quality and impact of training have been identified and will be piloted on two programme areas.
1.4.c	To ensure the effectiveness of the role of the local authority designated officer (LADO) and current procedures for dealing with allegations against the workforce	<ul style="list-style-type: none"> senior officers in partner agencies have been identified as first contact with enquiries of workforce allegations LADO role will be clear and understood by all partner agencies, CPLO training is in place and is delivered by Babcock 4S and externally commissioned agencies. The impact of this training is not yet monitored. policy and procedure will be clear and understood by all partner agencies.
1.4.d	To review the impact of safer workforce training on agency practice.	<ul style="list-style-type: none"> SSCB will be able to determine whether the training is informing safer workforce practice and whether minimum standards are being met; monitoring and measurement is not yet in place and is a priority for development in 2013-14 training, development & commissioning officer in post from February 2013 to lead on this area of work.

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1.5		
	Action	Progress to 17 July 2013
1.5.a	<ul style="list-style-type: none"> To plan and deliver regular newsletters and updates to all staff To agree a mechanism to ensure engagement of children, young people and their families in measuring the effectiveness of safeguarding arrangements. To agree a mechanism to enable staff to measure the effectiveness of arrangements in safeguarding services. 	<ul style="list-style-type: none"> newsletters raise awareness of key issues however the regularity of publication needs improvement. work to engage with children and families is in early stages and is a key priority for the SSCB QA officer in 2013-14 key agencies and service providers working with children and young people develop more responsive policy and practice informed by needs, views and wishes of young people children and their families inform and influence quality and effectiveness of safeguarding so that they feel more safe staff inform understanding and monitoring of effectiveness of safeguarding services.

TP 1

To ensure sufficient work with partner agencies to reduce incidences of domestic abuse and the impact this has on children, young people and families.

	Action	Progress to 17 July 2013
TP 1.1	To ensure all children and young people affected by domestic abuse have access to sufficient specialist service provision that meets their needs and this is demonstrated through audit activity.	<ul style="list-style-type: none"> • no specific specialist service is provided to children; children in refuges have an allocated child worker funded by Surrey County Council • area group work reflects the local initiatives to support victims and survivors of domestic abuse, in one area a specific post of outreach support worker for children is funded • sufficiency of capacity to support families particularly children is not fully understood by the SSCB review and mapping of services is part of the work of the domestic abuse development group.
TP 1.2	To ensure a consistent holistic approach to children and young people affected by domestic abuse through the development of a skilled workforce.	<ul style="list-style-type: none"> • SSCB do not deliver domestic abuse training; this is to be a priority for the training, development and commissioning officer/partnership support manager to forge stronger links between the SSCB and the domestic abuse development group • local meetings have taken place with agencies delivering training and observation of training have taken place - capacity is an emerging issue • training needs analysis specifically addresses domestic abuse • externally delivered domestic abuse training will be included in the SSCB training programme which will be broadened to capture other multi agency delivery of partner organisations.
TP 1.3	To monitor the domestic abuse strategy to identify if there are ways in which partners can work together more effectively to intervene early and mitigate the impact of domestic abuse on children and young people.	<ul style="list-style-type: none"> • partnership support manager sits on domestic abuse development group • strategy is due to be published in September 2013 - presentation to the board will be requested and partners asked to work together to develop an implementation plan.

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TP 2	To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for Children's Social Care
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	Action	Progress to 17 July 2013
TP 2.1	To monitor the effectiveness of the Surrey Children and Young People's Partnership arrangements for early help through audit of cases which are subject to CAF/TAC processes and children subject to child protection plans.	<ul style="list-style-type: none"> • CAF manager reports to the QA group • area group audit has taken place – recommendations and actions are monitored through the QA group and reported upon in area sub groups and quarterly at the operation groups • QA officer working in the development of the e-caf • SSCB report card details activity, quality and timeliness of decision making.
TP 2.2	To undertake survey of children, parents/carers on their experience of early help provision to inform commissioning of appropriate services.	<ul style="list-style-type: none"> • the experience of children and families is not yet fully understood. The participation agenda is a priority area of work for the QA group in 2013-14.
TP 2.3	To comment on the early help strategy as it is developed to ensure that it has an effective needs analysis and sufficient services to meet need.	<ul style="list-style-type: none"> • 'Surrey Partnership Early Help Strategy 2013-17' • partnership agreement in principle to the components of the strategy (green/complete - 14 June 2013) • production of a draft strategy and family friendly version (amber, timeframe tbc) • sign-off of strategy through: SSCB, Health and Wellbeing Board, Children and Young People's Partnership Trust, and Public Value Programme Board (amber, timeframes tbc).

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TP 3

To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after.

	Action	Progress to 17 July 2013
TP 3.1	To monitor the effectiveness of arrangements by CSC and partners when children are subject to child protection plans or LAC through rigorous single and multi-agency audit activity to include quality of practice, management oversight, care planning etc.	<ul style="list-style-type: none"> • single-agency and multi-agency case file auditing demonstrates that children are being safeguarding by effective multi-agency practice and identifies where improvements are necessary • audits have been undertaken and reported back to the commissioning group • outcome of audit has led to the development of a practitioners guide to Core Group working • recommendations have been made to inform planning of training.
TP 3.2	To monitor the effectiveness of the arrangements for the conferencing of CP and LAC reviews and evidence of the quality of challenge and decision making	<ul style="list-style-type: none"> • child protection reports are provided to the board on a regular basis • issues and challenges are considered • SSCB report card data provides information relating to number, timing, and duration of activities including early help.
TP 3.3	To monitor the effectiveness of key partner agency professionals in the CP and LAC processes through IRO annual report, corporate parenting panel annual report etc.	<ul style="list-style-type: none"> • auditing activity demonstrates some challenges in the effective engagement by partner agencies in CP and LAC processes • reports are provided to the board as part of the reporting calendar.
TP 3.4	To monitor the effectiveness of SCC's contact and referral arrangements and thresholds for children's social care.	<ul style="list-style-type: none"> • CSMT receive regular reporting and updates that inform practice • QA audit on multi-agency referral forms (MARF) completed and form amended to reflect findings • central referral unit (CRU) being established (goes live in July 2013) • Children's Services consultation on threshold document concluded and threshold document published • multi-agency threshold document being developed as part of early help work (approved June 2013) • regular update reports are provided to the board.

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	Action	Progress to 17 July 2013
4	To develop and agree the implementation of a child sexual exploitation strategy	<ul style="list-style-type: none"> development of multi-agency CSE strategy agreed and communication plan agreed budget implications and roll out of strategy discussed and priorities agreed at July 2013 board multi-agency training plan to be developed.
4.1	Implementation of strategy - key priorities identified and monitoring procedures agreed	<ul style="list-style-type: none"> implementation plan agreed and multi-agency communication plan developed impact monitoring procedures to be agreed.

Performance data review

The data set and performance measures identified in the business plan have been superseded by the development of the Surrey Safeguarding Children's Board report card. The quarter 4 2013 report was presented to the board in May 2013 and includes data collected against key performance criteria to 1 April 2013.

Commentary contained within the report card provides an analysis of the data and the findings which informs future work plans within the support team.

Quality assurance and contribution to consultations has highlighted the need for data to be collated and added to the data set for 2013-14, to record the:

- number of pre-birth assessments undertaken to inform risk assessments
- data relating to young people who sexually harm
- data relating to child sexual exploitation and trafficking.

Report contributors:

SSCB independent chair
SSCB partnership support manager
SCC head of safeguarding
SSCB quality assurance & evaluation officer
Designated nurse safeguarding children
Director of quality and governance, Guildford and Waverley CCG
Chair education safeguarding group
Surrey Police public protection unit
SSCB training & development officer
Director Surrey & Sussex probation trust
SSCB area group members

Communication/publication of the SSCB Annual Review

Review and approval SSCB 17 July 2013

Publication by SSCB September 2013

Presentation of report to:

Cabinet 22 October 2013

Children & Young Peoples Partnership 3 October 2013

Health & Wellbeing Board October/November 2013

Select Committee November 2013

SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR, CHILDREN, SCHOOLS & FAMILIES****SUBJECT: SCHOOLS' FORMULA FUNDING 2014-15****SUMMARY OF ISSUE:**

Schools are funded on a formula basis determined by local authorities. New regulations introduced in 2013 reduced the freedoms available to local authorities and introduced greater standardisation. Surrey is a relatively lowly funded authority and previously had a relatively complex formula for allocating funding to its schools, which had been developed with schools and was recognised to reflect local needs. Many Surrey schools were therefore disadvantaged by the introduction of greater simplification.

Following challenges from Surrey and other councils, the Department for Education (DfE) has now agreed a number of minor flexibilities for 2014/15. Unfortunately they do not address the key concerns of Surrey's schools. Proposed amendments to the Surrey formula from April 2014 have been developed to ensure compliance with the updated regulations and to seek to address local concerns. These have been consulted on with all schools.

This paper sets out the recommendations to the Cabinet from the Schools Forum. The council is required to submit its proposed schools' funding formula to the Education Funding Agency by 31 October 2013.

RECOMMENDATIONS:

It is recommended that:

1. the proposed revisions to the schools' funding formula as recommended by the Schools Forum and set out in Annex 2 are introduced.
2. the proposed Surrey formula factors as set out in Annex 3 are approved for submission to the DfE by the 31 October 2013 deadline.
3. authority is delegated to the Assistant Director, Schools & Learning, in consultation with the Leader and the Cabinet Member for Schools & Learning, to update and amend the formula as appropriate following receipt of DfE autumn term pupil data in December 2013. This is to ensure that total allocations to schools under this formula remain affordable within the council's DSG settlement to be announced during December.

REASON FOR RECOMMENDATIONS

To comply with DfE regulations including prior notification of the council's funding formula for schools and to ensure that turbulence of funding at individual school level is minimised.

DETAILS:

Schools' Funding

- 1 Surrey primary and secondary schools' revenue budgets are funded from Dedicated Schools Grant (DSG) and distributed via a formula devised by the local authority. This report provides details of the formula and proposed amendments following changes in government regulations.
- 2 Academies are funded based on the local authority's schools' formula but will receive their funding notifications from the Education Funding Agency (EFA), adjusted to an academic year basis and with additional funding to meet the costs of services for which responsibility has now transferred from the local authority to the academy.
- 3 This report does not address:
 - The funding of special schools and nursery provision, as these are subject to different funding mechanisms
 - The pupil premium or sixth form formula funding as these are central government allocations over which the authority has no control.

Funding of Schools

- 4 Schools' delegated budgets are funded by Dedicated Schools Grant (DSG). In 2013/14 Surrey's initial DSG (including academy funding) totalled £714.2 m of which £537.9m was delegated to individual primary schools, secondary schools and academies - the remainder largely supporting pupils with special educational needs in special schools and early years education. Funding is allocated to schools on the basis of a locally determined formula, developed by the county council in partnership with its schools. Surrey schools are consulted annually on recommended amendments to the formula, thereby ensuring it continues to meet local needs and has their support.

DfE Schools Funding Reform

- 5 In March 2012 the Department for Education (DfE) published, 'School Funding Reform: Next Steps Towards a Fairer System' which proposed the simplification of local authorities' schools' funding formula in order to reduce variations between areas. Fewer formula factors were permitted and their precise use was closely defined. Surrey's 2013/14 funding formula complies with these requirements.
- 6 The requirement to simplify the formula and remove many funding factors from April 2013 caused significant turbulence at individual school level in Surrey, but most notably in the following areas:

a) Deprivation Funding

Surrey is an area where significant pockets of high deprivation are scattered across a county where the general level of deprivation is relatively low and where that low level of deprivation is reflected in the low level of funding which the council receives. Until April 2013, Surrey's local schools' funding formula recognised that schools with high concentrations of disadvantaged pupils often face additional challenges, including for example, low expectations in the community. Surrey's local formula funded disadvantaged pupils in its most deprived schools at a higher unit rate – thereby supporting schools in particularly vulnerable communities. The new regulations no longer permit 'tiered' deprivation funding, therefore reducing the funding to many of Surrey's most vulnerable schools.

b) Lump sum (Flat rate) allocations

Each school receives a basic flat rate allocation. In 2013/14 the DfE required the flat rate to be the same for primary and secondary schools. This represented a £95,000 loss in funding to secondary schools and particularly impacted on small secondary schools, as they receive lower levels of per-pupil basic entitlement funding.

c) Small school subsidies

Before April 2013, Surrey supported small schools via the payment of small school subsidies totaling £1.5m. These varied from up to £17,000 in small primary schools and up to £159,000 in secondary schools, in addition to the lump sum received by every school. DfE regulations no longer permit the council's formula to fund small school subsidies. The 'saving' is transferred to basic per pupil entitlement.

Approaches to the DfE

- 7 Following approaches to the Secretary of State by the Leader of the County Council and headteachers chairing the primary and secondary phase councils, the authority was invited to meet with DfE officials to discuss our concerns as part of the national review of the impact of the reforms. However, although officials appeared sympathetic to Surrey's concerns regarding the impact on disadvantaged and small schools, only marginal changes have been made to the regulations. Requests from the council and Surrey schools to permit the reintroduction of tiered deprivation funding and the small schools subsidy within Surrey were not approved by the DfE. The Department remains wedded to the need for simplification and standardisation of formula factors at a national level.

Surrey's local funding formula

- 8 Most funding received by a school is based on pupil numbers. A 'basic entitlement' is paid per pupil. Schools will then receive additional funding to reflect the needs of pupils attending that school – for example, special educational needs and social deprivation.
- 9 In 2013/14, schools' funding was allocated on the following basis:

	% of total funding allocated on this basis
Basic Entitlement per pupil	74.4
Lump sum (flat rate) per school	8.7
Social deprivation funding	11.2
Low prior attainment (SEN indicator)	3.6
Rates, rent and other premises factors	1.3
English as an Additional Language	0.4
Post-16 Assimilated Grants	0.3
Looked after children	0.1
Total	100.0

Consultation with schools on changes for 2014/15

- 10 Within the few new flexibilities granted by the DfE, a number of changes are proposed for Surrey schools funding in 2014/15. Although these cannot support schools as effectively as Surrey's pre-2013 formula, which funded schools via a complex needs-based mechanism, they seek to mitigate the more adverse impacts raised by schools. Proposals have been developed with the Schools Forum and consulted upon with all Surrey schools during September.
- 11 Issues raised with schools in the Schools' Formula Funding Consultation are set out in Annex 1.
- 12 Schools' responses were reported to the Schools Forum on 30 September and the Forum's recommendations to the Cabinet are set out in Annex 2. The changes necessary to individual formula factors arising from these recommendations are set out in Annex 3. Issues of particular relevance are:

Lump sum

- 13 The DfE will now permit separate lump sums for each sector. It is therefore proposed that the Secondary lump sum should be increased to £175,000 (the maximum permitted by the DfE). This is still £55,000 lower than that provided under the Surrey formula in 2012/13. This proposal has no impact on primary schools as the increase will be funded by reducing the basic entitlement funding per secondary pupil. This transfers funding from larger secondary schools to smaller secondary schools, which were among the largest losers in 2013/14. This is the only change permitted by the DfE to assist these schools. This proposal was supported by 88% of secondary schools. In line with the preferences of primary schools responding to the funding consultation, no

changes will be made to the current flat rate of £135,000 for each primary school.

Sparsity funding

- 14 Schools are funded largely on pupil numbers. Smaller schools therefore face challenges. The council is not permitted to reintroduce its small schools subsidy, which previously assisted small schools across both sectors. As an alternative, the DfE's revised regulations now permit a sparsity factor to be included in the local funding formula – at a level to be determined locally. However, this is heavily prescribed and involves complex eligibility mechanisms. (See Annex 1). Consequently only three Surrey schools would qualify for sparsity funding. These are all one-form entry infant schools. However there are 17 very similar schools which do not qualify under DfE criteria and accordingly cannot receive any DSG funding for this purpose. Schools Forum and officers had concerns regarding the fairness of such an arbitrary measure – a view shared by 73% of primary schools and 95% of secondary schools. Accordingly, the Schools Forum do not recommend its implementation.

Protecting schools with surplus places (Falling Rolls fund)

- 15 Surrey approached the DfE to seek permission to support, via the schools' funding formula, secondary schools which currently have surplus places (and therefore reduced funding) in order to ensure their viability until the growth in primary pupils works through the system. The DfE supported this view and are now to permit additional funding to be targeted for this purpose, but only to those schools rated 'good' or 'outstanding' by OFSTED. This is a source of frustration to some improving schools awaiting OFSTED inspections. 59% of schools (including 93% of secondaries) supported the proposal to support these schools, as set out in Annex 1.

Supporting schools in meeting new high need SEN thresholds

- 16 The DfE requires all schools to fund, from their delegated budgets, the first £6,000 of additional support for any pupils with particularly high special educational needs. Surrey previously had a threshold of £4,533, after which the council funded additional support via centrally managed Dedicated Schools Grant (DSG).
- 17 The expected reduction in the cost of central DSG budgets from the introduction of the higher threshold for schools is £2.5m. The DfE expects this to be used to support schools adversely impacted by this new requirement. We are proposing that £1m of this is added to schools' delegated budgets, and that the remainder is used to assist schools with significant numbers of pupils with high SEN and relatively low delegated funding per pupil. These proposals were supported by the Schools Forum.

Minimum Funding Guarantee (MFG)

- 18 The DfE requires local authorities to deliver a Minimum Funding Guarantee (MFG) to schools. This places a limit on the funding reductions incurred by schools to a maximum of 1.5% per pupil. This must be funded by a ceiling placed on the gains of other schools. This renders the formula very

unresponsive to changes in needs: a school admitting a large number of pupils with SEN may not receive the funding for these pupils if it is on the ceiling (as no increase is permitted) or the MFG (as any increase triggers an equivalent reduction in MFG funding). It is therefore a priority to seek to reduce the number of schools with losses in order to reduce the cost of the MFG and the ceiling deduction.

Fine Tuning in January 2014.

- 19 The DfE has a deadline for submission of each local authority's schools' formula of 31 October 2013. However, schools will be funded on the basis of pupil numbers and characteristics identified from the DfE's October 2013 pupil census which will not be made available to local authorities until late December 2013. The DfE accepts that receipt of updated data may then necessitate marginal changes to the formula factors and values set out in Annex 3 to ensure they are affordable within the total DSG settlement to be announced in December and to protect against any unintended consequences. Fine-tuning of the formula at that time will be considered by the Assistant Director, Schools & Learning, in consultation with the Cabinet Member for Schools & Learning, the Leader of the Council and where appropriate, the Schools Forum.

Summary

- 20 Despite approaches from local authorities for greater freedom to address local needs, the DfE remains wedded to the principles of standardisation and simplification. It has provided only marginal flexibilities and will not permit the council to re-introduce tiered deprivation funding or small school subsidies, as requested by Surrey schools.
- 21 Some new DfE requirements will create further turbulence. For example, funding secondaries for low attainment based on the number of pupils failing to achieve standards in English or maths (as opposed to both English and maths in 2013/14) will spread existing funds (£10.2m) over a larger number of pupils and channel funding away from some high need schools.
- 22 As total DSG funding per pupil is not expected to increase, new needs or local priorities can only be funded by removing funding from all schools to create a funding source. An example is the creation of the new Falling Rolls fund to enable secondary schools with falling rolls to remain viable until the growth in primary numbers works through the system.
- 23 The precise impact of the recommended changes in the formula for 2014/15 cannot be accurately estimated to individual school level until December 2013 when updated pupil data is available. Schools will be protected by a Minimum Funding Guarantee (MFG) restricting any losses to 1.5% per pupil in 2014/15. The mfg is expected to continue in future years, although the rate has not yet been specified.
- 24 Schools' gaining from the formula are likely to have gains capped at between 1.5% -2% to fund the MFG. This is an increase from the 1% ceiling in 2013/14.

- 25 All schools have been given budget illustrations of the impacts of the changes based on October 2012 data and many schools are taking action to reduce their costs by making provisions for future risks wherever possible.

CONSULTATION:

- 26 The council consulted on the proposed changes with all Surrey primary schools, secondary schools and academies during September 2013. A total of 158 schools submitted responses before the deadline, representing 44.5% of all schools. (A further 24 schools responded after the deadline, with consistent messages.) Schools' collective responses were discussed at the Surrey Schools Forum on 30 September. This report sets out the recommendations of the Schools Forum.

RISK MANAGEMENT AND IMPLICATIONS:

- 27 Schools are expected to operate within the funding provided. Where an individual school faces financial problems the local authority can approve a licensed deficit and will develop a recovery plan for repayment in a specified term – usually within three years.
- 28 In exceptional circumstances, a school may receive additional funding intended to reflect unique financial difficulties. This is usually accompanied by a local authority review of the school's management and/or other issues including the potential advantages of federated/partnership arrangements with other schools.
- 29 In the event that a school became financially unviable then the council would be required to step in to address issues. This could involve a review of wider educational provision in the area or by providing additional financial support to a school. Schools are subject to regular monitoring and the funding formula will be reviewed on an annual basis to seek to protect the financial viability of schools where possible within the new tighter DfE controls.
- 30 As at 1 October 2013, 17 primary and 27 secondary schools have converted to academy status. Responsibility for the financial viability of academies lies with the Government's Education Funding Agency rather than the county council.

Financial and Value for Money Implications

- 31 Schools are funded by Dedicated Schools Grant (DSG). The proposals in this report have no direct impact on expenditure funded by council tax. However, the council is ultimately responsible for ensuring the financial viability of maintained schools and this may necessitate close monitoring and potential intervention in schools at risk.

Section 151 Officer Commentary

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

Legal Implications – Monitoring Officer

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

Equalities and Diversity

- 34 An Equality Impact Assessment has been completed. Within the limited flexibility available, the proposals aim to assist schools with high incidence of special educational needs (SEN). It is not expected that the proposals will directly affect any other priority groups, although ultimately this will be an issue for schools, which make the final spending decisions.

Corporate Parenting/Looked After Children implications

- 35 Additional funding is provided to all schools with looked after children. Funding levels will be maintained and no changes are proposed to unit rates.

Safeguarding responsibilities for vulnerable children and adults implications

- 36 There are no implications for safeguarding responsibilities arising from this report.

Public Health implications

- 37 There are no implications for public health arising from this report.

Climate change/carbon emissions implications

- 38 The recommendations in this report have no implications for climate change or carbon emissions.

WHAT HAPPENS NEXT:

- 39 The next steps are as follows:
- The local authority must submit to the Education Funding Agency (EFA), a template indicating its revised funding formula for schools by 31 October 2013.
 - The DfE will provide local authorities with updated pupil data at school level by mid-late December 2013.
 - Based on the updated DfE data, the council will submit its amended, updated formula to the EFA by 21 January 2014
 - Surrey maintained schools will receive their individual schools budget from the council by 28 February 2014. Academies will be notified on their funding, based on the council's formula, by the EFA.

Contact Officer:

Lynn McGrady, Finance Manager, (Funding & Planning) Tel: 020 8541 9212

Consulted:

Peter-John Wilkinson, Assistant Director – Schools & Learning

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

Sheila Little, Chief Finance Officer and Deputy Director for Business Services

The Surrey Schools Forum

Surrey schools – via the Schools Funding Reform Consultation, issued Sep 2013

Annexes:

Annex 1 Issues Raised in Schools' Formula Funding Consultation 2014/15

Annex 2 Recommendations of the Schools Forum to the Cabinet

Annex 3 Proposed Surrey formula factors for 2014/15

Sources/background papers:

- School Funding Reform: Next Steps Towards a Fairer System, Department for Education (DfE), March 2012
- 2014/15 revenue funding arrangements for local authorities, EFA 8 June 2013
- The School & Early Years Finance (England) Regulations 2013 (draft)
- The Education Acts 2002 and 2011
- The Schools Standards & Framework Act 1998
- Schools Forum – Minutes of meeting on 30 September 2013
- Schools Formula Funding Consultation– Surrey County Council, Sep 2013

Issues Raised in Schools Funding Consultation 2014-15

The proposals below were raised with all schools as part of the council's Schools Funding Consultation during September 2013. The proposals received the support of the Schools Forum on 30 September 2013. The resulting recommendations are set out in Annex 2.

Lump sum

The DfE will now permit separate lump sums for each sector. In 2013/14, primary and secondary schools received £135,000 flat rate. It is proposed that the Secondary lump sum should be increased to £175,000 (the maximum permitted by the DfE). This is still £55,000 lower than that provided under the Surrey formula in 2012/13.

This proposal has no impact on primary schools as the increase will be funded by reducing the basic entitlement funding per secondary pupil. This would transfer funding from larger secondary schools to smaller secondary schools, which were among the largest losers in 2013/14. This is the only change permitted by the DfE to assist these schools. This proposal was supported by 88% of secondary schools responding to the consultation.

Sparsity funding

The DfE's revised regulations now permit a sparsity factor to be included in the local funding formula, at a level to be determined locally, to a maximum of £100,000. However, this is heavily prescribed and involves complex eligibility mechanisms. (The DfE identifies all pupils in area for which that school is the nearest – even if the pupil doesn't attend. The distance to the next nearest school is then identified – even if that school has no vacancies. If the distance is over 2 miles (3 miles in a secondary school) then the school is eligible for support if under 150 pupils (primary) or 600 pupils (secondary) attend the school.) In Surrey, only three schools would qualify for sparsity funding under this mechanism. These are all one-form entry infant schools. However there are 17 very similar schools which do not qualify. 95% of secondary schools and 73% of primary schools considered this to be an inappropriate measure and voted against its implementation in Surrey. The Schools Forum concurs.

Protecting schools with surplus places (Falling Rolls fund)

The DfE will permit temporary additional funding for schools rated 'good' or 'outstanding' by OFSTED, which currently suffer budget challenges from low pupil numbers. In Surrey this is to protect the continued provision of sufficient secondary places to meet anticipated future demands, as primary numbers work through the system.

59% of schools (including 93% of secondaries) supported the proposal. Funding would be based on comparing the funding which the school would receive in 2014/15 with the lower of its 2013/14 funding and the funding it would receive in 2018/19 based on current projections of pupil numbers. It would apply only to secondary schools with fewer than 1050 pupils in years 7-11.

While in principle the factor could also apply to primary schools, we do not expect any to be eligible in 2014/15, as primary pupil numbers are currently high and schools with low numbers are not currently rated good or outstanding.

Supporting schools in meeting new high need SEN thresholds

The DfE requires all schools to fund, from their delegated budgets, the first £6,000 of additional support for any pupils with particularly high special educational needs. Surrey previously had a threshold of £4,533, after which central DSG-funded support, outside the individual school's budget could be accessed. This proposal will therefore create savings in this budget. The DfE expects local authorities to use any savings to develop a mechanism to protect schools significantly impacted by this new threshold.

Schools Forum would wish to see schools supported as follows:

- Secondary schools: Where the total cost of SEN support exceeds 100% of that school's notional SEN budget, additional high needs funding should be allocated to the school in order to limit the costs. Any remaining funding released by this change would then be allocated to secondary schools using low prior attainment factors.
- Primary schools: The central funding released should be allocated to those primary schools where the cost of funding the first £6,000 has the greatest impact. The precise mechanism to be used in this proposal will be assessed once updated pupil data is available in December 2013.

Minor Formula Adjustments

The following adjustments of a relatively minor or technical nature are proposed.

- Pupil mobility

The DfE now permits pupil mobility funding to be targeted to schools with high levels of mobility. Officers therefore recommended that this be introduced to assist those schools with high numbers of casual admissions during the year. 88% of schools supported this proposal, which would provide £629 per eligible primary pupil and £774 per secondary pupil.

- Reception uplift

The council sought schools' views on whether additional funding should be provided to primary schools which admitted Reception age pupils after the October count date. This is to recognise that such schools may have lost out in the DfE's move from a January to an earlier October count date, as some young children enter schools after October. 60% of primary schools supported the introduction of this funding.

- KS3 / KS4

The ratio of funding for key stage 4 relative to key stage 3 is 1.269 :1 in Surrey, which is relatively high (20th out of 150 local authorities). This could create difficulties for growing schools in future years as the bulge in primary numbers feeds through the lower funded key stage 3 first. Schools supported narrowing this difference in two stages. This proposal impacts only on the

secondary sector and gained support from 88% secondary schools responding to the consultation.

➤ Low attainment funding

Schools receive funding for low prior attainment (as part of their funding for special educational needs (SEN)). The DfE has changed the indicators which generate this funding in 2014/15

- Secondary sector : Funding was previously based on the number of pupils achieve below level 4 success in both maths and English. This has been amended to below level 4 success in either maths or English and therefore more pupils will attract funding. Based in 2013/14 data this would be 21.7% of pupils rather than 8.2% previously. If paid at current rates, then a transfer from the basic entitlement funding 'pot' would be necessary. Alternatively, the funding for low attainment per eligible pupil must be reduced. Secondary schools overwhelmingly supported the latter option (95%).
- Primary sector: The original intention was to allocate low attainment funding to primary schools based on the DfE's new Foundation Stage Profile. However, following concerns raised by primary headteachers regarding the profile, the Schools Forum has requested an alternative interim measure. The use of free school meals and pupil numbers is therefore proposed.

➤ Raising the ceiling on gains

In 2013/14, deductions were made from the budgets of schools which were large gainers in order to fund the cost of the minimum funding guarantee (mfg) for those schools which were large losers from the new funding formula. However, due largely to late pupil adjustments, the total value of the ceiling deduction exceeded the cost of the mfg. In 2014/15, the total ceiling deduction may not exceed the total cost of the mfg. Adjustments will be made to basic per pupil entitlement to achieve this – a move supported by 82% of all schools.

➤ Split Site and federal schools' funding

It is proposed that the sum provided to schools with split sites be increased from £12,000 per site to £20,000 per site as this more closely matches the costs of the minimal additional staffing. As with all formula adjustments, the estimated additional cost of £32,000 will be funded from Dedicated Schools Grant.

Separately, it is proposed to amend the federal factor mechanism, which currently provides Surrey's federal schools with funding for up to 40 pupils per site where there are fewer than 40 pupils. Where a school offers only 30 places on a site, then it should be funded for a maximum of 30.

➤ Bulge classes

This is a technical adjustment which addresses a previous inconsistency whereby academies, whilst benefiting from funding for bulge classes, were not required to contribute to the costs of this provision. In the interests of equity, this proposal moves the source of this funding outside the schools

contingency and hence all primary schools (including academies) now contribute to the costs and receive benefits as appropriate. This proposal was supported by 92% of all primary schools.

➤ **Withdrawal of Post 16 teachers' pay grant**

The proposal is to reduce post 16 funding in secondary schools following the withdrawal of the former post 16 teachers' pay grant by the Education Funding Agency (EFA). This would equate to £36.10 per pupil. The only alternative would be to fund this via a reduction in funding for all pupils aged 4-15. Surrey's policy has been that reductions in post 16 funding by the EFA should be borne by that sector. The proposal to reduce post 16 funding was supported by 70% of secondary schools.

➤ **Part year funding adjustments**

This is a minor technical adjustment which will bring part-year adjustments undertaken in Surrey in line with the Education Funding Agency, which calculates part-year funding as 7/12 of a full year allocation. Traditionally, Surrey has always used 60%. A consistent approach will avoid anomalies where part-year allocations are provided to academies.

➤ **Exceptional premises factors**

Funding can be allocated to schools for exceptional premises factors where the cost exceeds 1% of an individual school's budget. Following approaches from two schools paying rents equivalent to 0.9% of their budget, the authority is consulting schools on extending this funding mechanism to include these schools. There are no other schools where rent exceeds 0.5% of their budgets. This proposal was supported by 62% of schools.

Further details

Full details of all proposals are set out in the Schools' Formula Funding Consultation - Proposals for Changes in 2014/15. This is available on the council's website*.

* (www.surreycc.gov.uk/learning/teachers-and-education-staff/schools-and-learning-finance/consultation-on-changes-to-schools-funding-2014)

Recommendations of the Schools Forum to the Cabinet

Following discussion of schools' responses to the council's Consultation on Schools Funding Reform, the Schools Forum at its meeting on 30 September 2013 made the following recommendations to the Cabinet for changes in the funding of Surrey schools in 2014/15:

- That the lump sum (flat rate) for secondary schools should be increased from £135,000 to £175,000. The primary rate will remain at £135,000.
- That the DfE's proposed sparsity factor should not be used in Surrey.
- That there should be additional funding for schools with a high proportion of surplus places, which are rated as good or outstanding by OFSTED where these schools face an unmanageable budget shortfall in the short-term.
- To assist schools in meeting the new requirement to fund the first £6,000 of SEN costs for each pupil:
 - Where the total cost of SEN support exceeds 100% of a secondary school's notional SEN budget, additional high needs DSG funding should be allocated to the school in order to limit the costs.
 - That, within available resources, funding should be allocated to those primary schools where the cost of funding the first £6,000 has the greatest impact. The impact of this proposal will be assessed once updated pupil data is available in December 2013.
- That funding should be allocated to schools for pupil mobility to reflect the additional pressures caused by casual admissions during the year.
- That funding should be allocated to schools for pupils admitted to reception classes after October school census date but before January school census date.
- That the Key Stage 4 : Key Stage 3 funding ratio should be reduced to match the national upper quartile ratio (1.232)
- That, in order to comply with new legislation and ensure the ceiling on schools' gains is higher than in 2013/14, that basic entitlement funding be reduced.
- That the minimum value of split site funding for split site schools should be increased from £12,000 to £20,000
- That, where a designated federal school knowingly offers only 30 places on each site, that school should only be funded for vacancies up to 30 places (the federal factor currently funds vacancies up to 40 places, where there are fewer than 40 pupils on a site)
- That the sixth form "per pupil" funding should be reduced to reflect the loss of an Education Funding Agency grant previously payable for post-16 provision
- That part year funding allocations (eg for extra classes opening in September) should be based on 5/12 April-August, 7/12 September-March (rather than 40%

April-August /60% September-March as in previous years). This will avoid anomalies where schools in receipt of part year funding convert to academies.

- That funding for rents on eligible premises should be extended to the two schools where rents were equivalent to 0.9% of the budget (ie below the previous threshold of 1% of budget, imposed by DfE in 2013/14) This variation required the approval of DfE, which has been granted.

Proposed Surrey formula factors for 2014/15

The table below lists the provisional values of the formula factors which Surrey proposes to use to fund its schools in 2014/15 in order to implement the proposals recommended by the Schools Forum and described in this report. These must be reported to the Education Funding Agency by 31 October 2013.

The values are estimated based on latest DfE data (from October 2012) and will be subject to amendment following receipt of 2013 data from the DfE in December 2013.

Proposed Surrey Formula factors for 2014/15 compared to 2013/14

	2013/14 (including new delegation)		2014/15	
	Primary £	Secondary £	Primary £	Secondary £
Basic entitlement (sum per pupil)	2,578.55	Key Stage 3: 3,445.23 Key Stage 4: 4,372.99 Post 16: 218.67	2610.27	Key stage 3: 3418.59 Key stage 4: 4,221.14 Post 16: 182.57
Social deprivation				
• per child on free school meals	4837.96	3,588.05	5490.23	3588.05
• per child in IDACI band 1	0	886.59	0	886.59
• per child in IDACI bands 2-6	0	1599.02	0	1599.02
Looked after children (unchanged)	796.17	796.17	796.17	796.17
Per low attainer (high incidence SEN)**	869.12	2,414.67	0	908.22
Per pupil with English as an Additional Language (EAL)	117.66	606.92	275.95	672.95
Pupil mobility (per eligible pupil)	0	0	629.00	774.00
Flat rate/lump sum	135,000	135,000	135,000	175,000

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

** In 2014/15 the DfE has changed the secondary low prior attainment indicator As a result roughly 2.5x as many pupils qualify for this funding as qualified in 2013/14 Therefore the funding per qualifying pupil has been reduced.

Funding for low prior attainment in primary schools has been deleted because of primary schools' concerns over new DfE arrangements for Foundation Stage Profile data for Year 1 pupils. As an alternative, primary schools have received an increase in free school meals and basic entitlement funding.

Other funding to schools:

- Business rates are funded at cost (unchanged);
- Rents on rented property at cost where over 0.9% of budget (where applicable) (In 2013/14, this threshold was 1%)
- Split site allowance on same basis as in 2013/14, where applicable (subject to increased minimum of £20,000 where a split site school would otherwise receive less than that);
- Additional funding for schools admitting bulge classes or increasing admissions number from September 2014 or schools which already have bulge classes opened within the last few years (largely on the same basis as now).
- Funding for individual statemented pupils, nursery classes and SEN centres (where applicable) No changes are proposed to the funding of nursery classes and SEN centres in 2014/15.

The table does not include the impact of increasing the additional support threshold for high cost SEN pupils (a further increase of £94.44 per low attainer for secondary schools, none for primary schools). Additional funding is also proposed for schools with relatively high SEN, outside the formula.

2013/14 comparators include funding delegated in 2013/14 for new responsibilities (i.e. funding which had not been delegated to schools in 2012/13).

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EQUALITY IMPACT ASSESSMENT TEMPLATE

Annex 4

1. Topic of assessment

EIA title:	SCHOOLS FORMULA FUNDING CHANGES 2014/15
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EIA author:	David Green Senior Principal Accountant (Schools Funding),CSF Finance Team, CAE
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2. Approval

	Name	Date approved
Approved by¹	P-J Wilkinson	2.10.13

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Changes are proposed to the method by which funding is allocated to schools, in order to comply with new legislation</p> <p>Schools budgets must be calculated according to a formula developed by the LA but the factors which the LA may use within that formula are restricted by legislation. The legislation is changing for 2014/15 and this review concerns the changes proposed by the LA in response to the changes in legislation, plus a few other changes in response to local needs. The changes are, in general, relatively minor.</p> <p>The authority is responsible for the distribution of budgets to schools. Headteachers and governors have freedom to determine how those budgets are spent. Therefore this review is concerned solely with the allocation process. The authority's scope for monitoring schools' spending choices and performance is limited by legislation. Indeed part of this funding goes to Academies, over which the LA has no powers of monitoring at all.</p> <p>There is a separate process for the allocation of funding to special schools, which is not considered by this review, and which is linked to pupil need as identified in their statements.</p> <p>Schools budgets are funded from the Dedicated Schools Grant, the level of which will, at best, be frozen in cash per pupil in 2014/15. Therefore the proposals must be implemented within current resources.</p> <p>The 2013/14 formula budget for primary and secondary schools is £543m (including Academies) Budget for 2014/15 is expected to be similar</p>
<p>What proposals are you assessing?</p>	<p>There are a number of specific proposals. The main ones are:</p> <ul style="list-style-type: none"> *changes in the lump sum (flat rate per school) * whether to fund casual admissions * whether to provide additional funding to rural schools * how much funding to distribute for pupils with low level SEN * whether to provide additional funding for schools with temporary falls in numbers <p>The authority's choice of indicators is closely constrained by the new legislation. In particular, the data used to distribute funding must be taken from a dataset provided by DfE, and may not use any indicators of pupil characteristics other than those specified above</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect children and staff within schools and parents/carers of those children.</p> <p>The proposals will affect the services which schools are able to provide and the staff they are able to employ, although decisions as to which services will be provided and which staff are employed will be made by individual schools. The proposals will not directly and immediately affect the distribution of school places in Surrey or the criteria for admission to those places and thus should not have any immediate direct impact on access to services. However, by undermining the viability of some schools, the proposals may in time</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Engagement carried out
The proposals were published on the Council's website during the first week of September and printed copies were sent to all schools and to teacher association and trade union representatives. Prior to this, proposals were discussed by the statutory Schools Forum, made up of headteachers and governors and representatives of unions and Diocesan bodies. 158 responses were received by the closing deadline (44% of schools) The outcome of the consultation was considered by the Schools Forum before being reported to elected members.
Data used
We have looked at such data as we have on the School Census and on the county's EMS system as to the distribution of children with EAL/underattaining ethnic minorities and travellers. We have no data on the distribution among schools of other protected groups.

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	Limited Some of the options may disadvantage secondary schools with a relatively high proportion of key stage 4 pupils	Limited Some of the options may disadvantage secondary schools with a relatively high proportion of key stage 4 pupils	<p>Services funded are largely restricted to 4-18s No specific evidence is available on impact on other groups However, schools have powers to provide “community focused” activities such as childcare (including pre school) or parent education. Schools facing budget reductions may need to reduce their activities in such areas. This would be a decision for individual schools</p> <p>See also notes after table 7b, below</p>
Disability	Only to the extent that it is linked to SEN We are proposing additional funding for schools with a high incidence of SEN where this is not recognised by deprivation and prior attainment indicators	Should be none	
Gender reassignment	No	No	
Pregnancy and maternity	No	No	
Race	Unlikely	Unlikely	
Religion and belief	Unlikely	Unlikely	
Sex	Unlikely	Unlikely	
Sexual orientation	Unlikely	Unlikely	

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

Marriage and civil partnerships	Unlikely	Unlikely	
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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Unlikely	Possible, in that some schools may need to make redundancies for which older staff may be targeted-school decision Risk whenever funding is reduced to any school	At this stage it is not possible to identify which staff may be at risk as a result of budget reductions. in individual schools Decisions to make individual staff redundant would be a matter for individual schools, which would be expected to have regard to equalities considerations before making any such decision.
Disability	Unlikely	Not directly-school decision	
Gender reassignment	Unlikely	Unlikely	
Pregnancy and maternity	Unlikely	Unlikely	
Race	Unlikely	Unlikely	
Religion and belief	Unlikely	Unlikely	
Sex	Unlikely	Unlikely	

EQUALITY IMPACT ASSESSMENT TEMPLATE

Sexual orientation	Unlikely	Unlikely	
Marriage and civil partnerships	Unlikely	Unlikely	

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

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

- * Changes in flat rates (increase in flat rates for secondary schools)
This will benefit a number of small secondary schools which are also undersubscribed and thus are likely to attract a high proportion of casual admissions (because they have the vacancies)-in which recent immigrants and travellers may be overrepresented
- * Restoration of funding for pupil mobility (casual admissions)-again should benefit same groups
- * increased targeted funding for schools with high levels of SEN –will benefit vulnerable pupils but not specifically named priority groups as such.

None of the recognised protected characteristics listed above can be directly targeted by the funding formula apart from age (and then only between 3-19) and race (and only then as EAL or not). So the only funding influence we have is via deprivation/SEN and EAL. From 2013/14 to 2014/15 no change is proposed to the value or definition used for funding EAL.

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
No issues arose during the consultation which concerned impact on priority groups	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
None of the changes proposed affect factors which directly support protected groups	n/a	n/a	
Reduction in services offered by schools to pupils or staff with protected characteristics in response to budget reductions	Guidance to and monitoring of schools		
	Annual review of all funding factors with possibility of making changes in future years	Annual process	DG

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10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Consultation with school reps and use of School census and other data available within SCC
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EQUALITY IMPACT ASSESSMENT TEMPLATE

Key impacts (positive and/or negative) on people with protected characteristics	None anticipated at this stage
Changes you have made to the proposal as a result of the EIA	None yet identified as required
Key mitigating actions planned to address any outstanding negative impacts	None at present
Potential negative impacts that cannot be mitigated	None definite Depends on how schools respond to the changes in funding

Be sure to review the checklist in Annex 2 before submitting your EIA for approval and publication.

Further guidance

If you need more advice and guidance, you may find the following sources useful:

- [Government Equality Office: Equality Act guidance](#)
- [Equality and Human Rights Commission: *Guidance on the Equality Duty*](#)
- [Equality and Human Rights Commission: *Making fair financial decisions*](#)
- [Equality and Human Rights Commission: *Meeting the Equality Duty in policy and decision making*](#)
- [TUC: *Equality Toolkit*](#)

SURREY COUNTY COUNCIL

CABINET

DATE: 22 OCTOBER 2013

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, CHIEF FINANCE OFFICER AND DEPUTY DIRECTOR FOR BUSINESS SERVICES

SUBJECT: BUDGET MONITORING REPORT FOR SEPTEMBER 2013



SUMMARY OF ISSUE:

This report presents the council's financial position at the end of period 6 – September of the 2013/14 financial year, with particular focus on the year end revenue and capital budgets forecasts and the achievement of efficiency targets.

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

RECOMMENDATIONS:

Please note, the recommendations will be set out in the revised report and Annex 1.

REASON FOR RECOMMENDATIONS:

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

DETAILS:

1. The Council's 2013/14 financial year commenced on 1 April 2013. This is the fourth budget monitoring report of 2013/14. The budget monitoring reports for this financial year have a greater focus on material and significant issues, especially the tracking of the efficiency and reduction targets within the Medium Term Financial Plan. The reports also have a greater emphasis on proposed actions to be taken to resolve any issues.
2. The Council has implemented a risk based approach to budget monitoring across all directorates and services. The risk based approach is to ensure we focus resources on monitoring those higher risk budgets due to their value, volatility or reputational impact.
3. There is a set of criteria to evaluate all budgets into high, medium and low risk. The criteria cover:
 - the size of a particular budget within the overall Council's budget hierarchy (the range is under £2m to over £10m);
 - budget complexity relates to the type of activities and data being monitored (the criterion is about the percentage of the budget spent on staffing or fixed contracts - the greater the percentage the lower the complexity);

- volatility is the relative rate at which either actual spend or projected spend move up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or the projected variance has been greater than 10% on four or more occasions during this year)
 - political sensitivity is about understanding how politically important the budget is and whether it has an impact on the Council's reputation locally or nationally (the greater the sensitivity the higher the risk).
4. High risk areas report monthly, whereas low risk services areas report on an exception basis. This will be if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower.
 5. Annex 1 to this report sets out the Council's revenue budget forecast year end outturn as at the end of September 2013. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
 6. The report provides explanations for significant variations from the budget, with a focus on staffing and efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some services £1m may be too large or not reflect the service's political significance, so any variance over 2.5% may also be material.
 7. Also, Annex 1 to this report updates Cabinet on the Council's capital budget.
 8. Appendix 1 provides details of the directorate efficiencies and revenue and capital budget movements.
 9. To aid transparency and quicken final accounts, the council produces the financial statements at each quarter. Annex 2 reports the updated balances sheet as at 30 September 2013, accounts receivable position and earmarked usable reserves.

Consultation:

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

Risk management and implications:

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

Financial and value for money implications

12. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to have a strong focus on its key objective of providing excellent value for money.

Section 151 Officer commentary

13. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks..

Legal implications – Monitoring Officer

14. There are no legal issues and risks.

Equalities and Diversity

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

Climate change/carbon emissions implications

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

WHAT HAPPENS NEXT:

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

Contact Officer:

Sheila Little, Chief Finance Officer and Deputy Director for Business Services
020 8541 7012

Consulted:

Cabinet / Corporate Leadership Team

Annexes:

Annex 1 – Revenue budget, staffing costs, efficiencies and capital programme summary.

Appendix 1 – Directorate financial information (revenue and efficiencies) and revenue and capital budget movements.

Annex 2 – Balance sheet, accounts receivable position and earmarked usable reserves.

Sources/background papers:

None

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SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE****LEAD OFFICER: SARAH MITCHELL, STRATEGIC DIRECTOR, ADULT SOCIAL CARE****SUBJECT: OPTIONS APPRAISAL: IN-HOUSE SUPPORT SERVICES FOR WORKING AGE ADULTS AND OLDER PEOPLE WITH DISABILITIES****SUMMARY OF ISSUE:**

In 2009 Surrey County Council's in-house day services began a change programme in response to a large scale consultation with people who use services, their carers and families. Priorities were to develop more local, community-based services and support people who use services to retain and develop friendship networks.

The 2012 Learning Disability Public Value Review (PVR) found that in-house services were well-regarded but further transformation was needed to ensure people with personal budgets could access a range of clearly priced personalised support options. In response to the PVR and the Council's Learning Disability Commissioning Strategy, Adult Social Care is exploring how in-house services could further develop to support the personalisation agenda.

The Council's Medium Term Financial Plan (MTFP) (2013-18) budget report in February 2013 made clear the need;

- to take steps to ensure that the Council maintains its financial resilience and protects its long term financial position
- to explore and develop alternative sources of funding that reduce its reliance on Government grants and Council tax increases in the future
- for provision in the MTFP (2013-18) to meet the costs of initiatives that will deliver savings and enhance income in the longer term.

This report forms part of Adult Social Care's response to the challenges outlined above and builds on the Cabinet decision of 26 March 2013 to support innovative models of service delivery, including trading ('Strengthening the Council's Approach to Innovation: Models of Delivery'). This paper considers options for the future provision of day and community support services for working age and older adults with disabilities. Three options have been assessed:

1. stay "as is"
2. de-commission services and re-commission in the market
3. adopt a different model of delivery.

RECOMMENDATIONS:

It is recommended that, to meet both current and future needs of customers and secure the long term sustainability of services, Cabinet:

1. Approves in principle the formal exploration of the benefits of establishing a Local Authority Trading Company (LATC) for in-house services, including:
 - Day Services for people with learning disabilities and physical disabilities
 - AboutUs Accessible Learning Team
 - EmployAbility
 - Shared Lives Service
 - Personalisation Team
 - New services to be developed to meet projected demand.
2. Agrees that a more detailed business case is submitted for Cabinet approval in December 2013, including an Equalities Impact Assessment and plans for formal consultation.

REASON FOR RECOMMENDATIONS:

Initial financial analysis indicates that the LATC model offers a potential financial benefit to the Council; derived from the recovery of costs of service delivery and sustained growth with a corresponding income stream to the Council over the next five years.

This structure would also facilitate innovation and the development of new services to meet the needs of a wider range of potential customers, not restricted to those assessed as eligible for Council support, and through the retention of a skilled, experienced, and valued workforce as part of a strong Surrey County Council provider brand.

DETAILS:

Background

1. In 2008-9 the Council conducted an extensive consultation with people who use services, carers and families about the future of in-house day services. Themes that emerged included the importance of friendship networks, the need for more local services and bases to meet at and to use as a fallback if problems arise in the community. In response to this feedback, the service began a change programme focused on developing more local community-based activities as well as specialist support for high need groups.
2. The key theme of the Learning Disability Public Value Review (PVR) in 2012 was the personalisation agenda, highlighting the need to deliver personalised services that meet people's assessed needs. The PVR found that in-house services form a significant part of the day service market in Surrey and are recognised by family carers as an important form of respite care, however daytime activities are limited in choice and a greater range of options, clearly priced, should be developed for people using personal budgets.

3. While trying to improve the quality and range of support options, in-house services are faced with both increasing budget pressures and increasing demand.

Services In Scope

4. **Day and community support services** offer people with learning and physical disabilities a range of opportunities for leisure, activities, training, volunteering and work. Services sustain friendship networks and perform a critical respite function to support family carers, with specialist services provided for people on the autistic spectrum and those with dementia. The majority of services are offered on weekdays throughout the year from 9am to 4pm, with transport options provided. A range of evening breaks, social and holiday activities are also offered outside these hours on an ad hoc basis. The average age of people accessing day services is 48 and most people have been part of services for a number of years. Past consultations have indicated that these services are valued and held in high regard by people who use services, carers and families. A map of current services is attached as **Annex One**.
5. **EmployAbility** works across the county offering support for people with disabilities (with the exception of mental health) to access paid employment, volunteering, life skills and training opportunities. Demand for this service is growing, particularly from younger people coming through transition from children's to adults' services. The team has been nationally recognised for its work with employers, schools and colleges.
6. The **Shared Lives Service** offers short-, long-term and respite care in a home environment to people with any type of eligible support need. The service recruits and trains Shared Lives Carers, then matches them with the person who needs the service and provides ongoing support to both. This is a recently established and growing service, which offers value for money. The number of Shared Lives Carers expected to double in the next year as the Council seeks to make more use of the service.
7. The **Personalisation Team** was created as an outcome of the PVR and works with groups of people using in-house services to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks.

8. The table below shows current staff and customer numbers for the services in scope.

Service	Description	Active Customers ¹	Staffing establishment (FTE)
Day Services	Day centres and community groups for adults with learning disabilities; three resource centres for adults with physical and sensory disabilities The AboutUs Accessible Learning Team works across the county	794	260
EmployAbility	Support for people with disabilities to access paid employment, volunteering and training opportunities	646 registered job seeking and/or on courses 511 in work or voluntary placements	Included above
Shared Lives Service	Matches Shared Lives carers with people with disabilities and older people, offering short or long term care in a family home environment	22	3
Personalisation Team	Works with adults with learning disabilities to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks	165	13.85

9. The 2013/14 revenue budget for these services is £11.4m.

National and Local Policy Context

10. The Care Bill will be enacted in 2015 and will give local authorities an increased responsibility for assessment and support planning for people who self-fund, carers and people who do not meet current eligibility criteria. The bill also gives individuals the right to a personal budget.

¹ Data from September 2013. Some people access multiple services – the Personalisation Team currently works solely with individuals accessing an in-house service.

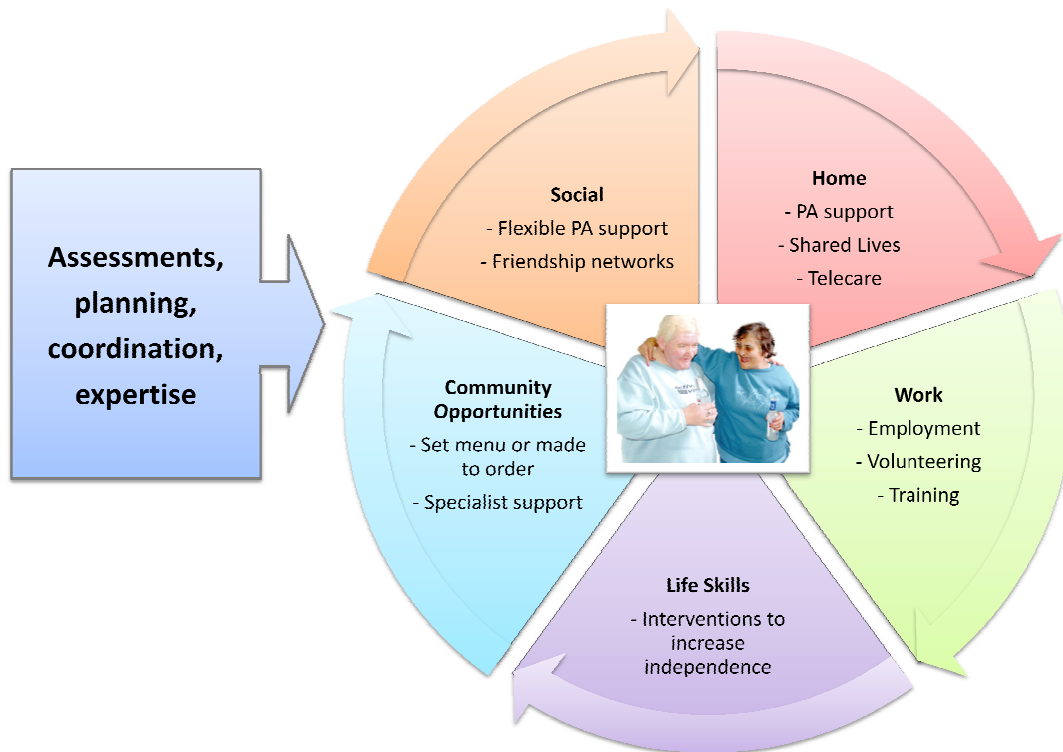
11. The Learning Disability Public Value Review reported to Cabinet on 27 March 2012 with a single strategic object of realising the Council's ambition of personalisation for people with learning disabilities.
12. Cabinet made a decision on 26 March 2013 to support innovative models of service delivery, including trading ('Strengthening the Council's Approach to Innovation: Models of Delivery').

Future Service Opportunities

13. There are 16,791 people living in Surrey in 2013 with a learning disability, one of the largest learning disabled populations in Europe. This is projected to increase overall by a further 5.4% by 2020, with a significant increase of 14.5% projected among people with a learning disability aged over 65. The market for services for people with learning disabilities, combining mainly day, residential and community support services, was valued at £5.6bn in England in 2012, the second largest segment of the healthcare market after elderly care.
14. In addition, there are 55,005 people aged 18-65 living in Surrey in 2013 with a physical disability, with an increase of 5.6% projected by 2020.
15. Projected demand for day and community support services or assessment and support planning services includes;
 - Areas of growing demand and emerging need: dementia, autism, profound and multiple disabilities, older people
 - Self funders, private purchasers, from within Surrey and neighbouring areas
 - People who do not meet eligibility criteria but seek support
 - Children and young people with disabilities, in particular those in transition
 - Whole families, carers
 - Other Local Authorities, NHS Trusts, and private providers

Service Development Opportunities

16. Building on feedback from the 2009 consultation and the 2012 PVR, in-house services have designed a model for how the service offer should look to an individual customer in future. This model shows both existing services and new services that could be developed so that support is available as a menu of clearly priced options in every aspect of an individual's life, complementing education and family, friends and community support.
17. The focus of the model below is to offer seamless, coordinated support that can cover every aspect of a person's life; building long term relationships with people who use services as customers of a range of support options. As a development of the work of the existing Personalisation Team, a centralised assessment and support planning function would build a person-centred joined-up 24/7 support package utilising not only services on offer 'in house', but from all areas of an individual's community.



18. Delivering this ambition is critical to the appraisal of any potential new model of delivery for in-house services and the wider strategy of Adult Social Care.

Options Explored

19. Three options have been assessed:

- stay “as is”
- de-commission current services and re-commission in the market
- adopt a different model of service delivery with an expectation of setting up a LATC.

20. A ‘Strengths, Weaknesses, Opportunities, Threats’ (SWOT) analysis of each option is attached as **Annex Two**, with a summary of key points below.

Option 1: Stay “as is”

21. Continue to provide services "in house". The Council is a long-term provider of the services in scope; it is trusted and valued by people who use services and local communities. This is a low risk option, offering continuity of services. However, the long term sustainability of services as they currently exist could not be guaranteed due to the need to deliver efficiencies identified in the MTFP.

Option 2: De-commission current services and re-commission in the market

22. De-commission services and cease to be a provider. The Council would be reliant on the market to meet local needs and growing demands while managing its costs. This option has the potential to release capital receipts to the Council in the short term and a more open market-place could provide

opportunities to attract providers with specific areas of expertise and innovative services. However, there is currently a limited market offer in this area, for example the Council provides 80% of learning disability day services to those eligible.

Option 3: Adopt a different model of delivery

23. Through powers in section 95 of the Local Government Act 2003, develop a LATC to trade anything the Council is authorised to do under its ordinary functions. This model could generate a surplus which can be re-invested into services, or the Council, as owner. This option offers significant flexibility for services but is comparatively low risk in terms of strategic alignment with the priorities of the Council.

Preferred Option

24. Based on the SWOT analysis, Option Three is the preferred option for the following reasons:

- *Sustainability:* The LATC model offers sustainability in terms of financial returns to the Council, modest but consistent growth projections and ongoing efficiency savings
- *Customer Benefits:* Greater flexibility to offer services to a wider market, including people who do not meet current eligibility criteria
- *Ownership:* The Council will own the LATC and any surplus or dividend will revert back to the Council for further investment in services
- The LATC will deliver flexible and adaptable services, aligned to its objectives, at comparatively low cost
- Retaining a skilled workforce and links to the Council's trusted brand
- By retaining ownership, the Council could continue to shape the market.

CONSULTATION:

25. The process of developing these proposals has built on successive consultation periods since 2009. Most significantly, the Learning Disability PVR and subsequent Commissioning Strategy were developed by the Learning Disability Partnership Board, and involved people who use services, their carers and families. It included formal presentation to the following groups:

- Cabinet
- Health Overview and Scrutiny Committee
- Adult Social Care Select Committee
- Adult Social Care Leadership Team
- Senior Managers in Adult Social Care Commissioning and Service Delivery

26. The recommendations of this paper also follow joint work undertaken by the Council Leadership Team and Cabinet.

27. A full communications, engagement and consultation plan will be developed as part of the business case and will identify any requirements for formal consultation as well as opportunities for additional engagement with staff, members of the public and other stakeholders.

RISK MANAGEMENT AND IMPLICATIONS:

28. As part of the preparation of the business case, including financial evaluation of all aspects of the services in scope, it is possible that the proposed model will be found to offer significant service benefits and long term viability for those services but limited commercial potential.
29. The business case itself will assess all risks associated with creating a LATC before Cabinet approves proceeding with implementation. A risk register will be established to ensure all risks are identified, reported, and addressed through the various stages of the process.

Financial and Value for Money Implications

30. Subject to the detailed business case, the LATC option provides at least equal value for money for the Council compared to the other options.
31. The financial analysis has been at a high level as part of the options appraisal process and fully detailed costing will be prepared as part of the business case.

Section 151 Officer Commentary

32. Taking account of all relevant factors, a reasonable case is made for proceeding to prepare a business case for the development of a LATC. The business case will include consideration of how the start up costs would be met together with a fuller exploration of tax and pensions issues in line with emerging corporate policies.

Legal Implications – Monitoring Officer

33. The proposal to set a company to provide adult social care services to the Council and to offer similar services to private clients would be underpinned by the Local Government Act 2003, which introduced powers to trade, where that trading related to the Authority's functions. This should be set in the context of the Council's continuing duty to assess people who may be in need of social care, and to provide the services needed to meet their eligible needs.
34. In the case of the proposal to deliver disability services through a company, it is proposed that the company would provide services on behalf of the Council, but with the additional ability to offer some services to self-funding clients. Provided that this company met certain tests, principally relating to the Council's control over it and its reliance on the Council for the essential part (i.e. 80%+) of its business, the Council would be able to continue to commission services from the company, without embarking on a competitive tender process.
35. The law requires, in broad terms, that trading with individual people or organisations outside the public sector is carried out through a company. The general power of competence in Section 1 Localism Act 2011 introduced wider powers to charge and trade in activities extending beyond Local Authority functions and this would be applicable if wider business activities were proposed.

- 36. Before finally agreeing to a proposal to trade Cabinet would need to consider and approve a business case, which, by law, must be a comprehensive statement as to:
 - a. the objectives of the business;
 - b. the investment and other resources required to achieve those objectives;
 - c. any risks the business might face and how significant these risks are; and
 - d. the expected financial results of the business, together with any relevant outcomes that the business is expected to achieve.

- 37. Any accommodation, services, staff or other support provided by the Council must be charged for, at least covering costs, but potentially at a market rate, to demonstrate that the company is not being subsidised by the Council. This is important in the context of competition law and state aid.

- 38. General principles of decision making apply to any decision the Cabinet is making and so must be made in good faith, taking into account all relevant considerations, ignoring irrelevant matters, not irrational, balancing the risks against the potential rewards alongside the other relevant duties. In considering these proposals Cabinet particularly needs to keep in mind the public sector equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The duty applies both in respect of the people who are accessing Adult Social Care services and the workforce providing those services. Cabinet also needs to consider its fiduciary duty to Surrey taxpayers and has to demonstrate that its decisions are those which a prudent and reasonable local authority would enter into, adopting an evidenced-based approach and prudent use of the Council's financial and other resources. The preparation of a thoroughly researched business case, the requirement for which is set out above, is key to enabling Cabinet to perform that duty.

- 39. Legal Services will continue to review the legal implications as the details of the proposal develop.

Equalities and Diversity

- 40. As part of this options appraisal we have considered the equalities impact of all the options, looking specifically at possible effects on vulnerable people within Surrey and any persons or groups who may fall within protected characteristics under equalities legislation.

- 41. Stay "as is": While this option can demonstrate no immediate negative impact on the current users of our services it does limit the capacity of the Council to offer services to potential clients who would fall outside our eligibility criteria. MTFP pressures linked to tighter public sector funding will in time lead to a reduction in services, without significant redesign. We believe this would present a negative impact to our communities and vulnerable people within it.

42. De-commission and re-commission in the market: This option would have a potential negative effect as there is no guarantee that the market could provide all of the existing services or be flexible enough to meet anticipated demand across the disability and older persons care groups. It could also have a negative impact on staff, some of whom may fall within the protected characteristics under the Equalities Act.
43. Adopt a different model of delivery: This option offers the benefit of sustainable services and minimal disruption to our current client group, families and carers. It also offers scope and opportunity to develop services in partnership with the community, including people who currently fall outside of our eligibility criteria. We believe that this option is likely to have a positive impact across the disability and older person community.
44. An Equalities Impact Assessment will be undertaken for all and any recommendations presented as part of the business case for a LATC.
45. An 'Easy Read' version of the report is attached as an Annex.

Safeguarding responsibilities for vulnerable children and adults implications

46. There are no safeguarding implications arising from this paper, which seeks approval only to proceed with the drafting of a business case at this stage. However should approval be given to proceed, any possible safeguarding implications will be fully explored and referenced within the business case.

WHAT HAPPENS NEXT:

47. A business case for the establishment of a LATC will be presented to Cabinet, consistent with the Council's governance arrangements for implementing new models of delivery, and any associated timescales for consultation, in December 2013.

Contact Officer:

Simon Laker, tel: 01483 519153

Consulted:

- Cabinet
- Health Overview and Scrutiny Committee
- Adult Social Care Select Committee
- Council Leadership Team
- Adult Social Care Leadership Team
- Senior Managers in Adult Social Care Commissioning and Service Delivery

Annexes:

Annex 1: Map of Current Day Services

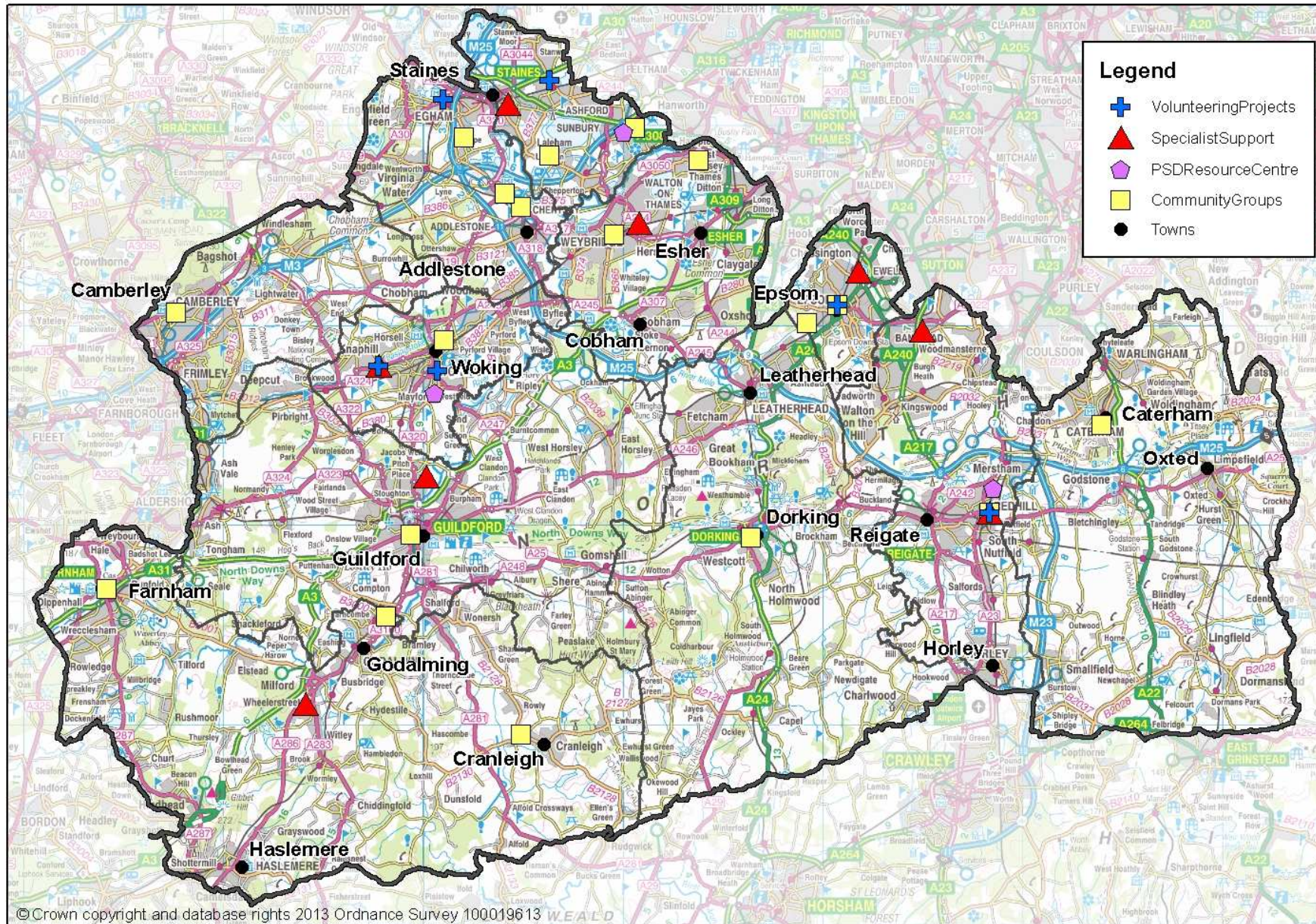
Annex 2: S.W.O.T. analysis of the options

Sources/background papers:

- Adult Social Care Directorate Strategy 2012/13 – 2016/17
 - Surrey County Council Medium Term Financial Plan 2012 – 2017
 - Surrey County Council One County One Team Corporate Strategy 2012 – 2017
 - Department of Health 'A Vision for Adult Social Care: Capable Communities and Active Citizens' (Nov 2010)
 - Localism Act 2011
 - Health and Social Care Act 2012
 - White Paper, 'Caring for our future: reforming care and support' and draft Care and Support Bill and progress report on social care funding (July 2012)
 - 26 March 2013 Cabinet Report 'Strengthening the Council's Approach to Innovation'
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Annex 1: Map of Existing In-house Day Services



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Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 1: Stay “as is”:			
Strengths	Weaknesses	Opportunities	Threats
<p>With many services having operated for over 25 years, they are stable and well established - as part of the council they represent a recognisable and trusted brand</p>	<p>The council has a significant market presence, providing day time support to a high percentage of people eligible for social care support. This dominance, certainly prior to personal budgets becoming wide spread, could limit diversity and restrict the choices of people who use services</p>	<p>A willingness to co-design and the dedicated Personalisation Team could lead to focused work networking individuals with similar aspirations looking to use their budgets in creative and shared ways</p>	<p>Within the council framework it may become increasingly difficult to keep prices for services in line with the market.</p> <p>This financial pressure creates two risks; that services fail to achieve the savings required by the Medium Term Financial Plan or that services are decommissioned to address cost issues</p>
<p>Services are delivered by a stable and well trained workforce - as a result risk is managed well and quality standards are maintained</p>	<p>Services have limited ability to innovate - the reduced 'speed of change' compromises opportunities to make decisions that save money (contributing to the Medium Term Financial Plan) or respond quickly to the changing needs of the community</p>	<p>There is an opportunity to develop and focus on more specialist services; AboutUs (accessible learning) is a unique but small service with the potential to work with a wider cohort, a number of services are already NAS (National Autistic Society) accredited, along with this and expertise in providing services for people with dementia, there is potential to grow a county-wide offer</p>	<p>If services have limited ability within existing frameworks to change dynamically in response to 'customer' need, there is not only a risk of loss of current users of services, but also potentially an inability to attract new customers who are less interested in what they perceive to be a 'traditional' style of service provision</p>
<p>Services, whether day centres or community groups, play an active part in their local area. EmployAbility has excellent working relationships with local employers, schools and colleges. Shared Lives is a trusted and respected service working with carers and professionals</p>	<p>Many day service buildings were built in the 1960s; as services have become community focused these buildings have become increasingly under-used and often segregated. The need for modification and ongoing maintenance represents a significant capital budget pressure</p>	<p>Dedicated buildings, a recognised community presence and a tradition of providing safe spaces for vulnerable people suggest services are well placed to support the wider Adult Social Care agenda of developing 'social capital' opportunities within local communities</p>	<p>The emerging personal budget market offers opportunities but is also a significant threat; services are unable to adapt to meet the aspirations of people who will have the freedom to choose to spend their budget with other providers</p>

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 1: Stay “as is”:			
Strengths	Weaknesses	Opportunities	Threats
With daily rates benchmarking in-line with local providers the services offer a reasonably competitive pricing model	Working within the current council context, services are unable to trade, generate income, retain profit or grow capacity. This significantly limits their offer to people not eligible for social care services and their ability to diversify in to new markets (for example people under 18)	Services have already demonstrated a willingness to develop services in partnership with other day opportunities providers (Cobham Link for example) - potentially mitigating some of the risk associated with their dominant market position	The current operational framework and associated legislation makes it difficult to offer services at any scale to people not eligible for council services - being 'left behind' in the increasingly diverse self funder market is a threat to change within existing services
Staff, managers and people who use services have demonstrated a willingness to innovate and work in new ways. The Shared Lives Service has doubled participation in recent years and the assessment and planning services developed by the Personalisation Team are actively shaping existing services	The scale of some services means there is not a community offer in every local area – leaving some people to travel significant distances to and from their service. This, and a reliance on expensive, segregated transport networks leads to increased budget pressures and a less than ideal option for individuals	Historically services have facilitated quality, well received 'large group' activities (specifically leisure, music, dance, drama and creative arts). With a focus on inclusion and working with partners this offer could be extended to provide affordable, or free, opportunities with a focus on alleviating isolation, promoting well-being and sustaining friendship networks	The age and condition of a number of the properties accommodating services currently remain an ongoing concern - failure of any one would represent a significant threat to day services
Staying “as-is” represents a stable position for people who use services, carers and families in the short term - the willingness of services to make changes to their offer ensures needs can be met and new opportunities developed			The referral process and financial mechanism for people with personal budgets seeking to buy from the Council 'as is' is complicated, inefficient and off-putting

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 2: Close current services and re-commission in the market			
Strengths	Weaknesses	Opportunity	Threats
<p>For many of the Threats and Weakness identified in the analysis of option 1, closing and re-commissioning all services offers a potentially attractive financial option – however, this is dependent on the market's capacity to provide</p>	<p>Outsourcing all direct delivery services is a potentially unattractive financial option for the council in the longer term. Gaps may appear in the services the market is able to offer, costs will arguably be less within the council's control - exposing the council to fluctuations in market rates. There remains the risk of market failure, emergency closure or poor continuity planning.</p>	<p>Recommissioning provides a clear Purchaser / Provider split for officers in Adult Social Care, and allows the council to transfer operational risk by becoming a solely commissioning agency</p>	<p>There is a risk of legal challenge to any closure programme associated with vulnerable people - one on this scale would require significant investment in the re-assessment of all c. 1000 people involved. The impact of the change itself and the anxiety caused to people using services and family carers reliant on the respite they provide should not be under estimated</p>
<p>Adult Social Care would have an ability to exert market control through commissioning, robust market testing and evaluation of services - setting performance indicators, methods of payment by result etc</p>	<p>Recommissioning all services could lead to a loss of confidence in the council brand and, once out of operational provision, there would be less opportunity for the council to innovate and test ideas in the market without the need for additional investment (in pilot projects for example)</p>	<p>There is the potential for the council to benefit from the release of capital assets in the short term. Disposal of parts of the owned estate could lead to capital becoming available to invest in other areas of the Adult Social Care or in wider council programmes - there would be an ability to sell or re-use land</p>	<p>Recommissioning poses the risk of needing to deliver a major redundancy programme - and the associated financial implications.</p>
<p>Choice to existing and future customers could increase - with new and diverse providers entering the market</p>	<p>There is an opportunity to part re-commission services taking a phased approach - this would be unlikely to address many of the medium term financial pressures identified and risks increasing the management overhead in services remaining within the council as economies of scale decrease</p>	<p>A more open market place could provide opportunities to attract national and local providers with expertise and strong track record of innovation</p>	<p>Day Services are located within communities throughout Surrey. The seven larger sites are well established.</p> <p>Even with a robust re-commissioning strategy publicised and in-place there arguably remains the potential for adverse publicity and risk of elected members being associated with a perceived closure programme</p>

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 2: Close current services and re-commission in the market			
Strengths	Weaknesses	Opportunity	Threats
<p>In a totally externalised offer, the council would have limited need for up front capital investment.</p> <p>Not for profit organisations may be able to leverage capital from sources not open to the authority</p>	<p>It is unknown whether the market could respond to the scale and breadth of needs that would be commissioned</p>	<p>There would be an opportunity (and need) in a more diverse market place to increase the council's quality and compliance function</p>	<p>Pre market testing there is no evidence as to which elements of the existing services would be attractive to future providers. There therefore remains a threat that potential new providers may want to 'cherry pick' and provide only high profit services - leaving some people eligible for services with decreased choices</p>
<p>With the closure and recommissioning of services, (and any associated TUPE or reduction in staffing), the council would reduce its corporate need for IT provision, training, procurement function and other services required to sustain a large operational delivery service - this has the potential to reduce the council's corporate overhead</p>		<p>There is potential to develop a co-design approach to commissioning services for groups, or to allow the market to evolve as individuals make personal choices through the Support Planning offered as part of developing Personal budgets / Personalisation in Surrey</p>	<p>There is a risk associated with any major change to an individual's care package, particularly during the transition phase – robust, joined up planning would be essential to mitigate chances of failure in a change of this type.</p> <p>This would increase time scales and defer any potential financial savings offered by the model</p>
			<p>There is a potential threat (as yet unquantified) as to the impact departing staff and reductions in estate would have on corporate departments and / or their overheads - particularly IMT, HR, Procurement and Commercial Services.</p> <p>Whether the withdrawal of the funding associated with this significant operational service would destabilise or make departments financially inefficient (potentially leading to further need for redundancies) is unclear</p>

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 3: Adopt a different model of delivery (Local Authority Trading Company)			
Strengths	Weaknesses	Opportunities	Threats
<p>Along with all the Strengths and Opportunities identified in the Option One analysis, an alternate model of provision enables the council to retain control but with the flexibility offered by a trading model - they retain the ability to directly influence values and cost</p>	<p>Having operated within a Local Authority throughout the last 50 years there is a lack of commercial awareness within existing management teams.</p> <p>Additional support will be required outside of the council structure (marketing, development etc) potentially adding to overheads</p>	<p>Moving outside the council offers considerable opportunity for growth and innovation. It provides space to change services in a timely and phased way - utilising a strengthened co-design approach. Staff creativity and a tradition of advocacy and involving people who use services in planning suggests there will be no shortage of ideas to diversify</p>	<p>Forming a new entity of this type is complex with a requirement to ensure robust governance structures are in place - establishing a stable legally compliant company outside the council.</p> <p>There remains a threat of legal challenge, but also the threat that potentially restrictive or risk averse structures are imposed reducing the potential for the new services to innovate or evolve significantly – reducing the impact of the model and change proposed</p>
<p>A new model would enable the council, as owner, to shape services, trial ideas and work in partnership (including within joint venture models) to develop and market products beyond Surrey borders</p>	<p>Starting from the existing model of provision there will be a potentially slower change to more integrated and community focused services</p>	<p>The new business would have additional flexibility to work directly within the personal budget and private individual markets - it will have fewer constraints, enabling it to diversify and develop assessment and planning services to deliver local and personal support options</p>	<p>Failure to follow legal and procurement procedures could open the council to challenge by the wider provider market</p>
<p>Although having less control of the day to day operations of an external company, the council, as owner would retain a strong interest in the market - it has continued access to a 'provider of last resort', where all costs fall within its control</p>	<p>As an alternate business model is formed the continued responsibility for resolving building issues remains - and unlike the re-commissioning model it will take time either to seek additional capital investment or divest the organisation of dated accommodation.</p>	<p>With a strong link to the County Council the new business will retain its focus on providing quality services, enabling the mixing of the best of 'public and private sector' ethos, values and expertise</p>	<p>Failure, for whatever reason, of the LATC to deliver business plan targets could lead to a diminished return to the council and impact on delivery of the Medium Term Financial Plan</p>

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Option 3: Adopt a different model of delivery (Local Authority Trading Company)			
Strengths	Weaknesses	Opportunities	Threats
<p>By moving outside of the council a new model frees up the business to be entrepreneurial and to develop trading relationships - whilst building on a trusted brand.</p> <p>Trading opportunities provide potential to generate external income; leading to an ability to re-invest more effectively in services / community initiatives, and contribute to cost reduction plans.</p>	<p>Despite any new entity being external of the Local Authority, as 100% shareholder the council potentially remains dominant within the market - this could arguably limit innovation locally or fail to attract national specialist providers</p>	<p>A new model outside of direct council control changes the service's relationship with other providers; opening up opportunities to develop joint ventures, work in partnership, share resources, support emerging and innovative opportunities etc</p>	<p>As a high profile project and a new alternate way of working, failure to achieve the outcomes required could have reputational risk to the council</p>
<p>This model assumes the retention of existing staff (avoiding redundancy costs), but it is also able to provide opportunities for more flexible recruitment in the future</p> <p>A stable and familiar staff team will minimise the impact of change potentially felt by the people who use services and their families and friends</p>		<p>As the proposed model assumes that the council is the 100% shareholder it enables longer term options for the future to remain open.</p> <p>The new business would function along more businesslike lines with a clear contractual relationship with the council. Following any initial contract expiring, recommissioning options become a renewed possibility</p>	<p>An inability to embrace the new culture of innovation and positive risk-taking by any corporately led services within a council 'buy-back' arrangement could stifle or delay change</p>
<p>Although an alternative operating structure would fall outside of the council, there remains the option to 'buy back' corporate functions from the council (IMT, HR, Property Services, Pay Roll etc) which strengthens the council's own corporate offer and mitigates the risk of destabilising departments</p>		<p>Opportunity to expand the service offering of the Assessment and Planning team to meet needs of Strategic Partners e.g. NHS Trusts, neighbouring LAs, those who self fund and people who fall outside our current eligibility as well as carers.</p>	<p>To transfer staff in to any new company TUPE will apply and therefore careful handling and consultation is required throughout the planning phase to keep staff fully informed and mitigate the risk of industrial action</p>

Surrey County Council Cabinet Paper 22 October 2013



Report of

Mel Few

Cabinet member for adult social care



Lead officer

Sarah Mitchell

Strategic Director for Adult Social Care

OPTIONS APPRAISAL: in-house support services for working age adults and older people with disabilities

How we will provide Adults Social Care in-house services in the future

About the issue



After a large consultation with people we support, their carers and families in 2009 Surrey County Council's in-house services started to change how we provide services.

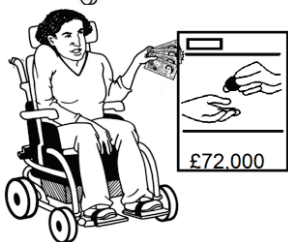


In-house: this means services Surrey County Council provide and includes day services, older people's homes and accommodation and support for people with learning disabilities. – A list appears at the end of the report.

We looked at:

- finding ways to give people more local services in their communities
- how we can help people to keep their friendships and make new friends.





Public Value Review

Of learning disability services in Surrey

The Learning Disability Public Value Review in 2012 showed that people liked our services but we still needed to:

- help more people with personal budgets to have a bigger choice of support options
- have clear costs/prices.

Adult Social Care has started to look at how our in-house services can help people to have services they want, that are person centred.

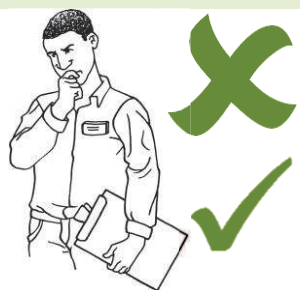


After our Medium Term Financial Plan budget report in February 2013, Surrey County Council agreed that we needed to:

- plan to make sure that Surrey County Council has enough money for services now and in the future
- look at how we can find other places to get money so that we do not have to rely on Government grants and Council tax increases
- plan how services will pay for the costs of new projects that will help us save money in the future

Medium Term Financial Plan is our plan for how much money we will spend between 2013 and 2018.

A budget report: is a report that looks at what we have spent so far to check that we are not spending more than we planned.



This paper looks at how we are going to make the changes we need to and how we will run day and community support services for adults with disabilities in the future.

We have looked at all the points we have written about and the Cabinet’s decision in March to support new ways of providing and selling services. (‘Strengthening the Council’s Approach to Innovation: Models of Delivery’).

Three options have been looked at:

- 1.
- 2.
- 3.

- 1. stay the same
- 2. de-commission and re-commission in the market; Surrey County Council would stop running its own services and ask other companies to provide people with support
- 3. start to run services differently.

Recommendations



We want permission to start to look at a business case for a Local Authority Trading Company.

Local Authority Trading Company (LATC): means a company owned by the Council, but run as a separate business. This means that the company will be able to do things differently and sell its services to others.

Business Case: looks at information to see how much money a business may make.

Services we want to have in our business plan are:

14



Shared lives



Day opportunity support services



AboutUs accessible learning team



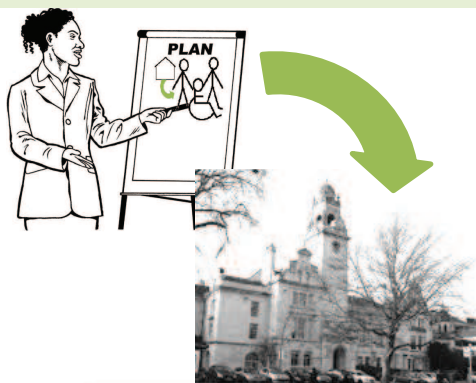
Supported employment services



Personalisation team



New services



We want Cabinet to agree to let us show them a business case in December 2013. We will also show them:



- an Equalities Impact Assessment – this is where we look at our plans for the future of services and check how they affect people and groups. To make sure everyone is treated fairly



- a plan about how we will ask the people we support, their carers, families and our staff what they think about our plans.





We think that this will be the best way for us to support people now and in the future.



We think that the Local Authority Trading Company will make money over the next five years for Surrey County Council to spend on helping more people; because we will be able to sell and create new services.



This company would also let us:



- create new types of services to support more people



- look at helping people who do not get care and support from Surrey County Council



- keep our skilled and valued staff.



In our consultation in 2008 and 2009 with people who use services, carers and families told us about our services. We were told that:



- friendship groups are important



- they wanted more local services



- they wanted more bases to meet at and to use if there were problems in the community.

We have started to change our services to have more local community based activities and specialist support for groups with high support needs.



The Learning Disability Public Value Review in 2012 showed that it is important that we offer people personalised services that meet their assessed needs.

We also found that:



- most of the day services in Surrey are our in-house services



- family carers think in-house services are an important type of short break/respice care



- there is not much choice for daytime activities



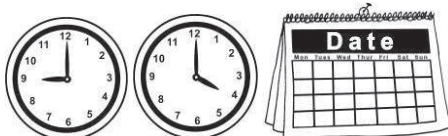
- people want more options with clear prices so that they can choose how to spend their personal budgets.

3



While we are trying to make our services better, we have less money and more people who need our services

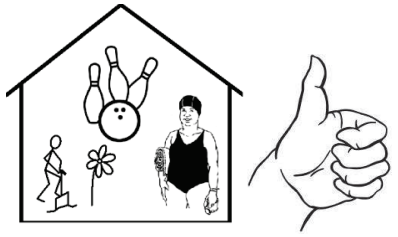




Day and community support services:

- support people with learning and physical disabilities
- we have specialist services for people on the autistic spectrum
- we have specialist services for people with dementia
- we offer leisure, activities, training, volunteering and work opportunities
- we help people to see their friends
- we give family carers respite support
- most of our services are run from 9am to 4pm on weekdays all year
- we give people transport to get to and from services
- we offer evening breaks, social and holiday activities outside of these hours

48



- people who use our services are around the age of 48 years old
- most people have been using our services for quite a few of years
- past consultations have shown that people who use services, carers and families value these services.

A map of current services is attached as **Annex One**

5

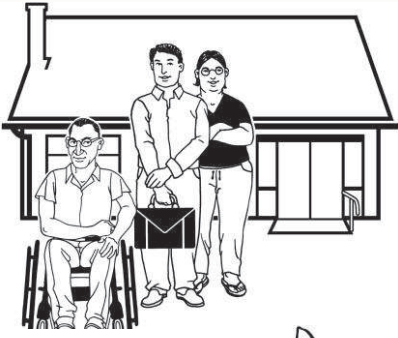


EmployAbility works across Surrey. They help people with disabilities (not people with mental health needs) to find work, volunteering, and training opportunities.

More people want EmployAbility to help them, a lot of younger people coming through transition from children's to adults' services want EmployAbility to help them.

EmployAbility has won awards for the work they do.

6



The Shared Lives Scheme is where people who need support get the help they need from a family in their home.

This can be for a short break or a person may live with their Shared Lives Carers.

The Shared Lives Service looks for Shared Lives carers and matches them to people who need support. The Shared Lives Service checks that everyone is managing ok and help with any problems.

We think that the amount of Shared Lives Carers will double in the next year as we try to use this service more.









This service provides good support and costs less than other types of support.



The Personalisation Team work with groups of people who use our in-house services to help them:

- complete their Supported Self Assessments
- use their personal budgets
- plan support using community support networks.

Service Profile: What our services look like

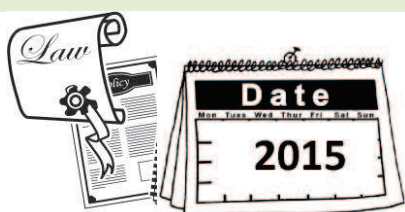
Service	 Number of people who use our services¹	 Equivalent of full time Staff
Day Services  	794	260
EmployAbility 	646 registered job seeking and/or on courses 511 in work or voluntary placements	Included above
Shared Lives Service  	22	3
Personalisation Team 	165	13.85

¹ Data as from September 2013. Some people access multiple services – the Personalisation Team currently works solely with individuals accessing an in-house service



The total cost of running these services is £11.4million each year.

National and Local Policy Context



In 2015 the Care Bill will mean that Local Authorities will have to help more people with their assessments and support planning.

This will include:

- people who pay for their own care
- carers
- people who do not qualify for support from social care.

The bill also gives people the right to a personal budget.

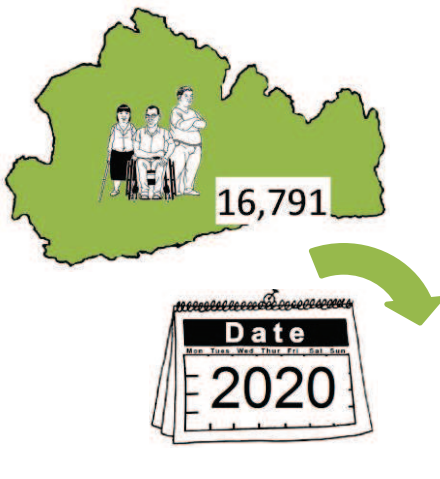


The Learning Disability Public Value Review reported to Cabinet on 27 March 2012 on how Surrey County Council can offer people with learning disabilities person centred services and support.



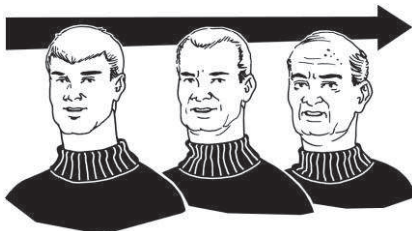
Cabinet’s decision in March to support new ways of providing and selling services. (‘Strengthening the Council’s Approach to Innovation: Models of Delivery’)

Future service opportunities

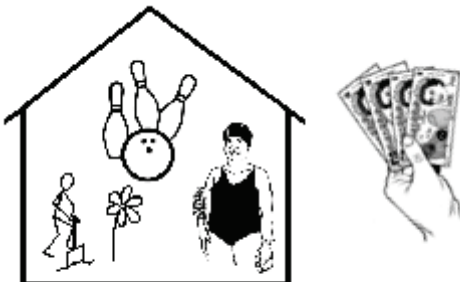


There are a lot of people with learning disabilities who live in Surrey, around 16,791 in 2013.

We think there will be more people with learning disabilities living in Surrey by 2020.

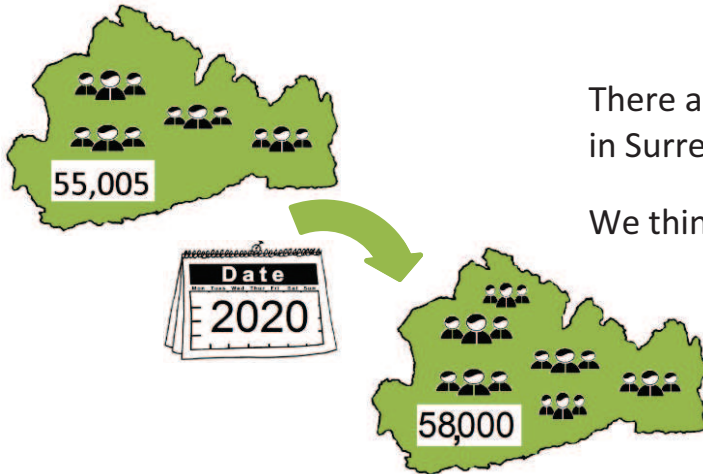


We also know that more people with learning disabilities will be aged 65 or over and will need different types of support.



Learning disabilities services are the second biggest business after elderly care in the UK in the healthcare market. It was worth £5.6bn in England in 2012.

£5.6 billion



There are there are 55,005 people aged 18-65 living in Surrey in 2013 with a physical disability

We think more will be living here by 2020 (5.6%).

People we think we will sell our services to in the future are:



- people with dementia
- autism
- profound and multiple disabilities
- older people
- people who pay for their own care
- people who live near or in Surrey
- people who want support but do not get support from social services
- children and young people with disabilities
- whole families and carers
- other Local Authorities, NHS Trusts and private providers.






Plan
1
2
3

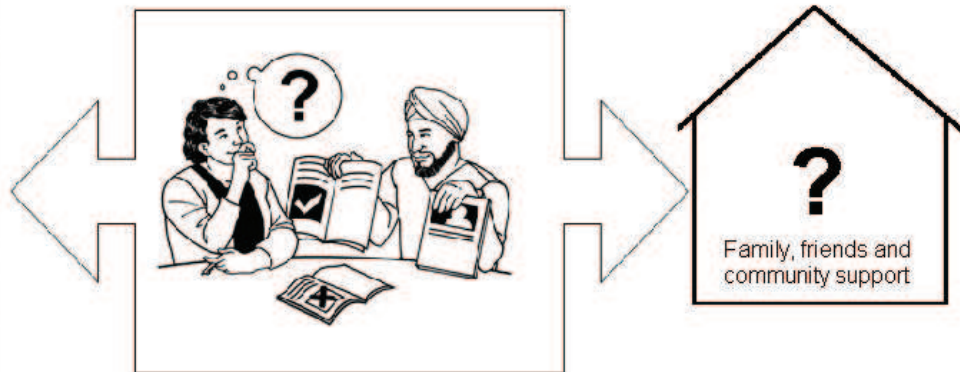


With all the information we have from the consultation and the Public Value Review we have planned what our services should be like for each person.

This shows services we already offer and new services that we could start to offer.



 Social – Flexible PA Support, Friendship networks	 Life Skills Support to help people be more independent
 Home – PA support, Shared Lives, Telecare.	 Training, volunteering and work
 Community Opportunities – Choices of support, specialist support.	 Choices of support from all areas



An assessment and support planning team will help people plan a person centred support package.



The team will be able to help people to choose from:

- our services
- help that is available in their community
- help from friends and families
- support from charities
- support from other services.

We want all the types of support to work closely together so that people get support that they want.



When we look at different options for ways to run services in the future, we will check that it will let us offer services in this way.

Options explored

19

14



We looked at three options

1. stay the same
2. close and re-commission in the market; Surrey County Council would stop running its own services and ask other companies to provide people with support.
3. start to run services differently.

20



For each option we looked at what we think will:

- work well
- not work well
- be a risk
- be new things we can do.

This is attached as **Annex Two**

Option 1 Stay "as is"

21

This option looks at not changing anything and carrying on running the same services.

We would be part of Surrey County Council and run by them.



people already know Surrey County Council and its services and trust and value these



services will carry on being provided



we will still have to find ways save money and may need to offer less support in the future.

Surrey County Council could stop running its own services and ask other companies to provide people with support.



we would make money from selling our buildings



other companies might offer new services, better ways of working and new ideas for providing services



we would not know if the companies will be able to support everyone who needs help. There are not many other companies offering day services in Surrey



we would have no control over services, this is a risk. We would have to depend on other companies to support people who need care.

Section 95 of the Local Government Act 2003 says that we are allowed to start a trading company.

A Local Authority Trading Company would run as a separate company with its own managers - it would be owned by Surrey County Council.



we would be able to sell services and may be able to make money to give back to Surrey County Council to spend on helping more people



it will be easier to change and improve services



we would have control over services, so there would not be less risks.

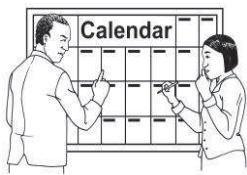


We think Option three is the best choice.

We have compared all the options and looked at the good and bad points for each.



The main reasons we think this is the best option are because we will be able to:



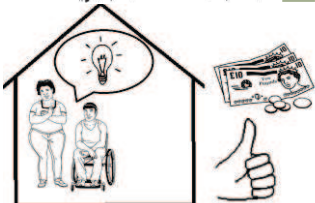
- keep running our services like this for a long time



- make money for Surrey County Council, which we can use to help more people, offer more services



- look at helping more people who do not get care and support from Surrey County Council



- easily start new services for people at a good price



- keep our skilled staff



- keep our link to Surrey County Council's trusted brand



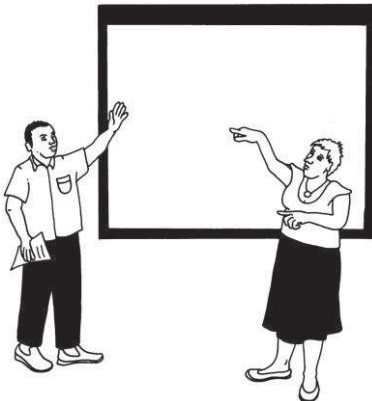
- keep control over what types of day services are provide in Surrey.



We developed our options by looking at the information from the Learning Disability Public Value Review consultation led by the Learning Disability Partnership Board



The Public Value Review talked to people who use services, their carers and families.



It also presented information to these groups.

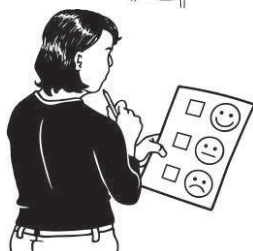
- Cabinet
- Health Overview and Scrutiny Committee
- Adult Social Care Select Committee
- Adult Social Care Leadership Team
- Senior Managers in Adult Social Care Commissioning and Service Delivery.



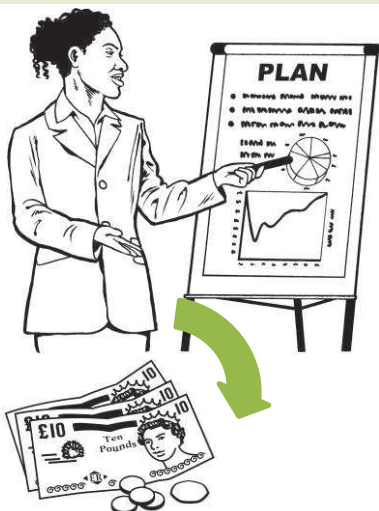
We talked about our ideas in this paper with the Council Leadership Team and Cabinet members.



If we write a business case we will also write a plan on how we will talk with staff, trade unions, people we support and their families.



This plan will look at how we will need to ask people we support, their carers and family, staff and members of the public, and other organisations what they think.

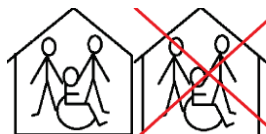


While we write our business case and look at each service, we may find that we can offer better services that will be able to carry on supporting people for a long time, but they may not make much money.



The business case will look at all risks there may be when creating a Local Authority Trading Company before Cabinet agrees that we can start setting up the company.

A list of the risks will be written to make sure that each one is looked at, reported and dealt with at each stage.



We think that a Local Authority Trading Company will give same value for money, or better, compared to the other options.

The costs and figures we have used so far are estimates.

Estimate: What we think will happen from looking at other businesses and services.

We have we have thought about the money we could make and what could go wrong (the risks).



We have had to assume some things while we have written this paper.

We will look at all the costs when we write the business case

Section 151 Officer commentary

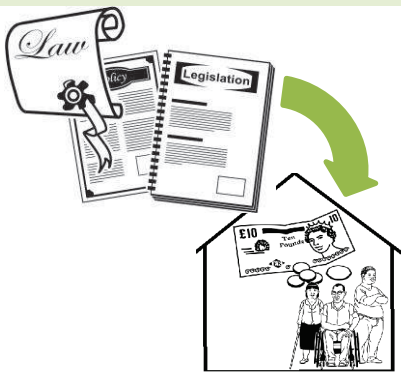


The 151 officer has said that:

All the information shows that it may be a good idea to start to write a business case for starting a Local Authority Trading Company.

The business case will show where the money for the costs of setting up the business will come from. It will also look at tax and pensions.

Legal Implications Monitoring Officer



We are asking to look at starting a company because the Local Government Act 2003 says that we are allowed to start a trading company that helps Surrey County Council to assess and support people who need help.



We want to offer services to people that Surrey County Council needs to support.

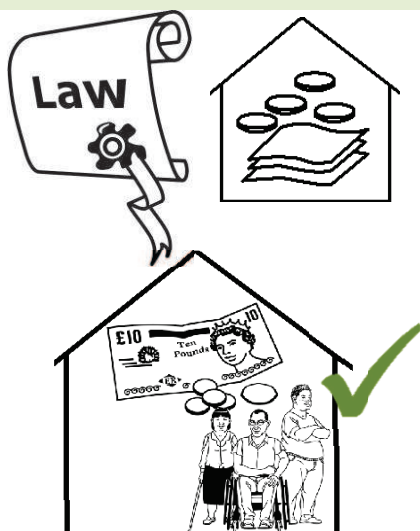


We also want to look at offering services to people who pay for their own care.



If the Local Authority Trading Company is owned by Surrey County Council and the company sells 80% of its services to the Council, Surrey County Council will be able to support people who need care without having to get quotes from other companies.

35



The law says that you must have a company to sell services or goods.

Section one of the Localism Act 2011 says that a local authority can sell extra services that it does not usually provide.

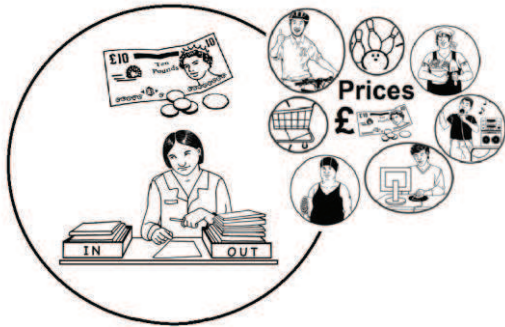
This means that we can look at providing extra services that we do not offer now and sell these.

36



Before agreeing that we can set up a business the Cabinet need to look at and agree a business case, which, the law says must show:

- What we want the business to do
- How much money and other resources, like staffing and time are needed for the business
- Any risks the business might have and how big these are
- The amount of money we think the business will make and what we think the business will do.



Surrey County Council will need to charge the Local Authority Trading Company for using its services, staff and buildings at a price that covers the costs.

To show that Surrey County Council is not helping to pay for our costs.

This is important so that we can sell our services in a way that is fair and lets other companies also sell their services.



The Cabinet will need to follow their set of rules when they make this decision.

They need to look at all the information and decide what is best for people in Surrey.

They need to think about how their choices will help to:

- Stop discrimination, harassment, victimisation
- make things more equal for people
- Help all people to get along.



This is for staff and people we support.

Cabinet also needs to think about Surrey's taxpayers and what would offer them the best value for money.

Our business case with all the information it will help Cabinet make sure that they can make the right decision.



Legal Services will look at how our plans fit in with the law as we write our business case.



We have looked the effect our plans might have on different groups of people, especially vulnerable people in Surrey.



Stay the same

Staying as we are does not have a bad effect right away.

But we cannot support people who are not eligible for care, and want support.



As we get less money from the government we may need to offer fewer services, or change our services.



We think this could be bad for our communities and vulnerable people.



De-commission and re commission in the market:

This option could have a bad effect because we do not know if other companies will be able to provide all the services to all the people who need support now and in the future.



It could also have a bad effect on staff.



Adopt a different model of delivery:

This option will let us carry on providing services for many years.

There will not be a lot of changes for people we support now, their families and carers.

We will be able to help more people who do not get care and support from Surrey County Council

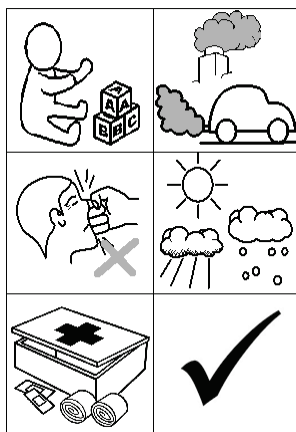


We think that this option will have a good effect for the disability and older person community.



To make sure that we create a service that is fair and accessible to everyone we will write an Equalities Impact Report and it will be part of our business case that we will show to Cabinet later in the year.

Other implications



We have looked at how the Local Authority trading company would affect these areas:

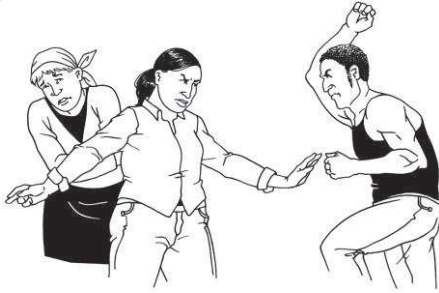
- Corporate parenting/ looked after children
- Safeguarding responsibilities for vulnerable children and adults
- public health
- climate change
- carbon emissions.

We feel that there will be not be major effects from this report. We have looked at

Safeguarding responsibilities for vulnerable children and adults implications

46

14



We have looked at how keeping people safe is affected by this paper, which is asking for permission to start to write a business case.

We do not think there are any safeguarding issues, but we will look at this again when we write our business case.

What happens next

47



We will give the Cabinet our business case in late 2013

The business case will ask for a Local Authority Trading Company for day services and community support options for adults to be set up by April 2014.

This will also look at

- Surrey County Council's policies for starting new services
- how long we will take to talk to people about what they think.

Contact Officer



Simon Laker



Telephone 01483 519153

Consulted

Cabinet
Health Overview and Scrutiny Committee
Adult Social Care Select Committee
Council Leadership Team
Adult Social Care Leadership Team
Senior Managers in Adult Social Care Commissioning and Service Delivery

Annexes

Annex 1: Map of Current Day Services
Annex 2: S.W.O.T. analysis of the options

Sources/background papers

Adult Social Care Directorate Strategy 2012/13 – 2016/17
Surrey County Council Medium Term Financial Plan 2012 – 2017
Surrey County Council One County One Team Corporate Strategy 2012 – 2017
Department of Health ‘A Vision for Adult Social Care: Capable Communities and Active Citizens’ (Nov 2010)
Localism Act 2011
Health and Social Care Act 2012
White Paper, ‘Caring for our future: reforming care and support’ and draft Care and Support Bill and progress report on social care funding (July 2012)
26 March 2013 Cabinet Report ‘Strengthening the Council’s Approach to Innovation’






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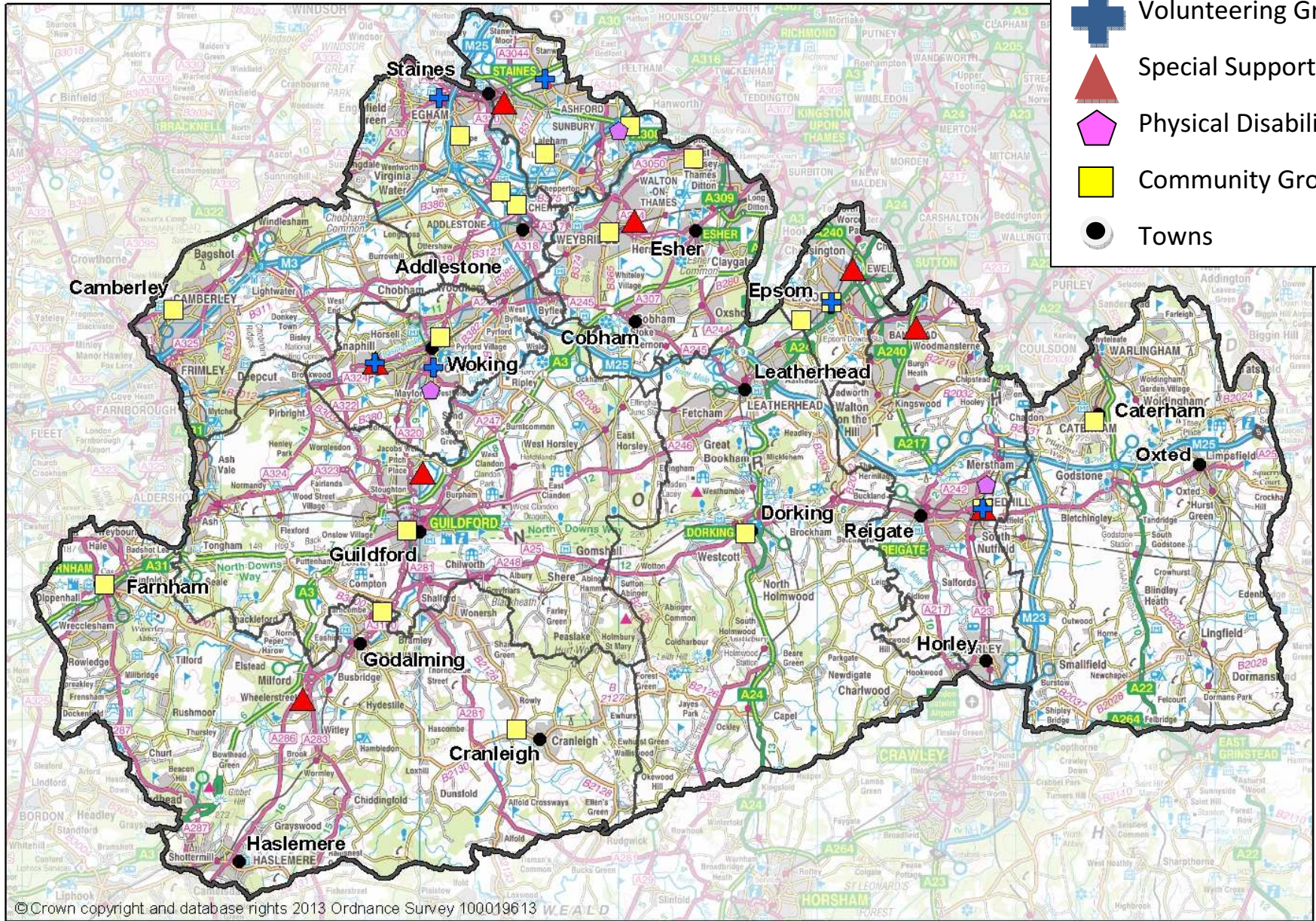


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Annex 1: Map of where services are now

What the symbols mean:

-  Volunteering Groups
-  Special Support
-  Physical Disability Groups
-  Community Groups
-  Towns



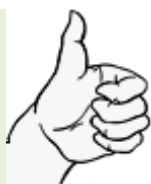
Page 301

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Option 1 – Stay the same



Strengths What works well



Many of our services have been helping people for over 25 years; this means that our services are reliable. A lot of people know the Surrey County Council brand and trust it.



We have good staff, who have been trained well. This means that we keep people safe and provide good quality services.



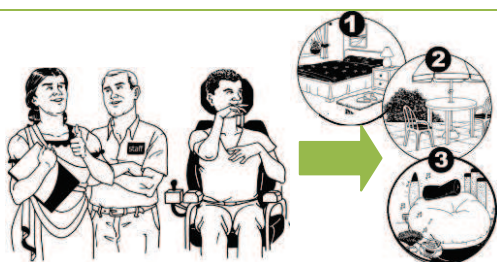
Day centres or community groups play an active part in their local area. EmployAbility works well with local employers, schools and colleges. Shared Lives is a trusted and respected service working with carers and professionals.



Compared to other companies we have good prices.



Staff, managers and people who use services have shown that they are happy to try new ways of working. The Shared Lives Service has a lot more people using its service. The Personalisation Team are helping us to plan services that people want, by sharing with us what people tell them.



Staying the same means that there will not be many changes for people who use our services, their carer and families in the short term. Staff and people who use services are happy to try new ways of working – this means that we can support people and create new opportunities.



Weaknesses

What does not work well



14



We offer day time support to a lot of people in Surrey. There are not many other companies who provide support.

This means that people may not have much choice on where they spend their personal budget.



We are not able to change the way we work very quickly - this means that:

- we cannot always try new ways to save money
- we cannot always offer people new types of support they want or need.



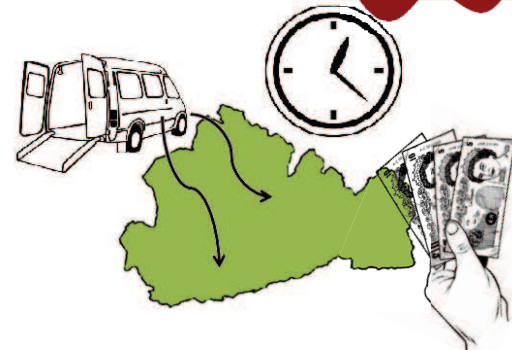
Lots of our day service buildings were built in the 1960s; we use our buildings less and they are not in the best place to allow us to be part of the community.

We need to spend a lot of money keeping the buildings safe and accessible for people to use them.



We are not allowed to trade, make money, keep any profits or offer more services.

This means that we cannot help people who do not have high enough needs to get care and support from Surrey County Council, but still want help.



We have some large services, so have less centres in each area.

Some people have to travel a long time to get to their centre.

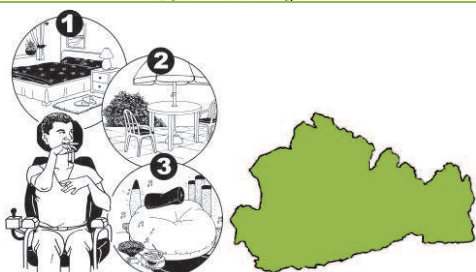
It costs a lot of money to pay for buses and taxis for people to get to their day centre.



Opportunities New things we can do



The personalisation team could help us to learn what new services people would like. We could plan to offer services for people that want to use their budgets together to get services they want.



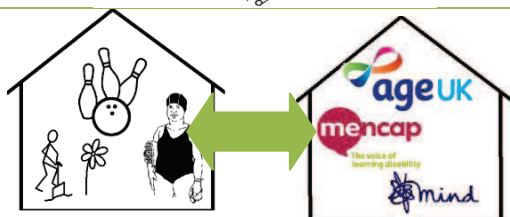
We can look at starting more specialist services all over the county;

- AboutUs - accessible learning
- autism services
- support for people with dementia.



We could help create more 'social capital' opportunities in our local communities because:

- we have our own buildings
- people in our community know about our services
- we offer people a safe place .



Services have already shown that they are happy to work with other companies and charities; this might mean that we have fewer risks as the biggest service in Surrey.



We have offered quality, 'large group' activities that people have enjoyed in the past. Things like music, dance, drama and creative arts.



We could look at offering more services like this to help more people:

- who pay for their own care
- who are isolated/ lonely
- to stay well
- keep their friendships.



Threats Things that could go wrong



We may find it more difficult to keep our prices low for services, as we have to save more money for Surrey County Council.

This may mean that:

- we do not save the money we need to for Surrey County Council for the Medium Term Financial Plan
- some services are closed to save money.



If we are not able to change quickly to offer services that people want or need, we may lose our customers and we may not be able to get new people to buy our services.



As more people start to use their personal budgets, we may find that people do not want to use our services, and people may spend their money with other providers.



We are not allowed to sell our services to people who do not get support from Surrey County Council. This means that we will not be able to keep up with new ways of supporting people who pay for their own care.



Our buildings are old and need a lot of work to keep them safe to use. If one of our buildings could not be used it would be a big problem for the rest of our services.



It is complicated and slow for people to try to buy services from us with their personal budget.



Option 2 - De-commission and re-commission in the market;

Surrey County Council would stop running its own services and ask other companies to provide people with support.

Strengths What works well



Closing and asking other companies to provide our services helps to solve many of the weaknesses and threats that we have talked about in option one. But we will need to rely on other companies being able to support everyone who needs help.



Adult Social Care would be able to control what services are offered by:

- controlling what services we buy
- finding out what services people want
- checking how good services are.



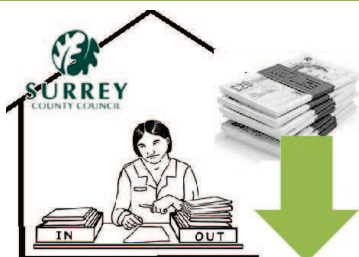
There would be more choice for people who need support, as more companies start to offer services.



We would not need to spend much money to start to run services like this.



Charities may be able to get money to start services from other places that Surrey County Council cannot ask.



The cost of running services may be less for Surrey County Council because it could pay less for:

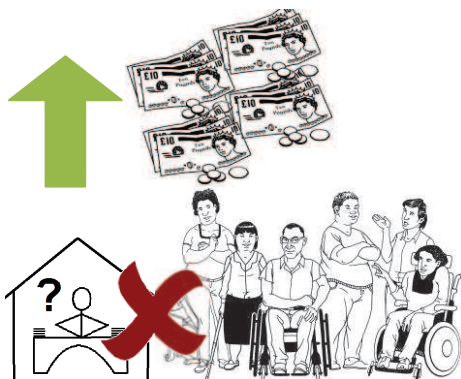
- training
- staff
- computers.



Weaknesses What does not work well



14



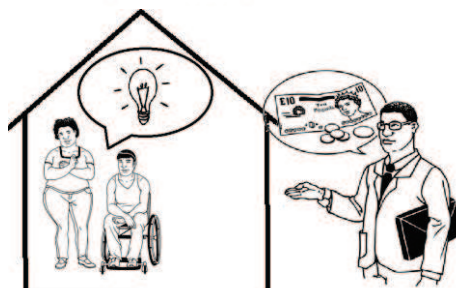
This option may be a bad choice in the long term,

Because:

- companies may not be able to provide all the types of support needed
- we will not be able to control costs
- there is also a risk of other companies closing and not planning for emergencies correctly.



People may not trust the Surrey County Council brand if we close our services and ask other companies to support people.

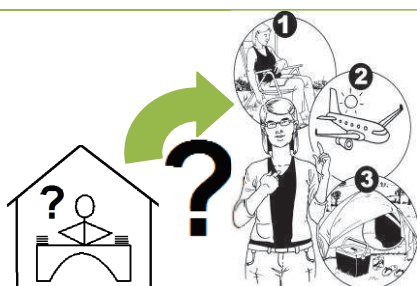


We will be less able to test new ideas, without spending more money.



We could slowly close services and ask other companies to provide them.

We would not be able to save the money we need to and may mean that we have higher business costs as we do this.



We do not know if other companies can offer to support the number of people we need and provide all the different types of services we want.



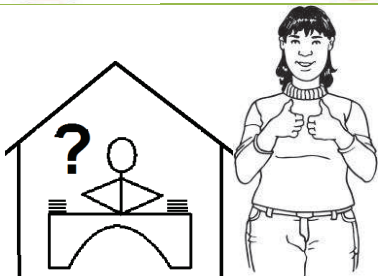
Opportunities New things we can do



This option lets us have less risk, as we will not be running services.



We may be able to make money by selling our buildings.
We may be able to spend this money on helping people in other areas of the Council.



Good companies may be interested in starting services in Surrey if we start to ask companies to support people for us.



We would be able to improve how we check for quality and safety of services.

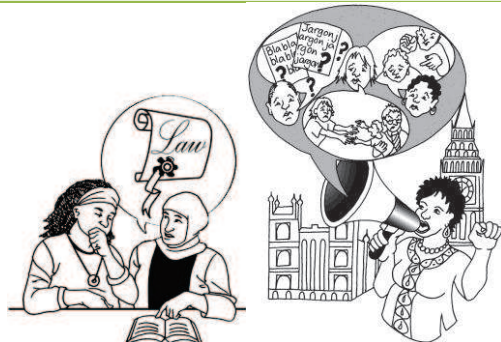


We may be able to plan how we ask companies to provide services with people who use services.
Or we could see what companies offer as people with personal budgets choose the types of support they want.



Threats

Things that could go wrong



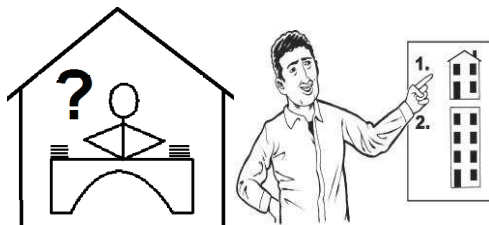
People may ask lawyers to try to stop us changing services.
 We would have to help around 1000 people review their care plans.
 People who use our services, their carers and families may be very worried about the changes.



Closing services means that we may have to ask a lot of staff to leave; this also costs extra money as we have to pay them redundancy.



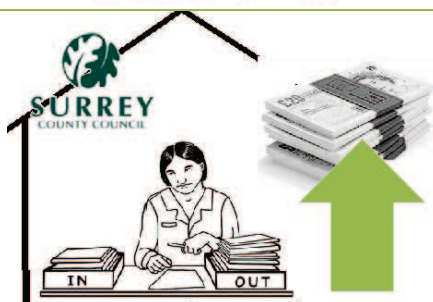
A lot of people know and like our day services and people may be unhappy if we close services, even if we ask other companies to support people for us and tell everyone about our plans.
 Elected members may be blamed for these changes.



We do not know what types of support companies would prefer to offer.
 Some of the companies may only want to provide the types of support that cost the most.
 This will mean that people will have less choice about what type of service they can buy.



Any big change to a person's care package has a risk. We would need to carefully plan and review how people move from the services we may close to new companies.
 This would take longer and will mean that we will have to wait longer to save money.



A lot of staff leaving and selling our buildings and land may mean the costs of running the rest of our services in Surrey may be higher for other sections of Surrey County Council.
 This might make the other departments more expensive to run and may mean more staff have to be asked to leave.



Option 3: Adopt a different model of delivery – Start a Local Authority Trading Company.



Strengths What works well



This option has the same strengths and opportunities as option one.



We will have control and flexibility over costs and values.



We would be able to:

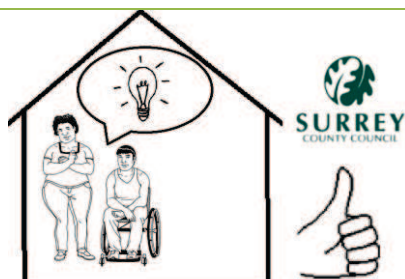
- plan what services will look like
- try new ideas
- work with other companies, charities and voluntary organisations
- work in Surrey and outside of Surrey.



Surrey County Council will have less control over how services are run, but we will still support anyone Surrey County Council needs to help.



We will also still have control over what types of services are offered in Surrey.



We will be able to try new ways of working, as a trusted brand.

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



We may be able to make money that we can give back to Surrey County Council or spend on making our services better, or offering more services for people.



We will keep our staff, but will also be able to hire new staff in a more flexible way in the future.



It will help people to cope with any changes by having staff that people know well.



We may be able to buy services from other council departments like HR, IT, property services, payroll. This will help the rest of Surrey County Council save money.

Weaknesses What does not work well



Our management teams do not know much about running businesses, because they have worked in a Local Authority for a long time.



We will need extra help to start the business, this may cost more.



It may be slower to change the services we have than to buy services from other companies.



We will still have to keep our old buildings to start with, which need a lot of work to keep them safe for people to use.
It will take time to find money for different buildings or to sell our old buildings.



Other companies may not be interested in trying to start businesses in Surrey because we provide most the day services support in Surrey.
This may mean that we do not see many new ideas or ways of working with people who need support.



Opportunities

New things we can do



This option will let us try new ways of working and new ideas for services.

We will be able to change the way we work and the types of support we offer quicker.

We are already good at talking to people we support and asking them to help us plan new ideas. We will be able to use people's good ideas to start new services.



We would also be able to work with people who pay for their own care and people who want to buy our services with their personal budgets.

We would have fewer rules, policies and procedures to follow, so we will be able to try new services, like:

- support and planning services
- local support
- personal support.



The new business will keep its focus on giving people quality services, and will let us mix the best ideas of private companies and public sector services.



If we run a company that is separate from Surrey County Council it will be easier for us to work in partnership with other providers:

- sharing buildings and equipment
- trying new ways of working together
- helping new and different services.



Surrey County Council will be 100% share-holder of the company, this gives us more options for keeping services running into the future.

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



The new business would run in a more business-like way.

We would have a contract with Surrey County Council to make sure services are delivered well. At the end of this contract the Council could look again at what the options are for the future of our services. They may decide to try a different option, like de-commission and re-commission or carry on with a company.



We may be able to help more people plan their person centred support packages.

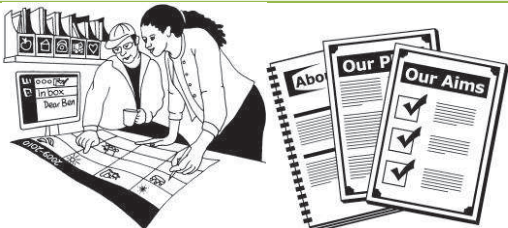
Our assessment and support planning team could support more people, from other Local Authorities, NHS Trusts and people who pay for their own care.



Threats Things that could go wrong



14



Starting a new company like this is complicated and it is important that we have strong policies and procedures to work to, so that we have a company that works well and is following all the laws.



People may ask lawyers to try to stop us changing services.
We may also be stopped from changing services as much as we want to.



The new company must follow the laws and rules about how it sets up its contract to sell services to Surrey County Council. If we don't do this other companies may ask us to prove that we wrote our contracts in a fair way.



If the company does not sell enough of its services we may not make as much money as we need to for Surrey County Council.



If the company does not work well, Surrey County Council may not be trusted in the future.



If other departments in Surrey County Council are not able to work with us try new ideas and ways of working we may not be able to try new things, or it may slow us down.



To move staff to a new company we will need to talk to them and ask them what they think, so that they do not strike and stop services running.

SURREY COUNTY COUNCIL**CABINET****DATE: 22 OCTOBER 2013****REPORT OF: MR TONY SAMUELS, CABINET MEMBER FOR ASSETS AND REGENERATION PROGRAMMES****MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER
PETER- JOHN WILKINSON, ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING****SUBJECT: EARLSWOOD JUNIOR SCHOOL, REDHILL – EXPANSION BY ONE FORM OF ENTRY 120 PLACES FROM SEPTEMBER 2014
LANGSHOTT INFANT SCHOOL, HORLEY – EXPANSION BY TWO FORMS OF ENTRY 240 PLACES TO BECOME A PRIMARY SCHOOL PROVIDING 420 PLACES FROM SEPTEMBER 2014****SUMMARY OF ISSUE:**

There is significant demand for new schools places within Surrey and for improvement of existing accommodation, which are largely addressed through the County's five year 2013-18 Medium Term Financial Plan.

Earlswood Junior School, Redhill and Langshott Infant School, Horley have been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities.

Approval is sought for the individual business cases for expansion and creation of additional places at both schools to meet the demand.

RECOMMENDATIONS:

It is recommended that the expansion and adaptation of the schools, as detailed in this report, be agreed in principle, subject to the consideration and approval of the detailed financial information for each school as set out in Part 2 of this agenda (agenda items 19 and 20 respectively)

- (i) Earlswood Junior School, Redhill (Increase by 120 places to 480)
- (ii) Langshott Infant School, Horley (Increase by 240 places to 420)

REASON FOR RECOMMENDATIONS:

The schemes deliver a value for money expansion and improvements to the schools and their infrastructures, which supports the Authority's statutory obligation to provide

additional school places and appropriate facilities for local children in Surrey. The individual projects and building works are in accordance with the planned timetables required for delivery of the new accommodation at each school.

DETAILS:

1. Surrey is on the London fringe and is a popular place to live with a good commercial infrastructure and employer base, commuter rail links to the City and the attainments of students in Surrey schools is generally of a good standard.

The population in Surrey has increased steadily since 1981 and projections from the Office of National Statistics (ONS) suggest that this growth will continue in the foreseeable future with a population rising to 1,230,780 in 2023.

Surrey's projections indicating future needs for schools places were significantly exceeded in 2012 and in a number of urban areas across the county officers have signalled this trend will continue and further places will be needed.

Factors attributable to the unforeseen demand include:

- Applications for places are increasing at a higher rate than the increase in births
- Increasing inward migration – not captured by ONS.
- Housing development (in particular in-fill development) coming forward earlier than district and borough forecasts had indicated.
- External economic factors (e.g. affordability of housing compared with London)

The County has responded to this increased demand for Schools Basic Need with a substantial expansion programme that plans to deliver some 16,000 additional school places over the next 5 years. Capital investment over the Medium Term Financial Plan for 2013/18 amounts to £354m.

2. The Cabinet Member for Schools and Learning has considered and approved the educational rationale for the expansion and improvement of the schools set out in this report. Approval of the business case for each of the expansions is now required in order to progress the delivery of the accommodation at each school.
3. The projects are included in the County Council's capital programmes as part of the 2013/2018 Medium Term Financial Plan.
4. The individual business cases for each school are attached under items 19 and 20 in Part 2 of this agenda. Aspects of the financial details for each proposal are considered commercially sensitive, in that releasing the information at this stage may impact on the Council's ability to gain best value from companies who might potentially bid for the contracts to deliver the projects. It is therefore in the public interest that this detailed financial information be discussed in private at this time. The Cabinet is therefore asked to consider the expansion proposals in principle before approving the individual business cases for each school in Part 2 of the meeting.

Earlswood Junior School, Redhill - Increase by 120 places to 480

5. The Cabinet Member for Schools and Learning was consulted on 13 March 2013 and recommended the expansion of Earlswood Junior School to provide a total of 480 places.
6. Earlswood Infant and Junior Schools are federated and are located within a mile of each other with the infant site in St John's Road and the junior site in Brambletye Road.
7. The infant school is currently three form of entry and provides 270 places in 3 year groups. A separate project completed in September 2013 to increase the infant school by one form of entry (90 places) providing a total of 360 places.
8. The proposal is to now expand the junior school by one form of entry, increasing the capacity by 120 places to 480 places (4 year groups of 120 pupils).
9. The school also has an existing demountable building, known as The Nest, which is beyond economic repair, but is still required to deliver the curriculum. This building was to be replaced and funded under the aged demountables maintenance replacement programme. The opportunity has been taken to combine the two projects, to achieve greater value. It is therefore proposed to demolish the existing building and provide a replacement.
10. The existing building does not have any capacity to accommodate the increase in pupils; therefore the capacity increase will be achieved by constructing a standalone extension of five classrooms spaces consisting 4 teaching spaces for the basic need increase and one replacement space for The Nest.
11. The project is included in the County Council's school basic need capital programme as part of the 2013/2018 Medium Term Financial Plan (MTFP).
12. The replacement space for The Nest will be provided via funding from the capital maintenance programme (replacement of aged demountables) 2013/14.

Langshott Infant School, Horley - Increase by 240 places to 420

13. The number of school aged children in Horley has been steadily rising over the last few years. Much of the rise is due to an increase in housing development in Horley and the surrounding areas.
14. These factors feed into the forecasts of future demand on school places. Surrey County Council is predicting the need for at least 2 forms of additional entry in the Horley north east sector through to 2018. The analysis of this indicates that an expansion of primary provision is needed immediately.
15. The Cabinet Member for Schools and Learning was consulted on 11 September 2013 in order to recommend the expansion of the school from a two form entry infant school (180 places) to become a two form entry (420 places) primary school.
16. The building will comprise 9 classroom spaces and WC provision. The existing Hall and kitchen will need to be extended as part of this project.
17. The project is included in the County Council's School Basic Need Capital Programme as part of the 2013/2018 Medium Term Financial Plan.

CONSULTATION:

18. The full statutory consultation required for a school prescribed alteration has taken place for each of the proposals.
19. Local consultations have taken place for each proposal. These consultations have included; the governing body of the school; the families of pupils, teachers and other staff at the school; secondary schools in the Borough and District; the local Surrey County Council Members.

RISK MANAGEMENT AND IMPLICATIONS:

20. Risks associated with the projects are identified in the individual project business cases and a risk register is being maintained and updated on a regular basis for each.

Financial and Value for Money Implications

21. The schemes will be subject to robust cost challenge and scrutiny to drive optimum value as they progress.

Section 151 Officer Commentary

22. The Section 151 Officer has included comment on each of the individual scheme reports, as the financial and business issues differ depending on the scheme.

Legal Implications – Monitoring Officer

23. Section 13 of the Education Act 1996 places a general duty on local education authorities to secure that efficient primary education is available to meet the needs of the population in its area. In doing so, the Council is required to contribute to the spiritual, moral, mental and physical development of the community. Section 14 of the Education Act 1996 places a duty on the Council to secure that sufficient schools or providing primary and secondary education are available in its area. There is a legal duty on the Council therefore to secure the availability of efficient education in its area and sufficient schools to enable this.

Equalities and Diversity

24. The new classroom buildings will comply with DDA (Disabilities Discrimination Act) regulations. The newly expanded school will provide employment opportunities in the area.
25. The schools will be for children in the community served by the school. If there is sufficient provision available, then it would be beneficial for all children, including vulnerable children.
26. The schools will be expected to contribute towards community cohesion and will be expected to provide the normal range of before and after schools clubs as are provided in a typical Surrey County Council school.

Corporate Parenting/Looked After Children implications

27. This proposal would provide increase provision in the area, which would be of benefit to all in the community served by the school. This means it would therefore also be of benefit to any looked after children who will attend the school.

Climate change/carbon emissions implications

28. The design philosophy is to create a building that will support low energy consumption, reduce solar gain and promote natural ventilation. The aim is for the buildings to exceed the requirements of Building Regulations in terms of thermal insulation and energy consumption and this will be achieved by a high performance thermal envelope which will reduce the overall heating demand with minimal heating provided to compensate for fabric losses only.

WHAT HAPPENS NEXT:

29. If approved, to proceed to contract award and continued drive to attain optimum value for money.

Contact Officer:

Bill Christie, Senior Project Manager (Schools), Property Services, Tel: 020 8541 9509
Nicholas Smith, Schools Commissioning Officer, Schools and Learning, Tel: 020 8541 8902

Consulted:

Julie Fisher, Strategic Director for Business Services
Denise Le Gal, Cabinet Member for Business Services
Dorothy Ross-Tomlin, Local Member for Horley East
Barbara Thompson, Local Member for Earlswood and Reigate South
Paula Chowdhury, Strategic Finance Manager, Business Services

Annexes: None

Sources/background papers:

- The Education Act 1996
 - The School Standards Framework Act 1998
 - The Education Act 2002
 - The Education and Inspections Act 2006
 - Report to Cabinet: Schools Capital Budget Allocations 2010-2014 – 30 March 2010
 - Investment Panel: Report 28 September 2010 Langshott Infant School
 - Investment Panel: Report 28 September 2010 Earlswood Junior School, Redhill
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SURREY COUNTY COUNCIL

CABINET

DATE: 22 OCTOBER 2013

REPORT OF: N/A

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

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

**SUMMARY OF ISSUE:**

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

RECOMMENDATIONS:

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

REASON FOR RECOMMENDATIONS:

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

DETAILS:

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

Contact Officer:

Anne Gowing, Cabinet Committee Manager, 020 8541 9938

Annexes:

Annex 1 – List of Cabinet Member Decisions

Sources/background papers:

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

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CABINET MEMBER DECISIONS

OCTOBER 2013

(i) LEATHERHEAD TRINITY PRIMARY SCHOOL

Details of decision

1. The business case for the project at Leatherhead Trinity Primary School be approved up to the maximum cost set out in the report.
2. The arrangements by which a variation of up to 10% of the total value may be agreed by the Strategic Director for Business Services and the Cabinet Member for Assets and Regeneration Programmes, in consultation with the Leader.
3. That a contract be awarded to carry out the works to relocate the classroom as set out in the report.

Reasons for decision

The proposal delivers and supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Leatherhead area.

(Decision of Cabinet Member for Assets and Regeneration Programmes – 8 October 2013)

(ii) TRUMPS GREEN INFANT SCHOOL, ENGLEFIELD GREEN

Details of decision

1. The business case for the project at Trumps Green Infant School be approved up to a maximum cost as set out in the report for the final phase 2 of the expansion project.
2. Award of the contract to carry out the works to relocate the classroom be approved as set out in the report.

Reasons for decision

The proposal delivers and supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Virginia Water area.

(Decision of Cabinet Member for Assets and Regeneration Programmes – 8 October 2013)

(iii) BUDGET VIREMENT

Details of decision

1. A virement of £538,000 to incorporate the expenditure and income relating to the Adoption Reform Grant within the 2013/14 budget for Children's services be approved.
2. A virement of £431,400 to incorporate the expenditure and income relating to additional DCLG troubled families programme grant in the 2013/14 budget for the family support service be approved.

Reasons for decision

Virements are proposed to include additional government grant funding in the 2013/14 budget.

(Decision of Cabinet Member for Children and Families - 9 October 2013)

(iv) PETITION: ADOPTION OF FORTYFOOT ROAD

Details of decision

1. The highway reconstruction and drainage works in Forty Foot Road set out in the Appendix be agreed with funding to be provided on the basis set out in the report submitted
2. Surrey County Council adopt the main section of Forty Foot Road (from Poplar Rd to Leatherhead-bypass end as set out in the report submitted) serving the public services located on the road following the completion of the highway works identified in recommendation 1 to ensure the road meets the required adoptable standard.

Reasons for decision

In recognition of the exceptional circumstances presented by the almost exclusive use of this section of road by a high number of community and public services and the facilitation of this work by the financial contribution of other stakeholders, to improve this section of road, ensure its long term maintenance and thereby help the schoolchildren and vulnerable people in Surrey's care who use the road regularly.

(Decision of Cabinet Member for Transport, Highways and Environment – 9 October 2013)

(v) SPEED LIMIT REVIEW – A217 REIGATE ROAD

Details of decision

1. The request of the Mole Valley Local Committee to reduce the speed limit on the A217 Reigate Road, Hookwood from the Reigate

& Banstead borough boundary to Mill Lane, from 50mph to 40mph not be endorsed.

2. The request of the Mole Valley Local Committee to reduce the speed limit on the A217 Reigate Road, Hookwood from Mill Lane to the Hookwood Roundabout, from 50mph to 40mph be endorsed.

Reasons for decision

A reduced speed limit on the A217 Reigate Road, Hookwood from the Reigate & Banstead borough boundary to Mill Lane would not comply with the Speed Limit Policy, is not supported by Surrey Police, could not be enforced and therefore would not improve safety. A reduction in the speed limit on the section of the road between Mill Lane and the Hookwood roundabout has the support of Surrey Police.

(Decision of Cabinet Member for Transport, Highways and Environment – 9 October 2013)

(vi) SPEED LIMIT REVIEW – A217 DOVERS GREEN ROAD / REIGATE ROAD

Details of decision

The request of the Reigate & Banstead Local Committee to reduce the speed limit of the A217 Reigate Road between a point approximately 100m south of Ironsbottom and the Reigate & Banstead boundary from 50mph to 40mph not be endorsed and remain unchanged at 50mph.

Reasons for decision

The speed limit to remain unchanged in accordance with the advice from Surrey Police.

(Decision of Cabinet Member for Transport, Highways and Environment – 9 October 2013)

(vii) PROPOSED EXCHANGE OF HIGHWAY LAND AT NORTH STREET, GUILDFORD

Details of decision

Subject to the requirements of section 256 of the Highways Act 1980, the County Council enter into an agreement with Guildford Borough Council for the exchange of highway land as detailed in the report submitted.

Reasons for decision

To exchange highway land to enable the steps between the footway and the parking/market area in North Street to be reconstructed to modern standards and made safe for use by pedestrians. The carriageway of North Street at this point is wider than necessary, which

means part of it can be used in exchange for the land required to reconstruct the steps.

(Decision of Cabinet Member for Transport, Highways and Environment – 9 October 2013)

(viii) NEWARK BRIDGES

Details of decision

1. The information relating to the procurement process, as set out in the report submitted, be noted.
2. The award of a contract be agreed on the basis set out in the Part 2 report submitted.

Reasons for decision

A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders, had been completed and a thorough evaluation process had demonstrated that the recommended supplier would provide the best value for money for the Council.

(Decision of Cabinet Member for Transport, Highways and Environment – 9 October 2013)

(ix) ONSLOW INFANT SCHOOL

Details of decision

1. The Statutory Notice stating the Council's intention to expand Onslow Infant School be determined, such that the school becomes a three form entry (3FE) infant school with a published admission number (PAN) of 90 from 1 September 2014.
2. Additional accommodation is built and a suitable travel plan be agreed.

Reasons for decision

There is an immediate requirement for additional infant places in Guildford, as shown by place planning data. Additional temporary classrooms have been provided in 2013 but the proposal to permanently expand Onslow Infant School is in response to the ongoing need for places in the area.

Onslow Infant School is an outstanding school and it is appropriate that it should be expanded. This would be of benefit to the increased number of children in the community that would be able to attend the school.

(Decision of Cabinet Member for Schools and Learning – 9 October 2013)

(x) ST BARTHOLOMEW’S CofE PRIMARY SCHOOL

Details of decision

1. The Statutory Notice stating the Governing Body’s intention to expand St Bartholomew’s Church of England Primary School be determined, such that the school becomes a two form entry (2FE) primary school with a published admission number (PAN) of 60 from 1 September 2014.
2. St Bartholomew’s Church of England Primary School no longer has an admission into Y3 in September 2015 be agreed.
3. The Governing Body of St Bartholomew’s Church of England Primary School implement the proposal, with funding for the building provided by Surrey County Council be approved.

Reasons for decision

There is an increasing demand for infant places in the Haslemere and Hindhead planning area. Numbers of children starting school in the area have been increasing over recent years. Additional classes have been provided at a number of schools including an additional half a class of reception places at St Bartholomew’s Church of England Primary School in both 2012 and 2013. There are not enough permanent primary places in the area.

St Bartholomew’s Church of England Primary School is an outstanding school and it is entirely appropriate to expand successful and popular schools in line with government policy.

(Decision of Cabinet Member for Schools and Learning – 9 October 2013)

(xi) GRAYSWOOD CofE INFANT SCHOOL

Details of decision

1. The Statutory Notice stating the Governing Body’s intention to extend the upper age limit of Grayswood Church of England Infant School be determined, such that the school becomes a one form entry (1FE) primary school with a published admission number (PAN) of 30 and a total of 210 primary places.
2. The proposal to be moderated such that the expansion is brought forward by one year and be implemented on 1 September 2014, rather than 1 September 2015 be approved.
3. The upper age limit of Grayswood Church of England Infant School increase from Year 2 (age 6+) to Year 3 (age 7+) on 1 September 2014 be agreed.

4. The age range to extend by a further year each subsequent year from 1 September 2015 until the upper age limit is Year 6 (age 10+) be agreed.
5. The Governing Body of Grayswood Church of England Infant School implement the proposal, with funding for the building provided by Surrey County Council be agreed.

Reasons for decision

There is an increasing demand for infant places in the Haslemere and Hindhead planning area. Numbers of children starting school in the area have been increasing over recent years. Additional classes have been provided at a number of schools including an additional half a class of reception places at St Bartholomew's C of E Primary School in both 2012 and 2013. There are not enough permanent primary places in the area.

Grayswood Church of England Infant School is one of the schools that has been identified for expansion. It is an outstanding school and it is entirely appropriate to expand successful and popular schools in line with government policy. In addition, a village primary school would serve the local community by securing long term local education for local children and would reduce travel movements as junior age children would not need to be transported to other schools.

(Decision of Cabinet Member for Schools and Learning – 9 October 2013)

(xii) BUDGET VIREMENT

Details of decision

1. A virement of £4.448m of DSG funded budget be approved from the Schools and Learning budget to the Schools Budget representing a correction to the budget for Pupil Referral Units and the Surrey Alternative Learning Programme (SALP) Boards.
2. A virement of £1.6m reducing both the expenditure and DSG income budgets for SEN agency placements be approved to reflect the impact of the school funding reforms on the funding of non maintained special schools (NMSS).

Reasons for decision

Virements are proposed to reflect the implications of the 2013/14 school funding reforms in the budget for 2013/14.

(Decision of Cabinet Member for Schools and Learning – 9 October 2013)

(xiii) SURREY EDUCATIONAL TRUST

Details of decision

That the Council grants £250,000 of the 2011/12 dividend received from the joint venture Babcock 4S to the Surrey Educational Trust be approved.

Reasons for decision

Providing funding to the Surrey Educational Trust will enable the Trust to continue to fund educational projects across the County, supporting schools and organisations for the benefit of children, young people and learners from Surrey aged 4 years up to 25.

(Decision of Leader of the Council – 9 October 2013)

(xiv) BUDGET VIREMENT

Details of decision

1. Management of the supporting people housing contracts which support young people is transferred to the Children, Schools and Families Directorate be agreed.
2. A virement of £1,792,355 be approved in 2013/14 from Adult Social Care Directorate to Children Schools and Families Directorate. This being the value of the existing contracts, including a pro-rata element of the Supporting People efficiency target relating to these contracts. Also, that the virement be adjusted in future years up to 2016/17 to reflect the 2013-18 Medium Term Financial Plan (MTFP) efficiencies relating to those contracts.

Reasons for decision

Virement approval is sought to facilitate the transfer of responsibility for managing housing contracts currently funded by the supporting people budget in Adult Social Care to Children, Schools and Families. Currently housing provision for young people is commissioned separately for different groups and from different budgets across the two directorates. Combining these budgets will allow a single commissioning process to be created for these services improving value for money and outcomes by pooling budgets and commissioning in a more co-ordinated fashion.

(Decision of Leader of the Council – 9 October 2013)

(xv) REVIEW OF LIBRARY POLICY STATEMENT: POSTER AND LEAFLETS

Details of decision

1. The revised acceptability and handling criteria for notices, posters and leaflets in libraries, as set out in Annex 1 of the report, be agreed.
2. The application of the revised acceptability and handling criteria be extended to the provision of information in libraries on electronic display screens.

Reasons for decision

To provide greater clarity for the public and staff on the criteria for displaying material in libraries, including the use of electronic display screens, in light of the pressures on display space and the need for a final arbiter on suitability.

(Decision of Cabinet Member for Community Services – 9 October 2013)

(xvi) FIRE AND RESCUE ADVISORY GROUP – TERMS OF REFERENCE

Details of decision

1. The continuation of the Fire and Rescue Advisory Group be agreed.
2. The membership composition and terms of reference of the Advisory Group to remain as previously established, subject to their being updated to reflect the role of the Cabinet Associate for Fire and Police Services as Chairman.
3. Any further changes to the membership of the Advisory Group to be determined by the Cabinet Associate for Fire and Police Services in consultation with the Cabinet Member for Community Services and the relevant political group as appropriate.

Reasons for decision

To continue to provide cross party advice and support to the Portfolio Holder on matters relating to the Fire and Rescue Service. The Advisory Group also increases the expertise and involvement of other Members in the Fire and Rescue Service and its cross party nature helps with information sharing arrangements across the council.

(Decision of Cabinet Member for Community Services – 9 October 2013)

Highways reconstruction and drainage works

	Main Access Rd	Gyratory System
Road Surface	Major weaknesses in road base, requires full reconstruction. Cost £90,000	No major weaknesses identified, minor patching and water proof only £10,000
Footway	Major weakness in key sections require full reconstruction Cost £20,000	No issues identified
Drainage	Potential system weakness with capacity not complying with current highway standards. However, review confirms no immediate risk of failure and thus recommends deep clean only, with ongoing risk monitored Cost £5,000	Existing drainage systems not connected as single unit, requires new pipes to connect all gullies into single system to remove ongoing risk of surface water £25,000
Streetlights	Lights recently upgraded as part of PFI upgrade, no issues identified	Lights recently upgraded as part of PFI upgrade, no issues identified
Total	£115,000	£35,000

Financial contribution breakdown by organisation

Organisation	Funding Contribution
SCC Grant Contribution	£110,000
Mole Valley District Council	£25,000
Kier Grant Contribution	£15,000
Total	£150,000

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