

Cabinet

**Date & time**

Tuesday, 17
December 2013 at
2.00 pm

Place

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

Contact

James Stanton
Room 122, County Hall
Tel 020 8541 9068

Chief Executive

David McNulty

james.stanton@surreycc.gov.uk

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, Mr Mike Goodman and Mrs Kay Hammond

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 9698, fax 020 8541 9009, or email james.stanton@surreycc.gov.uk.

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

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1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 26 NOVEMBER 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.

4 PROCEDURAL MATTERS

4a Members' Questions

The deadline for Members' questions is 12pm four working days before the meeting (*11 December 2013*). A copy of any questions received will be available to view on the Surrey County Council website (www.surreycc.gov.uk/committeepapers) following the deadline.

4b Public Questions

The deadline for public questions is seven days before the meeting (*10 December 2013*). A copy of any questions received will be available to view on the Surrey County Council website (www.surreycc.gov.uk/committeepapers) following the deadline.

4c Petitions

(Pages 1
- 4)

Notice of the following petitions was received prior to the deadline:

“Surrey County Council: Stop Surrey being turned into a cycle track”

To be presented by Mr Ian Huggins, Esher

“Surrey County Council: Interact and give knowledge to those you represent.”

To be presented by Mr Michael Blann, Walton on Thames.

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 5
- 6)

(a) Report from Communities Select Committee (with Members of the Environment and Transport Select Committee in attendance) – Cycling Strategy (item 6 on the agenda)

6a Surrey Cycling Strategy

(Pages 7
- 150)

The County Council has developed the Surrey Cycling Strategy to support the development of cycling as a means of transport and to secure economic, health and environmental benefits for Surrey. The Strategy also sets out plans to address the increase in cycle casualty rates and the

local impacts of the increase in sports cycling and cycling events.

The Strategy's aim is to get more people in Surrey cycling, more safely and it has a series of objectives to support the achievement of this aim.

The Strategy forms part of the Surrey Transport Plan and is the basis for the development of a series of **Local Cycling Plans** for each of the Surrey boroughs and districts, under the guidance of the Local Committees. It sets out clear plans and priorities, supported by appropriate governance structures to ensure a partnership approach. It has been the subject of extensive public consultation which has informed the strategy.

It is supported by a new Framework for Coordinating and Approving Events on Surrey's Highway, which puts in place robust and transparent mechanisms for processes and decision-making governing events.

[The decisions on this item can be called in by the Environment and Transport Committee]

6b Prudential RideLondon-Surrey 100 & Classic

(Pages
151 -
164)

As part of the legacy of the 2012 Olympic Games, the Cabinet approved support for a cycling event, originally known as 'Marathon on Wheels', conceived by the Mayor of London's office.

The event, later named Prudential RideLondon (PRL), is a two day festival that includes the Prudential RideLondon-Surrey (PRLS) Classic and 100, which were based on the route of the Olympic Cycling Road Races. The festival took place on 3/4 August 2013 with events in London on 3 August and in London and Surrey on 4 August. Over 16,000 people took part in the 100, including about 2,000 Surrey residents. Over £7m was raised for charity.

The Surrey Cycling Strategy sets out the County Council's commitment to supporting cycling as an affordable means of transport and as a healthy leisure activity. As part of delivering the strategy, it is proposed that the Prudential RideLondon-Surrey 100 and Classic events are established as the Olympic legacy cycling events for the County.

The Cabinet is asked to consider supporting the proposal for the next four years to 2017.

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

7 BUDGET MONITORING REPORT FOR NOVEMBER 2013

(Pages
165 -
168)

This report presents the council's financial position at the end of period 8 – November 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]

- 8** **SCHOOLS EXPANSION PROGRAMME FROM SEPTEMBER 2014** (Pages 169 - 174)
- There is significant demand for new schools places within Surrey, resulting from increases in the birth rate and inward migration into Surrey County Council, which are addressed through Surrey County Council's five year 2013-18 Medium Term Financial Plan.
- Queen Eleanor's, Wonersh and Shamley Green, Grayswood, St Bartholomew's, Holmesdale and Brookwood schools have been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities, in order to meet the demand in the Guildford, Haslemere, Reigate and Woking areas.
- Approval is sought for the individual business cases for expansion and to create an additional 720 new places at the following schools to meet the above demand.
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 9** **CONTRACT EXTENSION - MEDICAL AND PSYCHOLOGICAL TREATMENT FOR DRUG AND ALCOHOL** (Pages 175 - 200)
- The Council's Public Health Service has a requirement to deliver drug and alcohol recovery services to residents. This Cabinet report seeks to extend the current contract delivered by Surrey and Borders Partnership Foundation Trust for a further year for the provision of Medical and Psychological Treatment for Drugs and Alcohol. This requirement is covered by an existing contract delivered that expires on 31 March 2014.
- The service will be provided in accordance with guidance from Public Health England in order to improve the delivery of Substance Misuse Services to develop and sustain recovery among services users across Surrey's eleven Districts and Boroughs.
- An annex containing exempt financial information is contained in Part 2 of this agenda (agenda item 22).
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 10** **SHORT BREAKS FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES** (Pages 201 - 220)
- Surrey County Council (the Council) has a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011, to commission short breaks services for children and young people with disabilities and their families across the county of Surrey. The current contracts for short breaks expire on Monday 31 March 2014. A new framework of providers is being developed, to provide play and leisure, personal support (including domiciliary care) and residential services, to begin on 1 April 2014.
- An annex containing exempt financial information is contained in Part 2 of this agenda (agenda item 23).
- [The decisions on this item can be called in by the Council Overview and*

11 SUPPORTED ACCOMMODATION FRAMEWORK AGREEMENT FOR YOUNG PEOPLE (Pages 221 - 240)

The purpose of supported accommodation is to ensure that all vulnerable young people countywide have safe and suitable accommodation that meets their needs. The Council has a statutory duty to provide a range of Supported accommodation for young people.

The Cabinet is asked to approve spend up to £3.1m per annum with the providers listed below and in the Part 2 Annex as part of a new Supported Accommodation Framework Agreement. The Framework Agreement will commence on 1 April 2014.

This report provides details of the procurement process followed by the evaluation process and demonstrates why the recommended providers will ensure that the Framework Agreement will deliver highly effective services for young people in Surrey.

An annex containing exempt financial information is contained in Part 2 of this agenda (agenda item 24).

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

12 MERSTHAM REGENERATION PROJECT (Pages 241 - 262)

This report is seeking approval to enter into a Memorandum of Understanding between Surrey County Council, Reigate and Banstead District Council and Raven Housing Association to facilitate the regeneration of Merstham.

Previous Cabinet decisions in 2010 confirmed support for a new community hub, subject to a full business case. In 2012 the potential disposal of the existing Merstham library site to the Diocese at market value in exchange for the proposed Battlebridge school site was also agreed in principle. The need to re-provide Merstham library in the community hub has been identified in the Medium Term Financial Plan capital programme since 2010 at an estimated cost of £1.2m.

The proposal is to now seek approval to include a new youth facility in the community hub, subject to a full business case that identifies the revised total capital costs. This business case will return for final cabinet approval during 2014.

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

13 PROVISIONAL EDUCATION PERFORMANCE OUTCOMES 2013 (Pages 263 - 296)

This report presents an overview of the provisional educational outcomes of children and young people in early years, primary, secondary, post 16 and special school phases for the academic year ending in the summer of 2013.

An education data glossary is included as Annex 1. Provisional results

briefings containing results for Surrey and regional comparators at each key stage is included as Annex 2. Results are provisional and subject to change.

Based upon the provisional data, there have been improvements in attainment at both key stage 2 and 4. The percentage of pupils achieving level 4 or above in reading, writing and maths at the end of key stage 2 has increased this year, and Surrey has climbed in the national rankings for this measure.

There has also been an increase of three percentage points in the proportion of key stage 4 pupils who achieved five or more GCSEs or equivalent at grades A* to C including English and mathematics, to 67.2%. Surrey is ranked 15th out of 151 local authorities for this measure. Of those LAs above Surrey in the rankings, none is comparable in size (all have fewer than 5,600 pupils compared with Surrey's 10,660).

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

14 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE (Pages 297 - 358)

Adult Social Care presented an Options Appraisal to Cabinet on 22 October 2013 recommending that a Local Authority Trading Company (LATC) could be the preferred model for the future delivery of day services and community support options for people with disabilities and older people. Cabinet gave its support to the Cabinet Member for Adult Social Care to prepare a business case to confirm the feasibility of an LATC to ensure financial benefits and service outcomes are achieved while retaining the public sector ethos and values of the Council.

This report and annexes together set out that business case, present an assessment of the benefits to the Council, the expected revenue streams and profitability of the company, along with a draft business plan and consultation and engagement proposal, to be co-designed with stakeholders.

Annexes containing exempt information are contained in Part 2 of this agenda (agenda item 20).

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

15 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING (Pages 359 - 362)

To note the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

16 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.

PART TWO - IN PRIVATE

- 17 PROPOSED EXPANSION OF 4 GUILDFORD DIOCESE SCHOOLS TO PROVIDE 420 NEW PLACES IN GUILDFORD AND HASLEMERE FROM SEPTEMBER 2014** (Pages 363 - 376)

To approve the individual business cases for expansion and to create an additional 420 new places at the Queen Eleanor's, Wonerh and Shamley Green, Grayswood and St Bartholomew's schools to meet demand.

N.B. This is a Part 2 report and annex for item 8.

Exempt: Not for publication under paragraph 3

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

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

- 18 PROPOSED EXPANSION OF BROOKWOOD PRIMARY SCHOOL** (Pages 377 - 384)

To approve the business case for the expansion from a one form entry (210 places) primary school to 2 forms of entry (420 places) school, creating an additional 210 places on a split site as part of the Schools Basic Need Programme.

N.B. This is a Part 2 report and annex for item 8

Exempt: Not for publication under paragraph 3

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

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

- 19 HOLMESDALE INFANT SCHOOL, REIGATE** (Pages 385 - 390)

To approve the business case for the provision of a permanent one form of entry (90 places) increase at Holmesdale Infant School from three forms of entry (270 places) to four forms of entry (360 places) to meet basic need requirements for primary places in the Reigate area.

N.B. This is a Part 2 report and annex to item 8.

Exempt: Not for publication under paragraph 3

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

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

- 20 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE** (Pages 391 - 404)
- Part 2 annexes for item 14.
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
- [The decisions on this item can be called in by the Adult Social Care Select Committee]*
- 21 INNOVATION PARTNER PROPOSAL** (Pages 405 - 464)
- To consider a proposal to develop a relationship with an innovation partner.
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 22 CONTRACT EXTENSION - MEDICAL AND PSYCHOLOGICAL TREATMENT FOR DRUG AND ALCOHOL** (Pages 465 - 466)
- This is a Part 2 annex to 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)
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 23 SHORT BREAKS FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES** (Pages 467 - 470)
- This is a Part 2 annex for item 10.
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 24 SUPPORTED ACCOMMODATION FRAMEWORK AGREEMENT FOR YOUNG PEOPLE** (Pages 471 - 474)
- This is a Part 2 annex for item 10.

Exempt: Not for publication under paragraph 3

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

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

25 PROPERTY TRANSACTIONS

(Pages
475 -
536)

A: Acquisition of an Office Building in Woking

Exempt: Not for publication under paragraph 3

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

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

B: Refurbishment of Vacant Houses

Exempt: Not for publication under paragraph 3

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

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

26 PUBLICITY FOR PART 2 ITEMS

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

David McNulty
Chief Executive
Monday, 9 December 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

CABINET

17 DECEMBER 2013

PROCEDURAL MATTERS: PETITIONS

Notice of two petitions has been received as set out below. Full copies of both petitions, including any additional comments submitted, have been placed in the Cabinet Members' office at County Hall.

1. "Surrey County Council: Stop Surrey being turned into a cycle track"

Presented by Mr Ian Huggins, Esher

Further details from the petition

"Apart from the obvious dangers to cyclists, Surrey roads are not suitable. Surrey County Council have, without consultation, decided it would be a great idea to use Surrey as a race track. This in itself is a thoughtless act but far more importantly residents and numerous businesses are being effected by road closures. This prevents residents of Surrey from leaving their own property and going about their normal business. The road closures were a necessary inconvenience during the Olympic Games but now it looks like Surrey County Council are to make this an annual event. This is all very well but residents of Surrey are pestered and annoyed by cyclists (practising months in advance of the event) who ride the route in very large numbers from very early in the morning shouting at each other (have you tried talking whilst riding your bike?) and riding in large groups sometimes three and four abreast or in strings of riders making it virtually impossible for the poor old motorist, many of whom are elderly, to overtake. Traffic violations are common and it is only a matter of time before there is a major accident with the possibility of the loss of life. It will of course be the motorists fault. Have Surrey County Council considered the number of heavy goods vehicles using the roads. The route chosen is all enclosing and no provision has been made for vehicular crossing points. So to facilitate a bike ride many Surrey residents are to be confined to their homes from 5 am until 9 pm."

Signatures: 3,082 (approx. - online petition).

2. "Surrey County Council: Interact and give knowledge to those you represent."

Presented by Mr Michael Blann, Walton on Thames

Further details from the petition

"This petition is a direct response to Mr Ian Huggins petition, entitled "Stop Surrey being turned into a cycle track"<http://www.change.org/en-GB/petitions/surrey-county-council-stop-surrey-being-turned-into-a-cycle-track>

I really think that the County Council should interact with those whom may be affected by the Ride London 100 and also the UCI races held in the area.

The residents should be informed and brought into discussions about routes and road closures that may come into effect during such high profile events.

Although it may not be interesting to local residents effected by road closures. Cycling is a popular and ever growing pass-time, with thousands of people taking to their bicycle ever day, whether that be for pleasure or as part of their daily commute. The bicycle is a great vehicle to get around.

The comments in Mr Huggins petition worry me slightly that the Council do not keep their communities informed, especially in how their taxes are spent. Everyone who pay's tax in the UK, pays for road maintenance all over the country, the people of Surrey seem to think that their tax is solely spend on the roads of their county for the sole purpose of using their car's to get about and many seem to think that cyclist's should not be using the road, because they do not pay "Road Tax", maybe they do not understand that "Road Tax" was abolished in 1937 as laid out here <http://www.politics.co.uk/reference/vehicle-excise-duty>

They may also wish to read this article <http://www.bbc.co.uk/news/magazine-23694438>

Now to focus on Mr Huggins statements in quote marks

"Apart from the obvious dangers to cyclists, Surrey roads are not suitable."

Any road is suitable to be cycled on apart from Motorways, as laid out in the Highway Code.

"Surrey County Council have, without consultation, decided it would be a great idea to use Surrey as a race track."

The Ride London 100 is NOT a race, but a cyclo sportive, the ride is a 100 mile, organised, mass-participation cycling event, to be held annually. It is a challenge rather than a race.

"This prevents residents of Surrey from leaving their own property and going about their normal business."

This needs to be discussed with the residents affected, as a cyclist from a small village myself, I understand both sides to the argument for and against closing all the roads in and out.

"The road closures were a necessary inconvenience during the Olympic Games but now it looks like Surrey County Council are to make this an annual event. "

This is all part of the Government's "legacy" where events should be held annually, following the huge success for the Olympics in 2012.

"This is all very well but residents of Surrey are pestered and annoyed by cyclists (practising months in advance of the event) who ride the route in very large numbers from very early in the morning shouting at each other (have you tried talking whilst riding your bike?) and riding in large groups sometimes three and four abreast or in strings of riders making it virtually impossible for the poor old motorist, many of whom are elderly, to overtake."

Cyclists are encouraged to "take the lane" and not ride in the gutter, also riding abreast of each other is quite legal and even suggested in the highway code. It may

be a nuisance to some of the residents on the route, but have they thought about the money that people bring into the area, those of us who are not local need somewhere to stay, also food and drink. The numbers of entries were past 55,000 in the ballot for Ride London 100 within two days, proving that it's a very popular event.

"Traffic violations are common and it is only a matter of time before there is a major accident with the possibility of the loss of life. It will of course be the motorists fault. "

Yes, it will be the motorists fault if it turns out to be they are the violator of the law.

"Have Surrey County Council considered the number of heavy goods vehicles using the roads. The route chosen is all enclosing and no provision has been made for vehicular crossing points. So to facilitate a bike ride many Surrey residents are to be confined to their homes from 5 am until 9 pm."

With it being a mass participation event, the need for such a long closure is clear, with cyclists being sent off in "waves" and riding at different speeds, a rolling road block is not feasible for such a large event.

When this petition reaches the required signatures, I shall put it to Surrey County Council in opposition to any petition submitted by Mr Huggins against the Ride London 100 event going ahead and its riders being kept safe by closing certain roads for the day, I do understand that Ride London are holding a review of everything that happened in 2013 and as part of that, are reviewing the route. Maybe Mr Huggins would be better served consulting with Ride London over the matter of road closures, rather than trying to put pressure on the county council to stop this well supported event from taking place.

When you sign this petition, you have the option of adding a comment; I will include all these when submitting to the council. So anything you feel should be included, by all means put this in your comment."

Signatures: 3,920 (approx. - online petition).

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COMMUNITIES SELECT COMMITTEE
(with Members of Environment & Transport Select Committee in attendance)

Item under consideration: SURREY CYCLING STRATEGY

Date Considered: 28 November 2013

Key points raised:

1. Members raised concerns that the public consultation questions were geared more towards cyclists and did not properly enable concerned residents to voice their views. Furthermore, due to the respondents being self selected, in that they had chosen to take part in the consultation rather than being randomly selected, it was felt that the results did not properly reflect residents' opinions on cycling in the county.
2. Members also raised concerns regarding the number of young people who responded to the consultation, as only 15 under 18 year olds took part. Officers stated they had engaged with schools and many had responded as organisations, though young people were traditionally a hard to reach group when consulting. However, officers stated they would begin consulting in the New Year with more targeted questions on specific aspects of the Strategy.
3. The view was expressed that not all businesses were consulted on the Strategy and that the Council should have contacted the Surrey Chamber of Commerce to publicise this consultation exercise. Officers informed the Committee they had circulated the consultation widely, though stated when they consider actions within the Strategy in future, they will carry out further consultation and attempt to engage with more businesses across Surrey. Members felt that businesses needed to be a higher priority within the Strategy as they were still to see the benefits of the increasing number of cyclists and events within the county.
4. Members stressed the need to ensure that businesses were able to operate during events, as previously many had been cut off with staff and supplies unable to access sites. Some Members had also received reports from residents that paramedics had experienced difficulty in visiting patients. The need for emergency services to be able to operate effectively during events was emphasised.
5. The Committee discussed how it was important to consider cycling schemes when relaying roads, such as during the delivery of Project Horizon. Furthermore, it was suggested that in rural areas there was the opportunity to develop a cycling network by relaying bridle paths so they could be used by both cyclists and horse riders. However, some Members felt that even if infrastructure was put in place that took cyclists away from main roads, there would be a number who continued to cycle in the road and this would therefore still need to be managed.
6. Members queried the locations of cycling training courses and why they were not offered county wide. Officers explained that the training schemes in Guildford, Woking and Reigate & Banstead were subsidised via a government grant. However, training was offered to school children with over 10,000 a year taking part. The issue with increasing training was that often only those who wanted it, and not always those who needed it, would be likely to take part.
7. Concern was expressed at the aggressive behaviour of both cyclists and motorists and the need for both groups to share the roads and obey the Highway

Code. It was noted that the Police had dedicated patrols in the Surrey Hills area to tackle this issue. The Committee welcomed Council proposals for a Code of Conduct for event organisers and participants.

5

8. It was felt that a change in primary legislation to make unregulated 'sportive' events regulated was necessary and that the Council should lobby central government for a modification. It was noted however that many of the unregulated events currently taking place were not being arranged by clubs and that cycling clubs in Surrey often had excellent Codes of Conduct of their own.
9. The Committee welcomed the Strategy's proposals for greater consultation with local communities when organisers were planning events - in particular, the assurance that no road would be closed more than once in a year unless there was significant support from residents to do so. Members were also reassured that officers always challenged proposed road closures and considered other options such as rolling road closures wherever feasible, in order to mitigate the impact of events on residents as much as possible.

Recommendations:

- a) That the impact on, and potential benefits for, businesses in Surrey as a result of cycling events be a key element of the Strategy. In particular, staff access to businesses when events are taking place.
- b) That consideration be given to including cycling infrastructure schemes on future programmes in Operation Horizon.
- c) That the County Council be encouraged to lobby central government for a change in primary legislation so that unregulated 'sportive' events become regulated.
- d) That Parish Councils and Local Committees be involved with Surrey County Council and Surrey Boroughs and Districts when working together to develop cycling plans that reflect local priorities and issues.
- e) That paragraph 7.4 of the Cycling Strategy be amended to read 'Any additional major events would involve a road closure only when there is clear evidence that there is strong local resident and business support to do so.'

Denise Saliagopoulos
Chairman of the Communities Select Committee

SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 2013



REPORT OF: MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES

MR JOHN FUREY, CABINET MEMBER FOR TRANSPORT, HIGHWAYS AND THE ENVIRONMENT

LEAD OFFICERS: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE

TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT & INFRASTRUCTURE

SUBJECT: SURREY CYCLING STRATEGY

SUMMARY OF ISSUE:

The County Council has developed the Surrey Cycling Strategy to support the development of cycling as a means of transport and to secure economic, health and environmental benefits for Surrey. The Strategy also sets out plans to address the increase in cycle casualty rates and the local impacts of the increase in sports cycling and cycling events.

The Strategy's aim is to get more people in Surrey cycling, more safely and it has a series of objectives to support the achievement of this aim.

The Strategy forms part of the Surrey Transport Plan and is the basis for the development of a series of **Local Cycling Plans** for each of the Surrey boroughs and districts, under the guidance of the Local Committees. It sets out clear plans and priorities, supported by appropriate governance structures to ensure a partnership approach. It has been the subject of extensive public consultation which has informed the strategy.

It is supported by a new Framework for Coordinating and Approving Events on Surrey's Highway, which puts in place robust and transparent mechanisms for processes and decision-making governing events.

The Prudential RideLondon-Surrey 100 and Classic events are the subject of an associated Cabinet report.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Approves the Surrey Cycling Strategy, set out in Annex 1 to this report.
2. Approves the role of Local Committees in developing Local Cycling Plans.
3. Approves continued engagement with central government to press for further funding for investment in cycling provision.

4. Approves active engagement with other local authorities in a similar position to Surrey on key aspects of cycling safety and regulations, as the basis for dialogue with central government.
5. Approves the Framework for Coordinating and Approving Events on Surrey's Highway, set out in Annex 3 to this report.

REASON FOR RECOMMENDATIONS:

The 2012 Olympic Games positioned Surrey as a centre for cycling and presented a once in a lifetime opportunity to realise the economic, health and environmental benefits from this. Through a partnership approach, the Strategy seeks to ensure that the benefits of this legacy result in more Surrey residents cycling for transport and leisure and that all Surrey children have the opportunity to learn to ride a bike safely.

The issues and challenges in relation to cycling differ considerably in different parts of the county. For that reason, the strategy proposes the development of Local Cycling Plans, overseen by the Local Committees, which can properly reflect local circumstances.

A successful legacy also requires us to take steps to tackle the rising levels of cyclist casualties, to encourage respect and consideration amongst all road users and to ensure that cyclists who come to the Surrey countryside show respect and consideration for local communities. It also requires us to continue to support major events that showcase our beautiful county and bring benefits to Surrey, but ensure that they are properly managed so as to minimise disruption and ensure no individual communities are affected by multiple events.

DETAILS:

Surrey Cycling Strategy

1. The Surrey Cycling Strategy has been developed through dialogue with key stakeholders and through an extensive public consultation exercise. The strategy sets out the County Council's commitment to getting more people in Surrey cycling more safely. It also sets out measures to tackle the increase in cyclist casualties on Surrey's roads and measures to address the impacts of the surge in popularity for sports cycling, particularly in parts of rural Surrey.

Strategic priorities

2. The strategy priorities and objectives are as follows:

Demonstrating leadership

3. A Strategic Board will be established with representatives from key stakeholder organisations, including cabinet level representation from the County Council, to oversee progress against delivery of the strategy. In addition, a wider forum will be established, which will include all stakeholders with an interest in cycling in Surrey, to hear about progress and to feed in to future priorities.

Improving highway infrastructure for cycling for transport and health

4. The strategy sets out principles for cycling infrastructure to ensure quality of provision that addresses people's concerns about safety and cycling amongst busy, fast traffic. The Local Cycling Plans will be critical to identifying priority routes as the basis for securing funding, potentially through developer contributions, Local Enterprise Partnerships (LEPs) and other sources. Further information on the proposed scope of the Local Cycling Plans is set out in the strategy.

Encouraging everyone to share the road

5. A key theme in the consultation was the need for education to encourage all road users to share the road safely and responsibly. The Drive SMART Partnership has begun work in this area through communication campaign activity. Further work is required in this area, both nationally through sustained and consistent messages, and through work locally in partnership with other organisations including cycling clubs, driving instructors and equestrian groups. Further funding will be sought to develop campaigns and initiatives to inform all road users how to share the road safely and considerately and to make clear that it is the responsibility of all road users to consider the safety of themselves and other road users. Surrey Police will seek to encourage, and where necessary enforce, considerate behaviour amongst all parties through a consistent approach.

Giving every child in Surrey the opportunity to learn to ride a bike

6. Bikeability training is currently offered to every school in Surrey, but for some children, the training is not affordable and some schools do not currently offer Bikeability. In addition, whilst Surrey has a high take up of level 2 Bikeability (yrs 5 and 6), very few secondary schools offer level 3 training, despite the increase in cycle casualties amongst the 13-19 age group, accounting for 15% of all cycling casualties as compared to the 0-12 age group who account for 2% of all cycling casualties. In 2014, we aim to launch an expanded cycle training offer which will improve access to training for all, with a particular focus on school age children and adult/family training in a range of formats. Local Councillors and Local Committees will be given the opportunity to scrutinise provision in their area and to offer support.

Managing the impacts of sports cycling and events

7. We will engage with British Cycling, cycle clubs and event organisers to agree how we can work together to manage the impacts of sports cycling in rural Surrey, including through a code of conduct for event organisers and participants. We will work with other local authorities in areas experiencing similar impacts, such as Yorkshire and the New Forest to lobby central government to update the current regulations on cycle races on the highway to ensure that the regulations reflect modern circumstances. We will put in place the framework for coordinating events on the highway to ensure a robust and transparent process with a requirement for event organisers to consult locally and to demonstrate benefits as the basis for road closure approval.

Realising the economic and community benefits of sports cycling and events

8. National and international evidence exists of the economic benefits of cycling. However, there is more that can be done to ensure that Surrey businesses are equipped to realise the benefits, particularly of major events and the increased interest in rural Surrey as a place to cycle. We will work with partners to develop this area of work. In addition, more needs to be done to ensure that local communities can feel part of major cycling events that do take place.

Consultation Analysis

9. The Consultation generated responses from over 3,700 individuals and organisations. This has given us a very rich and detailed set of data which, as noted above, has been used to inform the revised strategy and will continue to be drawn on as the strategy and Local Cycling Plans are developed. The full response to the consultation is set out in annex 2 to this report. The analysis of these responses has been invaluable in shaping the revised strategy.
10. There was broad support for all aspects of the draft strategy, with over 75% of respondents supporting the strategy aim and similar numbers supporting our approach to cycle routes and the proposed local plans. Respondents provided us with detailed comments on all aspects of the strategy. A number of key themes and issues emerged which have informed the strategy revision, these are set out below.
11. **Safety & Infrastructure** – there was widespread support for the need for cycle infrastructure that kept cyclists away from heavy / fast traffic. Whilst it was recognised that some cyclists will also choose to cycle on the road, for less confident cyclists, in particular children, many respondents felt that much more needed to be done to ensure safe routes. A number of respondents highlighted the need for cycle infrastructure to be of a suitable quality and well-maintained.
12. **Sharing the road** – significant tension was identified between cyclists and other road users, particularly in rural Surrey where narrow roads amplify the situation. Many respondents felt that a lot more needed to be done to educate all road users on how to share the road safely. This included general education about awareness of other road users and following the Highway Code as well as more Surrey specific issues such as cycling safely near horses and motorists safely passing groups of cyclists.
13. **Benefits for residents** – there was a concern that the strategy needed clearly to differentiate between the need of residents cycling for day to day travel and health purposes and the issues and concerns associated with sports cyclists and cycling events.
14. **Managing the impacts of sports cyclists** – concern was expressed about the increase in sports cyclists in rural Surrey, in particular multiple events and group rides at specific times and days of the week. Concerns include safety as well as behaviours. Suggestions were made about the need to facilitate local discussion involving all parties to seek to address issues in a more positive and collaborative way.

15. **Realising the economic benefit to the Surrey economy** – a number of respondents pointed to the benefits of cycling to the Surrey economy, particularly the positive current and potential impacts on rural businesses. There was a sense that more should be done to support those businesses to realise the benefits and a concern amongst some respondents that more evidence is required of the economic impacts of cycling in general, and cycling events in particular.
16. **Major events** – many respondents commented on the major events. A significant majority of respondents (65%) were supportive of the major events (Prudential Ride London Surrey and Tour of Britain), but concerns were raised about the need to minimise road closures and associated disruption and the need to ensure that all affected parties received timely and high quality information.

Framework for Coordinating and Approving Events on Surrey's Highway

17. The increase in the number of events taking place on closed and open roads, has led to concerns from local communities regarding their impact, especially in rural areas. A Framework for Coordinating and Approving Events on the Highway is proposed in order firstly to set out Surrey County Council's expectations of event organisers, and secondly to specify the criteria that will be considered by the County Council prior to permitting road closures under section 16A of the Road Traffic Regulation Act 1984.
18. The Framework defines the process by which event organisers apply for closed road events, including the requirement to consult with elected representatives, residents and businesses. Event plans will be scrutinised by a safety advisory group, and agreement for road closure will be subject to safe and satisfactory plans being in place.
19. The safety advisory group will also have the oversight that ensures those who need care in their daily lives receive it as business as usual despite disruptions.
20. In line with the results of the cycling strategy consultation, Surrey County Council will prevent the cumulative impact of closed road events by avoiding the repeated closing of roads in the same area and by keeping road closures to a minimum length of time (taking into account all safety considerations). We will only close a road once a year for a major event unless there is clear evidence that there is a strong residents support to do so.
21. The Framework for coordinating and approving events on the highway is included as annex 3 to this report.

CONSULTATION:

22. The Surrey Cycling Strategy has been the subject of extensive consultation, running from 9 September 2013 to 1 November 2013. Responses were submitted via email, letter and a survey which could be completed online or on paper. Copies of the strategy and survey were available in every Surrey library. Posters advertising the strategy were circulated to community centres, doctors' surgeries and other public locations and were supplemented by an extensive social media campaign. The consultation resulted in comments from over 3,700 members of the public and organisations.

23. Discussions have also been held at a number of meetings, including Local Committees, highways forums, Empowerment Boards and the Transport for Surrey Board. The Strategy was the subject of a public debate, run with BBC Surrey and broadcast live. The consultation responses were carefully analysed to inform the final strategy. The full details of the consultation analysis and the County Council's response to the key themes emerging from the consultation are set out in annex 2 to this report.
24. The pre consultation draft strategy was the subject of an initial scrutiny committee workshop in July. Feedback from that workshop was incorporated in the consultation draft strategy. A further select committee meeting was held on 28 November 2013 to consider and comment on the revised strategy. The following recommendations were made from the Select Committee and the strategy has been revised in response to these recommendations:
- That the impact on, and potential benefits for, businesses as a result of cycling events be a key element of the strategy. In particular, staff access to businesses when events are taking place.
 - That consideration be given to including cycling infrastructure schemes on future programmes in Operation Horizon, the County Council's highways planned maintenance investment programme.
 - That the County Council be encouraged to lobby central government for a change in primary legislation so that unregulated 'sportive' events become regulated.
 - That Parish Councils and Local Committees be involved with Surrey County Council and Surrey Borough and Districts when working together to develop cycling plans that reflect local priorities and issues.
 - That the paragraph 7.4 be amended to read 'Any additional major events would involve a road closure only when there is clear evidence that there is strong local resident and business support to do so.'

RISK MANAGEMENT AND IMPLICATIONS:

25. The main risks relating to the strategy are set out in the table below.

Risk	Mitigating Actions
Failure to tackle the increase in cyclist casualties	Ongoing work to monitor casualty trends and identify causal factors Multi-pronged approach including information, training, enforcement and identifying casualty hotspots and reviewing need for infrastructure improvements.
Failure to manage conflict between different road users	Focus on sharing the road and education for all road users. Surrey Police to play a lead role in delivering consistent advice and enforcement to all road users

	In areas of high levels of conflict between cyclists and other road users/communities, further local engagement will be carried out to ensure that all parties can raise and discuss their concerns
Failure to deliver optimum infrastructure solutions to balance needs of different road users	<p>Each scheme will be consider on a case by case basis to ensure that specific context is taken into account.</p> <p>Highways staff will receive training in latest best practice on design for cycling requirements as part of ongoing training.</p>
Failure fully to capture the economic benefits to Surrey's businesses of the increase in cycling	<p>Work with Visit Surrey and business intermediary organisations to develop business support initiatives to ensure that business are equipped to capture benefits.</p> <p>Engage with event organisers to ensure that negative impacts on businesses are properly addressed and minimised and opportunities to support local businesses are exploited.</p>
Failure to deliver the aims and objectives of the cycling strategy	<p>Establishment of a governance structure to oversee implementation.</p> <p>Partnership-based planning approach, to provide an effective basis for bidding for external funding to support delivery of the strategy</p>
Reputational risk from County Council failing to address impact of sports cycling and events in some parts of Surrey	<p>The County Council will take steps to engage with event organisers and cycle clubs to promote considerate behaviour and to improve information about events to local communities.</p> <p>The County Council will lobby central government to update the current regulations governing cycle races on the highway to ensure that it properly reflects the modern circumstance of sports cycling.</p>

Financial and Value for Money Implications

26. The majority of current actions outlined within the Strategy have resource arrangements in place. The strategy sets out priorities for action, but recognises that with current resource constraints, further work will be required to secure funding for aspects of the strategy delivery.
27. In addition, funding for infrastructure will be achieved primarily through bids for external funding (e.g. LEP funding), through developer contribution funding and through opportunities to build cycling infrastructure into planned maintenance and improvement activities.
28. For all future major events, all costs including officer time will be borne by the event organiser unless a decision is taken by Cabinet on an individual event

as part of the event approval process outlined in the Framework for Coordinating and Approving Events on the Highway.

Section 151 Officer Commentary

- 29. There are no new financial implications arising as a result of the over-arching cycling strategy however the availability and ability of the council to secure grant or other external funding will impact upon the scale of improvements that can be implemented.
- 30. The introduction of the Framework for co-ordinating and approving events on the highway brings greater clarity to the financial implications of major events. Event organisers will be expected to pay for all costs in relation to the event, for example road closures and diversions, including officer time. Exceptions to this principle will require the approval of Cabinet.

Legal Implications – Monitoring Officer

- 31. The council has a range of statutory powers as both the Highway Authority and Education Authority for the county and is able, where appropriate, to charge for discretionary services. In making decisions relating to these powers the Cabinet should have due regard to its public sector equality duty. Immediately below this paragraph is a summary of the most obvious equality impacts that have been identified by officers.

Equalities and Diversity

- 32. The summary of the impacts and actions from the Equalities Impacts Assessment are set out below. The full Equalities Impact Assessments for the Cycling Strategy and the Framework for Coordinating and Approving Events on Surrey’s Highway are included as Annex 4 to this report.

<p>Information and engagement underpinning equalities analysis</p>	<p>Our analysis is underpinned by engagement and information including:</p> <ul style="list-style-type: none"> • Questionnaire surveys in Walton on Thames and Leatherhead to understand cycling behaviours, attitudes and demand for segregated cycle infrastructure • Meetings with Surrey Access Forum, Disability Alliance Networks (East, South West and North Surrey) • Public consultation
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>In general, the impact of the strategy is anticipated to be positive for the majority of Surrey residents including those in protected groups. There are specific positive impacts as follows:</p> <ul style="list-style-type: none"> • Women, older people and children will particularly benefit from safer cycle routes, as these groups are more likely to be deterred from cycling by safety concerns. • Safer cycling opportunities will provide increased independence for children and young people, and older people that are no longer able to drive.

	<ul style="list-style-type: none"> • Disabled people will benefit from routes that are suitable for adapted bikes, mobility scooters and wheelchairs. • Our cycle infrastructure principles for design and delivery include considering the needs of older people, children and young people and disabled people. • An allocated fund will enable subsidised training for young people that otherwise could not afford it, ensuring that cost is not a barrier to learning to ride a bike. <p>Negative impacts are as follows:</p> <ul style="list-style-type: none"> • Shared pavement schemes are strongly opposed by representatives of disabled people. Some older people have expressed similar concerns. • Schemes resulting in loss of pavement space could also have negative impacts for pedestrians with disabilities and parents with buggies. • Older people are less likely to have Internet access and could therefore be excluded from online information. • Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety. • Road closures in relation to major events will impact on groups of people reliant on access to services such as day centres, social services or personal care. This includes a vulnerable adults and children who are under our care. It may also be disruptive to people wishing to get their place of worship. <p>Some proposals and schemes may have further positive or negative impacts, depending on the details as they are further developed.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>We have ensured that equalities issues are considered in every part of the strategy, including infrastructure, communications and training. For example:</p> <ul style="list-style-type: none"> • Our principles for commissioning, designing and delivering infrastructure include considering the needs of older, younger and disabled people. • Our training offer includes funding to subsidise young people that would not otherwise be able to take it up. • Imagery used on our communications materials avoid stereotyping and reflect the characteristics of the target group.
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To mitigate the negative impacts outlined above:</p> <ul style="list-style-type: none"> • In developing new cycling infrastructure we will generally aim to separate cyclists, motor vehicles and pedestrians, within cost and space constraints. Where this cannot be safely achieved, we will carefully consider each scheme

	<p>on a case-by-case basis and balance the needs of different users.</p> <ul style="list-style-type: none"> • We will ensure that the development of new cycling infrastructure avoids unreasonable loss of pavement space. • We will make online information available through other channels, e.g. the contact centre and hardcopies of key communications such as consultation documents. • The impact of road closures will be managed through the relevant services' business continuity plans. <p>Proposals where the details have not been fully developed and therefore the specific impacts are unknown will be monitored on an ongoing basis. These include local cycling plans and individual scheme plans.</p>
Potential negative impacts that cannot be mitigated	There are no negative impacts that cannot be mitigated.

Corporate Parenting/Looked After Children implications

33. Training – the proposed expansion of Bikeability will widen access to cycle training for all Surrey’s children and seek to improve access to affordable bikes.

Safeguarding responsibilities for vulnerable children and adults implications

34. Training – Bikeability has clear safeguarding policies and training in place for all cycling instructors

Public Health implications

35. Increased cycling rates will impact positively on the health of the individual. The NHS identifies cycling as an activity that provides significant health benefits. The Government’s Chief Medical Officer recently recommended cycling as a way to help prevent 20 long-term conditions including cancer, heart disease, strokes, diabetes and mental health problems.
36. The Surrey Health and Wellbeing Strategy (June 2013) identifies development of a preventative approach as a key priority, including the importance of increasing levels of physical activity amongst the Surrey population. Currently only 12% of the adult population in Surrey does the recommended level of physical activity.
37. We will provide public health data at borough level to inform local plans.

Climate change/carbon emissions implications

38. Increased cycling rates, where it replaces motorised forms of transport, will reduce carbon emission levels in the County. Transport is responsible for one third of carbon emissions in Surrey. Surreys Local Transport Plan has a target to reduce carbon emissions from (non-motorway) transport by 10%

(absolute emissions) by 2020, increasing to 25% reduction by 2035, from a 2007 baseline of 2,114k tonnes (1.9 tonnes per capita). The strategy will be an important element of achieving this target.

WHAT HAPPENS NEXT:

39. The key milestones are:

- Following Cabinet approval of the strategy, it will be published in early 2014.
- The Strategy and Framework will be disseminated widely, including to Cycling Clubs, event organisers and the cycling press.
- The Cycling Board will be established in early 2014 and will report annually on progress against the strategy aims and objectives.

Contact Officer:

Lesley Harding, Sustainability Group Manager, 020 8541 8091

Consulted:

Public consultation with responses from 3,653 members of the public and 126 organisations

Strategy disseminated to:

Borough and District Chief Executives and Leaders

Parish Councils

Transport organisations

Environment Agency

Natural England

Annexes:

Annex 1: Surrey Cycling Strategy

Annex 2: Surrey Cycling Strategy Consultation Report

Annex 3: Framework for Coordinating and Approving Events on Surrey's Highway

Annex 4: Equalities Impact Assessment

Sources/background papers:

The Strategic Environmental Assessment papers are available on request

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Surrey Transport Plan Cycling Strategy 2014 - 2026

Surrey Cycling Strategy

Foreword

Following the success of the 2012 Olympic Games Cycling Road Events, Surrey has been on the map as a destination for cycling. Every weekend hundreds of people head to the Surrey Hills to cycle through our beautiful countryside. We welcome this element of the Olympic legacy but recognise that it comes at a cost to some of Surrey's rural communities. We want to act to ensure that all those who use our roads act safely and respectfully of others.

But a true Olympic legacy would see every child in Surrey learning to ride a bike and being able to cycle safely to school. It would mean that many more of our residents cycle for transport and leisure, reducing congestion and reliance on cars and reaping the considerable health and economic benefits this brings. And it would mean that people without access to a car can travel safely and affordably around the county.

We are very grateful to the large number of people and organisations that took the time to give us their views on the draft strategy. We have attempted to represent those views in our revised strategy, but recognise that this is not a static document but will need to evolve over time and be part of an ongoing dialogue about cycling in Surrey.

This strategy represents our approach to realising that ambition for the period to 2026. The strategy is based on two principles: partnership and localism. The strategy will only achieve real change if all of the relevant organisations work together, pooling resources and expertise to achieve shared goals. We recognise that a one size fits all approach will not work: the cycling issues in rural Surrey are not the same as at the urban fringe. For that reason, local plans will be developed for each of the Surrey boroughs and districts, to ensure that solutions are tailored to local needs. We are also proposing the establishment of a cycling strategy forum, as a place to discuss progress against the strategy aims and objectives and to ensure that the strategy continues to evolve as needs and issues change.

Money is scarce and there are significant challenges to overcome to make Surrey a safe cycling county. However this strategy will give us the basis we need to bid for funding and work together to tackle the challenges.

Helyn Clack
Cabinet Member
Community Services

John Furey
Cabinet Member
Transport, Highways & Environment

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Executive Summary

The Surrey Cycling Strategy forms part of the Surrey Transport Plan. It covers cycling as a means of transport – i.e. for journeys to work and school, and business and shopping trips. It also covers cycling for leisure and as a sport. The strategy sets out our aim for cycling in Surrey for the period to 2026 and our approach to achieving the aim.

In the UK and internationally, cycling is increasingly seen as an integral element of solutions to support economic growth, tackle congestion, improve personal mobility and address health problems associated with obesity and lack of physical activity. We recognise the great potential to capture these benefits in Surrey. We also recognise the urgent need to tackle an increasing number of cyclist casualties.

Therefore our aim is:

more people in Surrey cycling, more safely

The success of the British cycling team in the Tour de France and during the 2012 Olympic Games, where part of the route passed through Surrey, has generated a noticeable increase in the popularity of cycling, in particular sports cycling. This provides a unique opportunity to build on this interest and enthusiasm to create a lasting Olympic legacy as well as a new challenge to manage the impact of large numbers of people and events in the more popular locations.

Surrey has already achieved some significant success in encouraging cycling in key locations. The Cycle Woking initiative, part of the Department for Transport's Cycle Demonstration Towns initiative, demonstrated the potential for a comprehensive approach – including joined up cycle routes, parking at key destinations and well signed networks indicating travel times. This was coupled with measures to promote cycling in schools and businesses as well as high profile events¹. This resulted in an overall 28% increase in cycling rates, importantly without an increase in casualty rates². Subsequently the County Council has secured £18m from the DfT's Local Sustainable Transport Fund including around £2.5m for cycle infrastructure and promotion.

This strategy aims to enable more people to enjoy cycling safely, maximising the many benefits to the county, to local communities and to individuals while minimising any negative impacts. Real impact will only be achieved through working in partnership and through ensuring that local needs and issues are considered and addressed. We intend to work in partnership with the many organisations with an interest in cycling to further develop this strategy. This will provide a framework for more detailed local plans to be developed for each district, under the guidance of Surrey Local Committees.

Our strategy can be summarised as follows:

1. **Surrey County Council and partners will work together** to oversee delivery of the strategy

¹ Cycle Woking End of Programme Report, July 2008 – March 2011

² Surrey County Council, Pedal Cyclist Casualties Update, March 2012

2. **We will work in partnership to develop local cycling plans** for each of Surrey 11 districts and boroughs that are responsive to local needs and concerns.
3. **We will provide a comprehensive cycle training offer**, and commit funding to ensure that cost is not a barrier to learning to ride a bike.
4. **We will capture the economic benefits of cycling for the county**, both through encouraging utility cycling as part of our congestion programme and through working with Surrey businesses, particularly in rural Surrey, to ensure that they can capture the benefits of Surrey's popularity as a cycling destination. We will also ensure that the disruption of cycling events to businesses are minimised.
5. **We will improve infrastructure for cycling** by securing funding to develop high quality, joined up cycle routes, taking account of international best practice, utilising off-road and quiet streets, and separating cyclists from motorised traffic on busy roads where feasible. We will focus our efforts on routes that connect where people live with where they work, shop and go to school and with rail and bus stations for longer journeys.

We will actively bid for external funding to do this and integrate cycling considerations into our highways processes, programmes and initiatives.

6. **We will promote and encourage cycling, as an affordable, healthy and environmentally friendly means of transport, and for sport and leisure**, building on the enthusiasm generated by the Olympic Games. This will include maps, information, events and other promotional measures. We will also explore measures to improve mountain bike routes and facilities
7. **We will implement measures to make cycling in Surrey safer for all**. In addition to the infrastructure and training measures described above, we will work with the Drive SMART Partnership to deliver media and publicity campaigns targeting safety and awareness for cyclists and motorists, alongside enforcement measures.
8. **We will manage the impacts of increased levels of cycling and cycling events** on Surrey's highway network, countryside and communities through putting in place robust and transparent event approval and management processes, lobbying for an update to current regulations governing cycle events on the highway and working closely with the sport governing body to disseminate codes of conduct to event organisers and cyclists.
9. **We will support major cycling events** only where they bring economic, social, health and environmental benefits to the county.

1. Introduction: Why do we need a cycling strategy?

The benefits...

The benefits of cycling are many and varied. Modal shift from car to bike can alleviate congestion, improve local air quality, lead to a more pleasant local environment and reduce emissions of greenhouse gases. Cycling has been recognised by the Department for Health and the National Health Service as an ideal means of increasing physical fitness and preventing health issues related to inactivity³. There are also many economic benefits, including reduced absenteeism from work, growth in the sale of bikes and accessories, and income from leisure and tourism spend⁴. Cycling can also offer improved independence and quality of life to those who are unable or choose not to drive.

Nationally cycling contributes £2.9 billion to the UK economy (£230 per cyclist annually). The Get Britain Cycling Inquiry, April 2013, cited evidence of £4 worth of health benefit for every £1 spent on cycling investment.

The potential...

Within Surrey, 20% of the population cycles at least once a month (around 200,000 people) but only 2% of work journeys in Surrey are by bike⁵. However, a third of work journeys are 3 miles or less and half of work journeys are 6 miles or less, indicating there may be potential to convert many more work journeys into cycle trips. Furthermore, the picture across Surrey is variable, with levels of participation rates varying significantly between the Surrey boroughs and districts.

The need for action...

Over recent years there has been an increase in the number of cyclists seriously injured on Surrey's roads - from 49 in 2008 to 122 in 2012⁶. The Drive SMART Partnership⁷ is taking action to address this trend. This strategy outlines our current work and future plans to create an environment where people feel safe to cycle on Surrey's roads.

Work already happening

Across Surrey there is already a wide-ranging programme of activity to encourage cycling and improve cycle safety. Following the success of 'Cycle Woking: cycle demonstration town'⁸, we are now investing in new cycling infrastructure in Woking, Guildford and Redhill/Reigate as part of the Travel SMART programme⁹. Our current programme also includes maps, training, cycle festivals and promotional activities. We have also developed a new website which includes a journey planner and a wealth of information for cyclists. We have been successful in securing £1.6 million from the

³ National Institute for Health and Clinical Evidence, Public Health guidance 41, November 2012
<http://www.nice.org.uk/nicemedia/live/13975/61629/61629.pdf>

⁴ Grous, Alexander (2011) *The British cycling economy: 'gross cycling product' report*. Sky and British Cycling.
<http://eprints.lse.ac.uk/38063/1/BritishCyclingEconomy.pdf>

⁵ <https://www.gov.uk/government/organisations/department-for-transport/series/walking-and-cycling-statistics>

⁶ Police STATS 19 data

⁷ The Drive SMART Partnership involves Surrey Police, Surrey County Council and Surrey Fire and Rescue

⁸ For more information see www.cyclewoking.org.uk

⁹ For more information see the Travel SMART website, www.travelsmartsurrey.info

Department for Transport's cycle safety fund (the second highest award of any local authority) for two schemes, one in Walton on Thames and another linking Leatherhead to Ashted.

Initiatives such as the Guildford Bike Project are key to ensuring access to affordable bikes, whilst helping people gain valuable skills as a springboard to further training and employment. The Wheels for All initiative enables people with disabilities to get involved in cycling activities. Meanwhile, the increase in popularity of cycling in Surrey has resulted in new business opportunities such as the Bike Bean Cafe in Ashted.

About this strategy

We need to make sure we have robust plans for the future and a joined up approach to deliver them, building on existing work and drawing from best practice. This strategy outlines how we aim to do this.

The Surrey Cycling Strategy forms part of the Surrey Transport Plan¹⁰ for the period from April 2011 to 2026. It sets out how cycling will be supported as an important element of our overall plans to tackle congestion, improve travel choice and journey time reliability, improve the health and well-being of our residents and reduce carbon emissions. It also considers how some of the wider issues and impacts of cycling can best be managed to reduce negative impacts and realise local benefit.

2. Aim, objectives, benefits and indicators

2.1 Aim

Our aim is **to get more people in Surrey cycling, more safely.**

2.2 Objectives

The following objectives will help us achieve the above aim:

Objectives: overarching	<p>O1 Surrey County Council and its partners will work together to deliver improvements for cycling</p> <p>O2 Surrey Local Committees will oversee development of Local Cycling Plans that reflect local priorities and issues</p> <p>O3 We will develop a comprehensive training offer and ensure that cost is not a barrier to learning to ride a bike</p> <p>O4 We will work with partners to ensure that Surrey's economy benefits from more people cycling for every day journeys and from Surrey's role as a centre for cycling</p>
Objectives: transport	<p>O5 We will seek funding to improve infrastructure to make cycling a safe, attractive and convenient mode of transport for people of all ages and levels of confidence</p> <p>O6 We will encourage cycling as an inclusive, healthy and affordable means of travel through the provision of information, promotional activities and</p>

¹⁰ <http://www.surreycc.gov.uk/roads-and-transport/surrey-transport-plan-ltp3>

	<p>practical support</p> <p>O7 We will work with Surrey Police and other partners to improve cycle safety and encourage respect between different road users through targeted campaigns and initiatives</p>
Objectives: sport, leisure and events	<p>O8 We will promote and encourage cycling for health and leisure</p> <p>O9 We will encourage the provision of off road cycle trails and activities while managing the impacts on Surrey's countryside</p> <p>O10 We will take action to minimise the impacts of high levels of sport cycling on some roads and communities in Surrey</p> <p>O11 We will lobby central government to ensure that regulations governing events on the highway are fit for purpose</p> <p>O12 We will support major cycle sport events which inspire participation and bring economic benefit, while minimising impact on affected communities</p>

2.3 Benefits

- Residents will benefit from safer cycling opportunities, from cycling as a healthy, affordable means of travel, and improved independence and personal mobility
- Surrey's economy will benefit as a result of alleviated congestion, improved journey time reliability, improved health and productivity of the workforce, and leisure and tourism spend
- Surrey's environment will benefit from reduced dependence on the car and associated pollution and greenhouse gas emissions
- Surrey's economy will benefit from the county's role as a centre for sports cycling, while the negative impacts on affected communities will be minimised.

2.4 Indicators

We will monitor the effectiveness of this strategy using a range of measures including:

- Countywide cycle count data from a representative sample of locations
- Local 'before' and 'after' counts to assess the effectiveness of new schemes or other interventions
- Police road casualty records
- Survey data to identify the proportion of the population cycling, journey purpose, locality and demographic characteristics, and satisfaction with provision for cycling

Our full monitoring plan is presented in annex 1.

3. Problems, opportunities and challenges

The response to our consultation, local market research and high levels of bike ownership in Surrey indicate significant suppressed demand for cycling. However there are a number of issues, challenges and problems in relation to delivering a cycling strategy. Annex 2 includes a review of these issues. These include:

- The challenge of tackling increasing casualties at a time when money for investment in infrastructure is scarce
- The need to equip different road users with the skills to share the road safely and to tackle antisocial behaviour among a minority of motorists and cyclists
- The need to balance the benefits and negative impacts of sports cycling in rural Surrey, particularly to seek ways to manage the impacts of the large numbers of unregulated cycle events
- Funding pressures, with limited funding available for cycling improvements, in the context of limited and reducing levels of funding for public services in general
- Significant support for segregation of cyclists and motorists in the context of competing pressures for space on the highway and very scarce resources
- Improved understanding of the actual and potential economic benefits of cycling

4. Options to achieve our aims and outcomes

In identifying options to achieve the aims and outcomes of our strategy, we looked at examples of good practice and successful approaches within in the UK. This included:

- Cambridge, which has the highest levels of cycling within the UK, with approximately 10% of trips taken by bike¹¹ (compared to 2% across the UK as a whole)¹²
- Transport for London, which is currently investing significantly in cycling
- Other local authorities in the UK that are now developing ambitious cycling plans, drawing on best practice from the Netherlands and other European cities.

We also looked at international best practice, where cycling levels in some countries and cities far exceed even the best performing areas within the UK:

- The Netherlands and Denmark, with 26% and 19% of trips taken by bike respectively¹³
- Groningen and Zwolle in the Netherlands, with approximately 37% of trips taken by bike, Munster in Germany, with 34% of trips taken by bike, and Vasteras in Sweden, with a 33% of trips taken by bike.

Following the All-Party Parliamentary Inquiry into cycling in the UK (which reported in April 2013 and was debated by Parliament in September 2013), we considered the recommendations that are relevant at the local authority level.

We also carried out market research in Walton on Thames and Leatherhead in 2012 and considered suggestions from colleagues and partner organisations.

¹¹ Poucher, John and Buehler, Ralph (2008) 'Making cycling irresistible: lessons from the Netherlands, Denmark and Germany', *Transport Reviews*, 28:4, 495-528

¹² Figures from the Department for transport show that cycling levels in Surrey are broadly consistent with the national average

¹³ European Parliament, Directorate-General for Internal Policies, Policy Department B, Structural and cohesion policies, The promotion of cycling

A summary of this research is presented in annex 3. We used this to develop a list of options, presented in annex 4, alongside an assessment and recommendation for each option. In assessing options we considered costs, benefits, public acceptability and ease of delivery. The recommendations have been incorporated into the proposals presented in chapters 5, 6 and 7 of this strategy.

5. Proposed strategy – Overarching approach

5.1 Strategic leadership and oversight

Objective 1: Surrey County Council and its partners will work together to deliver improvements for cycling

We will strengthen relationships between the county council, public sector partners, cycling organisations and other stakeholders. We will establish a Cycling Strategy Board, with cabinet level representation from the County Council, which will meet at least twice per year to oversee delivery of the strategy. In addition, we will establish a wider forum, which will include all stakeholders with an interest in cycling in Surrey, to hear about progress and help to shape future priorities. We will monitor progress through a publicly available annual report.

5.2 Local Cycling Plans

Objective 2: Surrey Local Committees will oversee development of Local Cycling Plans that reflect local priorities and issues

We will identify and deliver cycling improvements through local cycling plans for each of Surrey's 11 districts and boroughs, reflecting local priorities and circumstances. These will be jointly developed by Surrey's local committees, the county council, district, borough and parish councils and other partners including public health colleagues and cycling organisations. They will be developed in accordance with the objectives set out in this document, and will involve local consultation. The plans are likely to include both transport objectives (outlined in section 6), and sport, leisure and tourism objectives (outlined in section 7).

Elements that could be considered as part of the plan include:

- Priorities for new and improved cycling routes and paths, both on and off-road
- Safe routes to schools
- Routes to town centres, stations, colleges, universities, health services and other key destinations
- Cycle parking, including in town centres, at stations and at schools
- Signage, particularly in areas of high numbers of cyclists
- Maps, particularly highlighting preferred, safer routes for cyclists to key destinations such as schools, town centres and rail stations
- Sports and leisure cycling facilities and trails

- Cycle training
- Events and promotional activities
- Links with neighbouring authorities
- Appropriate speed reductions – Local Committees are responsible for setting local speed limits. Surrey County Council and Surrey Police work together to develop speed management plans to tackle sites with speeding problems.

The plans will be based on local information including casualty data, collisions on the journey to school, cycle surveys and counts, roads and junctions that are difficult for cyclists, and areas of deprivation, poor transport provision and poor health. We will carry out local consultation, consider appropriate targets, and seek funding for implementation (potential funding sources for infrastructure improvements are outlined in section 6.2).

The transport infrastructure and supporting measures will, when agreed, be incorporated into the Local Transport Strategies being developed for each borough and district.

There will be a phased approach to the development of the district and borough plans over the next two years.

5.3 Training available to all

Objective 3: We will develop a comprehensive training offer and ensure that cost is not a barrier to learning to ride a bike

Each year we provide Bikeability training to 11,000 school children. Bikeability is a national standard introduced by the Department for Transport and consists of three levels:

Level 1: basic balance and control skills in a traffic-free area

Level 2: riding on quieter roads

Level 3: riding on busier roads

Level 2 is the equivalent of the old Cycling Proficiency, but teaches a broader range of skills. The training includes use of safety equipment such as helmets and raising the understanding and awareness of other road users.

The majority of training is provided by the county council through schools, with costs covered through customer charges, subsidised by the Department of Transport. We also offer training directly at all levels and for all ages, usually at full cost, but subsidised through a government grant in the Travel SMART towns (Guildford, Woking and Reigate and Redhill).

Generally, Level 1 is taught to 9-year-olds and Level 2 to 10-year-olds. The county council has also provided training at a small number of secondary schools. All Bikeability Instructors are accredited, mentored, DBS-checked and attend training relating to good professional practice, First Aid and safeguarding awareness.

We will continue to provide Bikeability training at levels 1 and 2 at participating Surrey schools. Our aim is to make our training offer more widely available, and to ensure that cost is not a barrier to

learning to ride a bike. We will allocate funding to subsidise people in target groups and areas, and to support those that are less able to pay. As part of this we will look to expand our service to more secondary schools as this age group makes up a significant proportion of cycle casualties. We also plan to market and promote training that isn't school-based, for example family training, older returners, adult beginners and people who can already cycle but wish to acquire or improve their road cycling skills.

5.4 Capturing economic benefit

Objective 4: We will work with partners to ensure that Surrey's economy benefits from more people cycling for every day journeys and from Surrey's role as a centre for cycling

As a county, Surrey suffers from high levels of congestion, costing the economy an estimated £550m per annum. An important aspect of the Surrey Congestion Programme is the need to encourage alternatives to car travel. For short journeys, particularly in our towns, there is real potential to increase cycling levels. This is a key element of the Travel SMART programme currently being delivered in Guildford, Woking, Redhill and Reigate. We will continue to develop this approach through seeking funding to extend the Travel SMART programme and through enhancing cycling provision through the congestion programme.

Cycling also helps the economy by providing a fast and affordable way to reach shops and leisure destinations. The health benefits of cycling are another boost to the economy, with a healthier population resulting in lower healthcare costs and improved productivity of the workforce.

Surrey's countryside is well-suited to cycling, and recent high-profile cycling events such as the Olympic road races have provided high-profile coverage of the county as a cycling destination and as a beautiful place to visit. This provides an excellent opportunity to build on this to ensure that Surrey businesses, particularly in rural areas, reap these benefits.

We will work with partners to develop the county's tourism offer through a variety of activities, which could include improved provision of cycle tourism information, promoting cycle routes, providing advice to businesses on how to make the most of the increase in leisure and sports cycling in Surrey, and encouraging accommodation and hospitality venues to adopt the 'welcome to cyclists' branding.

We will also ensure that, where there are road closures for major events, the event organiser puts in place measures to minimise adverse business impact on the day.

6. Proposed strategy – Cycling as a means of transport

This section sets out our strategy for developing and improving cycling as a means of transport – e.g. for commuting to work or school, and for business or shopping trips.

Our approach includes:

- Providing high quality infrastructure, guided by the principles in section 6.1, delivered primarily through local cycling plans, subject to funding

- Encouraging participation in cycling as a means of transport through the provision of information, promotional activities and practical support
- Improving cycling safety and encouraging respect between different road users through targeted campaigns and initiatives
- Ensuring that training is available to all that want it at an affordable price

6.1 Infrastructure design and delivery

Objective 5: We will seek funding to improve infrastructure to make cycling a safe, attractive and convenient mode of transport for people of all ages and levels of confidence

We aim to ensure that new infrastructure is of high quality, drawing from national and international best practice and learning from our experience as we deliver new cycling infrastructure schemes. We aim to adopt the principles in the following table where possible. Cycling routes in Surrey should be:

Inclusive	<p>Schemes should consider the needs of all road users, including:</p> <ul style="list-style-type: none"> • Less experienced cyclists, including young children and older people • More experienced cyclists • Pedestrians, including young children, disabled people and parents with buggies • Impact on motorists and journey times
Safe and secure	<ul style="list-style-type: none"> • On busy roads, physical separation of cyclists from motorised vehicles and pedestrians is preferred • Traffic calming measures may be needed to make less busy roads safe and appealing • Cycle routes should take into account personal security concerns, for example off-road routes should be well lit and not too isolated
Comfortable and well maintained	<ul style="list-style-type: none"> • Cycle paths should be built to a high standard with good quality of surface • Cycle paths should be clear from obstacles and debris and be well maintained
Continuous	<ul style="list-style-type: none"> • Transition onto and off the cycle route needs to be considered at both ends and at junctions • Cyclists going straight on should have priority at side roads where this can be safely accommodated • Cyclists should be able to cross major junctions safely and conveniently
Go where people want to go	<p>Priority destinations could include:</p> <ul style="list-style-type: none"> • Town centres • Areas of employment • Schools, colleges, universities • Hospitals, health centres and GP surgeries • Stations and public transport links • Sports, leisure and tourism amenities • Crossings over major roads, rail and waterways

There are a number of challenges to be overcome in achieving the above principles, including cost, shortage of space on some roads, level of local support and impact on traffic locally. These will need

to be considered on a case-by-case basis, and development of new schemes will require consultation with residents.

One solution that has sometimes been adopted is the designation of shared use pavements or footpaths, particularly where there is not enough space to create fully segregated facilities. These are welcomed by many users, particularly by parents with young children, and our consultation activities have demonstrated demand for these, particularly along busier roads or those with high levels of casualties. A number of residents have also expressed concern or opposition, in relation to bicycles passing too close, fear of collisions, and shared use paths being slower for cyclists. The appropriateness of shared use pavements will therefore depend on local circumstances, for example the level of pedestrian usage, width available, and the safety record of the adjoining road. The drawbacks will need to be balanced against the potential benefits, and considered on a case-by-case basis for individual schemes.

A further comment that has been raised in relation to cycle paths and shared use pavements is reported aggression from drivers towards cyclists that choose not to use these facilities. We recognise that these facilities are often not appropriate for faster cyclists - in some cases the infrastructure may be aimed at less confident cyclists or children. Where funding can be obtained, we aim to provide facilities that are as inclusive as possible. However we accept that cyclists can choose not to use such facilities and have a right to cycle on the highway.

We will make cycling an integral consideration within our Highways programmes, processes and projects. We will explore the opportunity to integrate cycling needs within our rights of way network, highways scheme design and within our planned maintenance programme, Operation Horizon. We will also seek to ensure that those commissioning and designing schemes within Surrey County Council's Highways department are suitably trained in the latest best practice in cycle infrastructure design, and seek expert advice as appropriate.

6.2 Possible infrastructure solutions

As outlined in section 5, cycling infrastructure improvements will primarily be delivered through local cycling plans.

Based on the options assessment in the appendix, and guided by the principles presented above, the following table outlines measures that could be considered within local cycling plans. These measures may not be appropriate in all circumstances, but should be considered as possible options that could be adopted depending on local needs and priorities.

Recommended measure	Comment
Cycle routes and paths	High-quality cycle routes and paths, built in accordance with the principles in section 6.1, are key to enabling more and safer cycling along busier routes and to key destinations
Routes off the highway	Parks and river tow paths may provide an opportunity for low-cost, safe and pleasant routes linking key destinations. It is important that these are of a suitable quality, well lit and maintained, and avoid creating conflict with pedestrians.
Encouraging bicycles	One approach that has been very successfully adopted in European

and cars to use different roads	countries such as the Netherlands is encouraging bicycles and cars to use different roads. One way of achieving this is by closing roads to through traffic where there is a suitable alternative route, particularly shortcuts through residential areas. This could be considered where there is local support.
Bicycle priority at side roads	One of the drawbacks of cycle paths on the pavement is the need to give way at side roads and junctions. Therefore priority for bicycles going straight on should be considered where it can be safely accommodated. In some cases it may not be possible where visibility is reduced.
Bicycle priority at difficult junctions	Some local authorities have introduced approaches at difficult junctions such as an advanced green light for cyclists or an all-cycle green phase (to avoid cars overtaking bicycles while going through the junction). This could be considered at appropriate locations, taking into account impact on traffic flows and safety for other users.
Traffic calming	Measures such as removing centre markings and reducing the width of the carriageway have been shown to slow down traffic without the need for enforcement, creating safer conditions for cycling without significantly impacting motorist journey times.
Increased cycle permeability of town centres	One-way streets can present an obstacle to cycling where the alternative is a significantly longer, busier route. Segregated contraflow cycling may provide a solution, where it can be safely accommodated.
Toucan crossings	These are controlled pedestrian crossings (i.e. with traffic lights), which accommodate cyclists as well as pedestrians
Cycle parking	Provision of cycle parking is relatively cheap and effective measure to encourage cycling, particularly at town centres stations, schools and hospitals. Secure, locked and covered facilities may be helpful in some locations.
Residential cycle storage	Lack of storage space may be a barrier for some people in taking up cycling, particularly for people living in flats or without a shed or garage.
Comprehensive route signing	Comprehensive route cycling can raise awareness of safe routes and encourage cyclists to use the most appropriate streets for reaching their destination.
Advance information and diversions for cyclists around roadworks	This may be helpful, particularly in relation to newly laid surface dressing where cyclists may be adversely affected by loose chippings.

6.3 Condition of the road network

Surrey County Council is investing in the road network through Operation Horizon, a five year £100 million investment programme to improve the condition of Surrey's roads. As part of this there is an opportunity to integrate cycling infrastructure into the programme, including securing additional investment to achieve quality routes in line with the principles outlined above.

6.4 Use of off road routes for transport cycling

There are opportunities to use off road locations such as bridleways, canal towpaths and common land to create green corridors to take cyclists off the road and onto other trails for commuting and

leisure purposes. The Rights of Way Improvement Plan is an important element of identifying opportunities to enhance current off road provision.

6.5 Link to wider transport initiatives

The toolkit of measures in appendix 5 shows how the Surrey cycling strategy contributes to the Surrey Transport Plan objectives and will be used as a tool to identify linkages between cycling and the other thematic strategies. The district and borough cycling plans will contribute to the existing local transport strategies and implementation programmes for each area. We will also work with neighbouring authorities to consider any cross-boundary issues.

6.6 Current schemes

We will progress and complete current cycling infrastructure schemes. At the time of writing, these include:

- The Redhill Balanced Network, a traffic management scheme that includes provision for cycling
- Travel SMART cycle infrastructure improvements in Guildford, Woking, Redhill/Reigate
- Walton Bridge links cycle path (currently awaiting approval following consultation), linking Walton Bridge to Walton town centre, Elmbridge leisure centre and Upper Halliford
- Leatherhead to Ashted cycle path (currently awaiting approval following consultation)

6.7 Infrastructure funding

Funding to support infrastructure delivery will be sought through local plans. Potential sources include:

Local Enterprise Partnership - Local Growth and structural funds	Local Enterprise Partnerships (LEPs) are business led partnerships to ensure economic growth and development. There are two LEPs that cover Surrey – Enterprise M3 and Coast to Capital. These are likely to be an important source of external funding.
Government grants or other external funding	Government grants help subsidise Bikeability training, and have contributed to a number of our current infrastructure schemes. Further grant funding may become available, although it is likely from now on that most government funding for local transport schemes will be managed through the Local Enterprise Partnerships.
Developer contributions	As part of new development in the county (e.g. business, retail, residential) it is a requirement for developers to make a financial contribution towards local infrastructure. This is generally through Section 106 or the Community Infrastructure Levy.
Highways budget	There may be opportunities to fund or partially fund cycle improvements through the county council's highways budget, either centrally or through highways funding allocated to local committees
Support from volunteers	For example in building and maintaining off-road / mountain bike trails
Other funding sources	There may be opportunities through European Union funding streams, income from cycling events, grants from organisers of major events, and preventative health funding.

We will actively seek and bid for external funding for new schemes, including specific cycle funding streams and funding for major schemes that integrate cycling provision, such as the Egham Sustainable Transport Package.

6.8 Information, promotional activities and practical support

Objective 6: We will encourage cycling as an inclusive, healthy and affordable means of travel through the provision of information, promotional activities and practical support

Measures to encourage and facilitate cycling include:

- Safe Routes to schools initiative¹⁴
- Cycle maps
- A comprehensive website including a journey planner¹⁵
- Support for schools and businesses in developing travel plans
- Annual Travel SMART cycle festivals
- Surrey Cycle Challenge¹⁶ - an annual event to encourage cycling in participating Surrey workplaces
- The Golden Boot Challenge¹⁷ - an inter-class competition at participating Surrey schools.

We will also explore opportunities to widen access to cycling. This could include identifying opportunities to expand the Guildford Bike Project model to help those that want to cycle to do so at an affordable price and provide valuable skills to those seeking employment, and working with Wheels for All to increase opportunities for people with disabilities to use adapted cycles.

Through the proposed cycling strategy forum, we will work with local access forums and representative groups to identify how cycling can be inclusive for all and barriers to participation for people with disabilities are recognised and reduced.

We will ensure that information is accessible to all, including people with disabilities, people whose first language isn't English, and older people who are less likely to have Internet access. We will provide alternative formats on request, and make sure that campaign imagery is appropriate for and reflective of the target audience. For example for young people we aim to portray cycling as fun and appealing, and use appropriate role models.

The Guildford Bike Project was established to refurbish and resell unwanted bikes. As well as providing volunteers with skills to improve employability, they provide affordable bikes to local people. In partnership with Guildford College, Surrey Lifelong Learning Partnership and the County Council they are establishing a Travel SMART hub in Westborough, Guildford where bikes will be available to buy.

¹⁴ <http://www.saferoutestoschools.com/>

¹⁵ www.travelsmartsurrey.info

¹⁶ <http://cyclechallenge.surreycc.gov.uk/>

¹⁷ <http://www.saferoutestoschools.com/gbc/index.php>

6.9 Campaigns on cycling safety and sharing the road

Objective 7: We will work with Surrey Police and other partners to improve cycle safety and encourage respect between different road users through targeted campaigns and initiatives.

6a

We will continue to monitor cycle casualty rates and locations, and target efforts at those groups and locations with high incidence of cycle casualties. In addition to the infrastructure measures described above, we will seek funding to continue to deliver media and publicity campaigns targeted at motorists and cyclists as well as specific groups such as commuter cyclists, school children and horse riders. Motorists will be encouraged to look out for cyclists at junctions and to give cyclists sufficient room when overtaking, and cyclists will be encouraged to wear bright clothes, use lights and cycle away from the gutter and parked cars. We support the right of cyclists to use the road safely and considerately, and encourage all road users to take responsibility for both their own safety and the safety of others.

Alongside this, we will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. We will also look at the potential to refer cyclists and motorists for further training where they are found to have committed an offence or contravened the Highway Code in relation to cycle safety.

We had numerous comments in the consultation about the need to educate all road users about sharing the road safely. Respondents pointed out that driving and cycling on Surrey's narrow, rural roads were a particular challenge, and for motorists, knowing how to pass groups of cyclists safely was crucial. For cyclists, understanding how to pass horses safely, particularly when cycling in groups, is also very important in rural Surrey. There is clearly more that needs to be done nationally in this area and we will be seeking to work with other local authorities and central government to ensure a consistent and sustained approach to information and communication about cycle safety and sharing the road.

To that end, we will also engage with the Department for Transport to call for the driving test to incorporate understanding and awareness of sharing the road with cyclists.

We will address the dangers presented by heavy goods vehicles by including cycle safety requirements for HGV fleets within future SCC contracts.

6.10 Licensing and Taxation

A number of responses to the strategy consultation called for greater licensing and taxation for cyclists. In particular, requests that cyclists should be required to pass a test before being allowed to cycle on the road, to display a number plate and to insure their bicycle. Some respondents also felt that cyclists should be required to pay a 'road tax'.

We consider these to be national issues but have some concerns about their implementation. With regard to a licensing scheme and permits to cycle, we are concerned about the cost of setting up and administering such a scheme and that it would act as a barrier to those people who have the most to benefit from cycling, including children and people who cannot afford to own a car. With regard to taxation, it should be noted that road tax was abolished in 1937. Motorists pay Vehicle Excise Duty

which is a tax on cars based on engine size and emissions. The funding for roads comes from general taxation and we would not support the principle that any single group should be required to pay a road tax.

7. Proposed strategy – Health, leisure, sport and events

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7.1 Cycling for health and leisure

Objective 8: We will promote and encourage cycling for health and leisure

Cycling has significant potential to improve health. The government's Chief Medical Adviser recommends physical activity including cycling to help prevent or manage over 20 long-term conditions, including heart disease, stroke, type 2 diabetes, some cancers and mental health problems¹⁸. Physical inactivity is estimated to cost NHS Surrey £12.8 million per year.

We will encourage cycling for health and leisure by providing accessible information about cycling in Surrey. This will include cycle maps and a comprehensive website. We will also promote cycling through events and activities such as the Travel SMART cycle festivals. We will also offer family cycling training to enable parents to enjoy cycle rides safely with their children.

A partnership approach is needed to improving our understanding of the barriers to cycling and how best to address them, focusing on those Surrey residents with poorest health. As part of the local cycling plans, we will identify local areas and groups of people that experience poor health, and consider ways in which cycling can be encouraged among this target audience. This could include identification of new cycle routes and paths, training and led rides. In addition, we are exploring the potential to integrate cycling into the Surrey exercise referral programme.

We will work with Active Surrey to promote sport cycling, particularly amongst Surrey's young people through engagement with British Cycling, Surrey cycling clubs and the Surrey School Games.

7.2 Off-road cycling

Objective 9: We will encourage the provision of off-road cycle trails and activities while managing the impacts on Surrey's countryside.

Surrey is blessed with beautiful countryside, particularly in the Surrey Hills, which is used by many on a daily basis. Off-road cycling is a large part of the use in these areas. The geography of the hills makes it interesting and challenging for users. The Hurtwood Control recently recorded over 700 cyclists were using trails in the Peaslake area per day at a weekend, compared to 200 users per weekend day in Wales. The Surrey Hills is regarded as one of the top locations for mountain biking in the UK¹⁹.

¹⁸ Surrey Joint Strategic Needs Assessment chapter on Physical Activity, www.surreyi.gov.uk

¹⁹ Evening Standard 2011 forlf

The consultation has highlighted that mountain biking can result in conflict between different users and can also cause damage to local habitats, particularly with the proliferation of unplanned trails over the heaths and commons. In order to address this, the Surrey Hills Mountain Bike Working Group has been developing purpose built trails to reduce conflict by segregating users and protecting sensitive sites.

There are also the potential to maximise the economic benefits of mountain biking to rural areas through the development of business opportunities and use of existing car parks, particularly outside village centres, to reduce the impact on local communities. This includes the development of the Surrey Hills Cycle Centre at Hook Woods as a centre of excellence for the elite sport, engaging professionals and young people. This will also be the focus for developing a volunteer resource to help promote and maintain the trails to optimise the experience and minimise the liability on landowners.

7.3 Managing high levels of sports cycling on Surrey's roads

Objective 10: We will take action to minimise the impacts of high levels of sport cycling on roads and communities in Surrey

There has been a surge in interest in competitive cycling in recent years in the UK and, as a result of the success of the 2012 Olympic road races, Surrey is increasingly seen as one of the premier locations for sports cycling in the UK. We welcome the benefits of this, in terms of inspiring our residents to engage in physical activity and in bringing economic benefits to the county, in particular supporting rural shops and cafes. However we recognise that this can also bring negative impacts particularly for rural communities for example where multiple events take place in an area on one day. We will take steps to address these impacts as far as possible, including by:

- Establishing an events calendar to improve information for local communities on events taking place in their area
- Working with British Cycling and cycle clubs to develop and promote a code of conduct for cycling
- Working with British Cycling and event organisers to ensure that events are properly run and generate minimal negative impact on local communities and explore opportunities for affected communities to receive some benefits from events
- We will also work with event organisers and business intermediary organisations to ensure that measures are in place to assist rural businesses to realise the economic benefits.

Objective 11: We will lobby central government to ensure that regulations governing events on the highway are fit for purpose

The current regulations governing cycling events on the highway²⁰ do not cover events such as sportives that are not classified as races. The regulations date back to 1960 and we are concerned that they no longer reflect the situation, with a sharp increase in events that are not covered by the

²⁰ Cycle Racing on the Highways Regulations, 1960.

regulations. We are very concerned that, with no requirement for event organisers to notify the police or highways authority, there are risks to safety as well as potential inconvenience to local communities.

We will work with other local authorities who are experiencing similar challenges with high volumes of cycle events in their areas to make the case to central government of the urgent need to revisit the current regulations and ensure that they properly reflect the current situation.

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7.4 Managing major cycling events

Objective 12: We will support major cycle sport events which inspire participation and bring economic benefit, while minimising impact on affected communities

We will support nationally significant elite cycling events and use these as an opportunity to promote cycling to Surrey residents. We will put in place a robust events management process. In future we will support and promote events which bring economic, health, social and environmental benefits to Surrey whilst considering and minimising the impacts on local communities. In particular, we will manage the cumulative impacts of events on a community. We will only close a road once a year for a major event. Any additional major event would involve a road closure only when there is clear evidence that there is strong local resident and business support to do so.

We will also encourage all event organisers to notify us of events and make this information widely available so that communities are informed of forthcoming events.

Full details of our approach is set out in the County Council’s Framework for Coordinating and Approving Events on Surrey’s Highway.

8 Delivery of the preferred strategy

8.1 Delivery in partnership

Surrey County Council will establish a Cycling Strategy Board to oversee delivery of the strategy. The Board will meet at least twice per year and will include Cabinet member representation. The Board will be responsible for an annual report on progress against delivery of the strategy.

The County Council will also establish a Cycling Strategy Forum that will hear progress updates and will help to shape future development and delivery of the strategy.

The local plans will be developed under the guidance of the local committees and we will work with neighbouring authorities to address cross-boundary issues.

8.2 Funding

The extent of cycling improvements will be determined by the amount of funding we can secure.

Capital funding for infrastructure improvements will be sought from developer contributions, local highway budgets and external sources such as government and Local Enterprise Partnership grants.

Revenue funding for promotional campaigns, events and activities will come in the short-term primarily from the Travel SMART Programme (currently funded to March 2015) and from the Drive SMART Partnership. Work will continue to look for alternative sources of funding to augment and continue existing activities. We will explore potential to access health funding to support activities that target those groups who can benefit most from physical activity. Training will be funded through a government grant and participant charging.

In-kind contributions and the work of volunteers will also be critical to successful implementation of the strategy.

8.3 Monitoring of benefits and outcomes

Delivery of the strategy and progress in relation to our vision and outcomes will be monitored as set out in the monitoring plan in the appendix. We will review and publish the data on a regular basis.

9. Implementation

Overarching approach

Strategic Leadership and oversight

Action	Who	When	Progress
Establish a Surrey Cycling Board to oversee implementation of the strategy	Surrey County Council Sustainability Group	By end of January 2014	
Establish a Surrey Cycling Forum to inform future development of the strategy	Surrey County Council	By March 2014	
Publish an annual report on progress	Surrey County Council Sustainability Group	Ongoing, starting in November 2014	

6a

District and Borough cycling plans

Action	Who	When	Progress
Oversee production of district and borough cycling plans	Local committee for each district or borough	By end of 2015	
Provide expert input and local intelligence	Surrey boroughs and districts	Ongoing to end 2015	
Provide expert input on training and infrastructure	Surrey County Council	Ongoing to end 2105	
Provide cycle counts, training and casualty data at the local level	Surrey County Council Sustainability Group	On request from local committees	

Training available to all

Action	Who	When	Progress
Continue to provide the school bikeability service	Surrey County Council Sustainability Group	Ongoing	
Allocate funding to support cycle training among priority groups or those less able to pay, to ensure that cost is not a barrier to learning to ride a bike	Surrey County Council Sustainability Group	Funding plans in place by June 2014	
Expand and promote customised training to meet the needs of our residents and encourage safer cycling	Surrey County Council Sustainability Group	Ongoing - review annually	

Capturing economic benefit

Action	Who	When	Progress
Implement the Travel SMART programme, including investment in cycling to support economic growth	Surrey County Council	Ongoing – funding currently until March 2015	
Bid for funds to extend the Travel SMART approach	Surrey County Council	Ongoing	
Work with Visit Surrey to develop a cycling tourism offer and to support Surrey businesses to make the most of the increase in leisure and sports cycling in the County	Surrey County Council Visit Surrey	Ongoing Review annually	

Cycling as a means of transport

Infrastructure design and delivery

Action	Who	When	Progress
Progress current infrastructure schemes (Walton Bridge Links, Leatherhead to Ashted, Travel SMART improvements in Woking, Guildford and Reigate and Redhill, Redhill Balanced Network)	Surrey County Council	Ongoing -review annually	
Ensure any new cycling infrastructure takes account of principles for design and delivery set out in chapter 6.1 of the strategy	Surrey County Council Highways Projects and Contracts Group / Sustainability Group	Ongoing - review annually	
Consider infrastructure solutions set out in chapter 6.2 as part of local plans (cycle paths, cycle friendly streets, safe crossings and junctions, cycle parking and storage, route signage, cross-border infrastructure and advanced information and diversions for cyclists around roadworks)	Surrey County Council, districts, boroughs, parishes and local committees	Ongoing - review annually	
Develop a cycle audit process for new highway infrastructure	Surrey County Council Highways Service	Cycle audit process in place by June 2014	
Identify opportunities for cycling improvements within Surrey's planned maintenance programme (Operation Horizon) and within Rights of Way improvement plan	Surrey County Council Sustainability Group	Opportunities identified by June 2014	
Ensure that staff who are involved in commissioning and designing schemes within Surrey County Council's highways department are trained in the latest best practice in cycling infrastructure design	Surrey County Council Highways Projects and Contracts Group	Training plan in place by June 2014	
Improve road surfaces through Project Horizon	Surrey County Council Highways Projects and Contracts Group	Ongoing up to 2018	
Bid for funds for cycling infrastructure investment	Surrey County Council Sustainability Group / Surrey District and Borough Councils	Ongoing – review annually	

Information, promotion and practical support

Action	Who	When	Progress
Provide comprehensive information about cycling in Surrey through the Travel SMART journey planner website	Surrey County Council Sustainability Group	Ongoing	

Review Surrey cycle map provision and funding arrangements	Surrey County Council Sustainability Group	June 2014	
Promote cycling to Surrey residents, schools and businesses through events and activities (cycle festivals, Golden Boot Challenge, Surrey Cycle Challenge)	Surrey County Council Sustainability Group	Ongoing	
Explore options to expand the Guildford bike project model	Surrey County Council Sustainability Group	Dec 2014	
Provide advice to businesses on how to promote cycling as a means of transport for staff and visitors	Surrey County Council Sustainability Group	Ongoing	
Support development of school travel plans	Surrey County Council Sustainability Group	Ongoing	

Cycling safety and sharing the road

Action	Who	When	Progress
Continue to monitor cycle casualty rates and locations and include in the annual progress report	Surrey County Council Road Safety Team	Ongoing - report annually	
Commission and deliver media and publicity campaigns targeted at cyclists and drivers to encourage safety and mutual respect on the road	Surrey County Council Surrey Police	Ongoing - review annually	
Embed a consistent, fair and appropriate approach to enforcement for cyclists and other road users with regard to cycle safety	Surrey Police	Ongoing - review annually	
Engage with Department for Transport on the need for an ongoing and consistent approach to communication and education on sharing the road safely	Surrey County Council	By March 2014	
Develop plans for cycle safety requirements for HGV fleets within future SCC contracts	Surrey County Council	By June 2014	

Action plan – Cycle sport, events, health, leisure and tourism

Cycling for health and leisure

Action	Who	When	Progress
Provide accessible information on cycling through maps and a comprehensive website	Surrey County Council Sustainability Group	Ongoing	
Identify the main areas and groups of residents with poor health and explore barriers to cycling among these groups.	Surrey Public Health Unit Surrey County Council Sustainability Group	July 2014	
Ensure that areas of deprivation and poor health, and barriers to cycling in these areas, are considered as part of local plans.	Surrey Public Health Unit	Ongoing as part of local plan development	

Work with Active Surrey to explore opportunities to encourage sports cycling amongst Surrey's young people	Surrey County Council Sustainability Group Active Surrey	Plan in place by June 2014	
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Off-road cycling

Action	Who	When	Progress
Identify opportunities for external funding the development and maintenance of a network of Mountain Bike trails in the Surrey Hills.	Surrey County Council / Surrey Hills Mountain Bike Working Group	Development Plan by June 2014	
Identify opportunities for off-road cycling improvements within Surrey's planned maintenance programme (Operation Horizon) and within Rights of Way improvement plan	Surrey County Council Sustainability Group/ Countryside Group	Opportunities identified by June 2014	

Managing high levels of sports cycling on Surrey's roads

Action	Who	When	Progress
Work with cycling organisations to develop and promote a code of conduct for cycling event organisers in Surrey	Surrey County Council	March 2014	
Work with other local authorities and the Local Government Association to lobby for revision to the current regulations governing cycle events on the highway to ensure that they are fit for purpose reflecting modern circumstances	Surrey County Council Surrey Police	Ongoing	
Create and disseminate an annual events calendar	Surrey County Council	March 2014	
Establish a hotline number for the public to raise concerns about cycling events and behaviours	Surrey County Council	April 2014	

Lobbying Central Government

Action	Who	When	Progress
Engage with local authorities facing similar changes in relation to high volumes of unregulated events	Surrey County Council	March 2014	
Work with Local Government Association to lobby central government for changes to current regulations	Surrey County Council	Ongoing	

Managing major cycling events

Action	Who	When	Progress
Ensure safe and effective delivery of Prudential Ride London Surrey events for 2014-2017	Surrey County Council Emergency Management Team	Ongoing	
Ensure that all future decisions	Surrey Events	Ongoing	

regarding major events requiring road closures are carried out in accordance with the Framework for coordinating and approving events on the highway.	Coordination Group		
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Annex 1 Surrey Cycling Strategy Monitoring Plan

Objectives

Set against the Surrey Cycling Strategy aim of “more people in Surrey cycling more safely”, the monitoring plan sets out methods to:

1. Measure if that is happening.
2. Collect information that will help us to improve our interventions, for example identifying:
 - a. Behaviours that may make people more prone to becoming a casualty.
 - b. Geographic factors that can support Local Cycling Plans, such as an area of below-average physical activity.
 - c. Factors that might increase cycling levels through surveying a cross-section of the local population.

Reporting

We will produce an annual Countywide report which will include:

- casualty analysis.
- number of people cycling, journey frequency and modal share with additional sampling of journey purpose – eg, work, leisure, shopping.
- results of qualitative surveys of users and non-users.

As well as these essential outcome measurements, a number of other input and output indicators will be monitored, such as the number of people undertaking cycle training and length of cycle route built to policy standards.

There will be individual reports for Districts and Boroughs that will be developed to be relevant to local circumstances.

Summary of available data sources

Police casualty records

Data collected by the police are the source of casualty analysis. These are consistent over time (with incremental changes resulting from planned reviews) and across the country.

Count data

Source	About	Strengths	Weaknesses
DfT minor road counts	Manual counts; 120 locations set in 2010 review and these will be used every year until next review	<ul style="list-style-type: none">• 120 locations throughout Surrey• Raw count data is accurate• Hourly over 12 hours• Shows modal share• Enumerators count cyclists on pavement• Free to SCC	<ul style="list-style-type: none">• One day a year per location• Sites may change• Not designed to be representative at a local level

			<ul style="list-style-type: none"> Collected nationally so can compare Surrey to overall trends
DfT major road counts	Manual counts; 295 sites in Surrey on an eight-year cycle, 121 of which counted every year	As above	As above
SCC automatic counters	Permanent sensors in ground, data collection boxes plugged in as required; 72 sites in Surrey have been established	<ul style="list-style-type: none"> Can collect data for as long as we want where we want, so can track seasonal variations Most locations pick up other vehicles flows so showing modal share 	<ul style="list-style-type: none"> Cost money May not pick up pavement cycling
Golden Boot Challenge baseline data	Collected from all participating schools usually in May	<ul style="list-style-type: none"> We have 8 years worth of data in a database Shows modal share 	<ul style="list-style-type: none"> One day per year Participating schools only Does not cover the secondary school sector
SCC manual counts	Collected by Transport Studies team, will include cycles		
Counts in cycle sheds	Commissioned by Surrey County Council, mainly at schools and railway stations	<ul style="list-style-type: none"> Gives a very accurate record for appropriate locations Users also relatively easy to target for qualitative surveys 	<ul style="list-style-type: none"> Cost money Can't tell us modal share

National Data

National Travel Survey and census data provide some cycling information and enable comparisons with other areas of the country. Sport England Active People Survey identifies how participation varies from place to place and between different groups in the population. The survey also measures involvement in organised sport/competition. The findings can be segmented by a broad range of demographic information, such as gender, social class, ethnicity, household structure, age and disability. The Sport England Market Segmentation Data further enables us to understand how many people currently participate in sport and how many are keen to participate.

An annual survey collecting quantitative and qualitative data

We will design, undertake and analyse a standard survey that is applied annually to a sample of people in Surrey to collect relevant information including:

1. Journey length
2. Origin-destination
3. Population profiling

4. Journey purpose
5. Journey experience
6. Frequency of cycling trips
7. Suggestions for improvements
8. Contribution to Surrey economy
9. Reasons people are not cycling

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Annex 2 - Review of Issues

This annex outlines some of the main issues relating to cycling in Surrey, in terms of potential opportunities, problems and challenges in delivering the strategy. Opportunities include:

- Improved economic benefit to the county and individual
- Improved environment
- Improved health
- Increased independence, personal mobility and travel choice

Problems that need to be addressed include:

- Increasing numbers of cycling casualties
- Conflict between different road users
- Impact of high levels of sports cycling on Surrey's roads
- Complaints resulting from road closures due to major events
- Impact of off-road cycling on Surrey's countryside

Challenges in delivering the strategy include:

- Funding pressures
- Competing pressures for space on the highway
- Barriers to cycling take-up

1 Opportunities for Surrey's economy

Encouraging and maintaining economic growth in Surrey is a priority for the county council. The economic benefits of cycling for transport, leisure and sport result from:

- Reduce congestion
- Improved transport choice
- Better health of residents, resulting in reduced health care costs and improved productivity of the workforce
- Leisure and tourism spend
- Spend on bikes and accessories

1.1 Economy and congestion

Many areas of Surrey experience heavy traffic levels which can cause delays and reduce productivity. Encouraging modal shift from car to bicycle for shorter journeys can help relieve pressure on the highways network, particularly if focused on key routes e.g. to schools, town centres and major employment centres.

The Surrey Congestion Programme identifies key congestion hotspots and identifies cycling as an important element of tackling congestion through encouraging a shift to cycling for short journeys.

1.2 Economy and transport choice

Cycling is a fast and affordable means of transport for shorter journeys. It can enable increased independence for people without access to a car (e.g. children and young people, and older people that are no longer able to drive). Safe cycling provision will encourage trips to town centres for leisure and shopping and could provide increased access to jobs in areas with less public transport provision. There is a particular opportunity in Surrey's town centres and urban areas.

1.3 Economy and public health

Section 3 below outlines the health benefits of cycling. Improving the health of Surrey's residents will bring economic benefits through reduced health care costs, reduced absenteeism from work and improved productivity of the workforce.

1.4 Economy and leisure / tourism

The Olympic programme brought in £800m to the local economy, with the Olympic cycle races alone bringing £44m in local benefit due to increased visitors to the area and local people spending in high streets whilst events are taking place. Some businesses on popular routes have reported increased turnover as a result of the increased popularity of cycling, but this is by no means a consistent picture. There are further opportunities to attract visitors to Surrey's countryside and encourage leisure and tourism spend.

1.5 Economy and the cycling industry

Increased levels of cycling will encourage spend on bikes and accessories.

2 Environment

Mode shift from car to bicycle reduces harmful greenhouse gas and other emissions, improves local air quality and reduces associated poor health, particularly in urban areas.

Reducing traffic levels can also make town centres more attractive places.

3 Health

The cycling strategy provides an opportunity to improve access to cycling in areas with high levels of health problems and encourages people to use cycling as a regular exercise regime to reduce obesity and improve general health.

The National Institute of Health and Care Excellence supports walking and cycling for short journeys, as these activities can help to reduce the risk of coronary heart disease, stroke and type 2 diabetes by up to 50%, and are also important for good mental health.

For people with limited access to green space, cycling can provide an opportunity to exercise and improve access to the countryside.

4 Increased independence, personal mobility and travel choice

Cycling can improve access to services and personal independence in areas of low car ownership, poor public transport or amongst those who do not have access to a car, including children and young people.

In areas of deprivation with low levels of car ownership, cycling can be important in supporting access to employment and training.

Cycling can improve mobility for those who do not have access to a car and do not live in close proximity to facilities, particularly in rural areas.

5 Traffic danger and increasing casualties

The number of seriously injured cyclists in Surrey has increased over recent years, more than doubling since 2008. Government figures show that nationally the number of cyclist casualties far outstrips the growth in cycling²¹.

In urban areas, accident clusters around side roads and major junctions are a significant cause of casualties. In rural areas there has been an increase in casualties particularly at weekends, and a significant proportion with no other vehicle involved or involving a collision with a cycling companion.

The perception of danger is also a barrier for many people to taking up cycling, particularly among women, children and old people.

6 Conflict between different road users

Feedback from residents has highlighted road user behaviour as a significant issue, with complaints about unsafe behaviour displayed by some drivers and cyclists. Increased tensions between different road users risks deterring people from cycling and increases the risk of collisions.

Following the 2012 Olympic Cycling events, there has been a major increase in sports cycling on and around the Olympic road race route. This has caused some tension with local communities and other road users in this area.

There is a further tension around the use of shared-use paths and pavements (by cyclists and pedestrians). While many people, particularly parents with young children, welcome the opportunity to cycle away from traffic, many others, in particular representatives of disabled people, have highlighted concerns regarding feeling threatened by cyclists that pass too close.

7 Impact of high levels of sports cycling on Surrey's roads

A number of residents have expressed concerns relating to the large number of sports cyclists on Surrey's roads, particularly around Box Hill and the route of the Olympics road race. Concerns include the effect on journey times and unsafe or antisocial behaviour among a minority of cyclists.

8 Complaints resulting from road closures due to major events

A number of residents have expressed concerns about the impact of road closures, preventing journeys on events days and impacting local businesses.

9 Impact of cycling on the countryside

²¹ [Cycle casualties rise faster than bike use](#), The Times, June 28, 2013

Off-road cycling can cause damage to the natural environment and create conflict with walkers and horse riders. There is potential to create dedicated areas for off road cycling to reduce wider impacts. Any activity to encourage off-road cycling needs to consider the protection of wildlife habitats.

10 Funding pressures

There is currently limited funding available for public services in general, and cycling improvements have to be considered alongside a number of other competing priorities.

In rural areas it can be harder to access funding due to smaller numbers of potential cyclists.

11 Competing pressures for space on the highway

Historically, dedicated space for cycle facilities has not often been allocated on the highway, so new provision can require a rebalancing of priorities. Limited space can also create difficulties. Measures to reallocate space from motorised vehicles can prove unpopular and may impact congestion locally (either positively, if more people choose to cycle instead of drive, or negatively, if the majority of journeys on a road are longer trips that cannot be easily cycled). As outlined in section 6, shared use pavements can have significant benefits, but also potential drawbacks.

12 Barriers to cycling

Local market research has shown that barriers to cycling (in addition to the safety issues mentioned in section 5) include weather / comfort, bicycle storage, bicycle theft, lack of confidence or personal fitness, and the convenience of using a car.

Annex 3: Research and best practice

In identifying options to resolve problems, we have explored the measures that have proved successful elsewhere (both within the UK and internationally), recommendations from the "Get Britain Cycling" inquiry and local market research.

Approaches based on best practice

Nationally, Cambridge has the highest levels of cycling within the UK, with approximately 10% of trips taken by bike. Measures to encourage cycling have included:

- provision of bike lanes and paths
- roads admitting cycles and buses only
- allowing cyclists to go in either direction on one-way streets
- cycle priority on some streets
- provision of park and ride services, with other motorised vehicles discouraged from the city centre
- bike hire, maintenance and repair facilities that are accessible and clearly signed
- plentiful cycle parking is plentiful, including on the ground floor of the multi-storey car park.

The compact geography of the city and a large number of students also help create high levels of cycling.

Transport for London (TfL) is developing a number of measures to encourage and facilitate cycling. At the time of writing, recent developments have included:

- "cycle superhighways" (cycle lanes on the road on major routes going into central London)
- a large scale bike hire scheme
- cycling events and led rides.

The "cycle superhighways" have attracted criticism, in particular following some high-profile casualties, and TfL are now drawing on Dutch style approaches. Their plans include:

- the development of further cycle superhighways schemes which will be segregated from motorised traffic
- a trial of a Dutch style approach to the Northern Lambeth Bridge roundabout
- a £100 million fund to create a "mini-Holland" in outer London boroughs.

Hackney has supported increases in cycling by ensuring cycling is an integral part of any new schemes, and that these consider the public realm as a whole. Many residential streets in Hackney are no longer permeable to through-traffic, making them pleasant and safe for cyclists and pedestrians.

Internationally, the country with the highest levels of cycling is the Netherlands, where over a quarter of trips are made by bike. Denmark similarly has high levels of cycling and there are examples of good practice across Europe, for example in some cities in Germany and Switzerland. Cycling levels in the Netherlands and Denmark are well above even the best performing areas of the

UK (10% in Cambridge and 2% across the UK as a whole). The experiences of these countries have shown that the economic benefits far outweigh the cost of provision.

The Netherlands has achieved high levels of cycling through a variety of measures:

- the key principles are separation and directness - major routes have good quality, wide, segregated cycle paths, built to the same standard as roads
- most towns and villages are bypassed, with no through routes for cars
- traffic management measures are in place to restrict traffic speeds and volumes on shopping streets
- residential streets have low traffic volumes because they generally are not through routes for motorised traffic - a concept known as 'filtered permeability'
- traffic speeds are generally low, bicycles have priority at junctions, cycling takes priority over providing parking spaces for cars, and there is significant investment and engineering to create suitable cycling provision.

Other European cities have achieved very high cycling levels, including some with significant hills and within different legal frameworks and differing historical and cultural factors.

Recommendations from the Get Britain Cycling inquiry

The recent All-Party Parliamentary Inquiry into cycling in the UK has recommended a variety of measures to encourage cycling. Those relevant at the local level include:

- Increased investment in cycling
- Ensuring that cycling needs are considered at an early stage of all new development schemes, and cycle-friendly improvements are delivered
- Extending 20 mph speed limits in towns, considering 40 mph limits on many rural lanes, and strengthening enforcement
- Training and education for people of all ages and backgrounds, with cycling promoted as an activity for all
- Strong political leadership, with a lead councillor responsible for cycling.

The Government published its response to the Inquiry in late August and was subject of a parliamentary debate on the 2nd September 2013.

Local stakeholder engagement and market research

Market research carried out in Walton on Thames and Leatherhead in 2012, as part of our bid to the DFT's safe cycling fund interviewed 304 people who lived or worked in the localities. The research explored those factors that would encourage residents to start cycling or cycle more frequently. The most common responses were "if I didn't have a car", "if more of my friends / family went cycling" and "if roads were safer". This suggests that measures to make town centres more cycling-friendly, promote cycling as an activity for all, and provide improved cycling infrastructure may be effective in increasing the numbers cycling.

The research also showed strong support for segregated cycle paths in the areas.

Other measures suggested by colleagues and partner organisations

Other measures that could be considered based on the problems and challenges outlined in the strategy are:

- Cycle safety media and publicity campaigns
- Improved cycle route signage on existing and advisory routes
- More proactive marketing of travel planning support to schools and businesses
- Campaigns to encourage considerate and respectful behaviour among different road users towards each other
- Improved facilities for cyclists along key leisure and sports cycling routes and destinations
- Measures to promote cycle tourism

Making our town centres more accessible by bike for shopping trips with cycle parking, maintenance and trailer hire.

Annex 4: Appraisal of options

Option	Appraisal	Recommendation
Approaches based on best practice from the Netherlands		
Wide, high-quality segregated paths along major routes that are continuous across junctions and have priority at side roads	<ul style="list-style-type: none"> • Appeals to both faster cyclists and less confident ones • Suitable for all age groups including young children and older people • Avoids conflict with motorised traffic and pedestrians • Market research indicates local demand • Requires dedicated funding • Only feasible where road width is sufficient to accommodate • May be less popular where building cycle paths reduces capacity for motorised traffic 	Trial at key locations when funding becomes available.
Bypassing towns and villages, with no through routes for cars	<ul style="list-style-type: none"> • Encourages and facilitates cycling as a result of safer, quieter conditions • Creates a pleasant local environment • New roads would be highly expensive and controversial, with negative impacts on the environment and local communities • Where bypasses already exist, closing town and village centres to through traffic would be highly controversial 	Not within the scope of this strategy. Opportunities for traffic calming can be identified in Local Cycling Plans but will require resources to implement.
Filtered permeability - closing residential streets to through traffic	<ul style="list-style-type: none"> • Encourages and facilitates cycling as a result of safer, quieter conditions • Inexpensive • Could influence traffic movements in surrounding areas. There may be concerns that traffic will be displaced onto nearby roads. However the effect may be positive if more people choose to cycle instead of drive, reducing overall traffic levels. 	Consider piloting approach in one or two appropriate areas as part of Local Cycling Plans, where there is local support.
Reduced speed limits and improved enforcement	<ul style="list-style-type: none"> • Reduced speeds would reduce the likelihood and severity of collisions and encourage cycling through improved (actual and perceived) safety • Safety camera enforcement can be controversial • Likely to require funding for engineering measures • Needs to be appropriate to the location, type and purpose of the road 	Consider as part of Local Cycling Plans within the guidance set out by Surrey County Council's speed limit policy.

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Bicycle priority at junctions	<ul style="list-style-type: none"> • Appropriate implementation could reduce casualties as junctions are common accident spots • May impact on traffic flows and levels of congestion (either positively, if changes encourage modal shift to cycling, or negatively, if it reduces time available for cars). • Cost and ease of delivery would depend on the type of junction and whether bicycle priority measures could be included within existing works 	<p>Consider on a case-by-case basis.</p> <p>Aim to provide priority for cycle paths across side roads and safe crossings at major junctions where feasible as a starting point.</p>
Prioritising road space to cycling (over traffic lanes and parking)	<ul style="list-style-type: none"> • Creates space to provide high-quality cycling provision, encouraging more people to cycle and improving safety • Any measures that increase congestion or reduce parking are likely to be highly controversial 	<p>Consider on a case-by-case basis where there would be reasonable public support.</p>
Additional measures as adopted by UK best performers		
Cycle paths and lanes	<ul style="list-style-type: none"> • Effectiveness is dependent on quality of design and construction • Dependent on the availability of funding 	<p>Build high-quality cycle paths in key locations where funding can be secured.</p>
Roads permitting cycles and buses only	<ul style="list-style-type: none"> • Creates safer and more attractive conditions for cycling • May have implications for traffic movement and congestion • Many cyclists will not want to share space with buses, particularly young children. May work if buses and cycles are fully segregated. 	<p>Consider on a case-by-case basis as part of Local Cycling Plans.</p>
Two-way cycling permitted on one-way streets	<ul style="list-style-type: none"> • Makes town centres far easier and more appealing to navigate by bike • May be space constraints on some one-way streets 	<p>Consider on a case-by-case basis as part of local cycling plans.</p>
Accessible and clearly signed bike hire, maintenance and repair facilities	<ul style="list-style-type: none"> • Will encourage and facilitate cycling • May be feasible in larger towns 	<p>Review effectiveness of existing/ planned Brompton Dock schemes in Travel SMART towns.</p>
Extensive dedicated cycle parking facilities	<ul style="list-style-type: none"> • Cheap to install, popular and uncontroversial 	<p>Currently funded in Travel SMART towns through Cycle Improvement Fund</p> <p>Consider as part of local cycling plans.</p>

Integrating cycling into all new schemes	<ul style="list-style-type: none"> • More cost-efficient 	The Cycling Strategy and congestion programme both establish the principle that cycling should be considered in new schemes at an early stage.
Recommendations from the "Get Britain Cycling" inquiry		
Increased investment in cycling	<ul style="list-style-type: none"> • Increased funding pressures on local government and competing priorities can make funding difficult to secure • Costs are outweighed by economic benefits • Local Authorities heavily dependent on central government (and now LEPs) for transport funding 	Local Plans will provide the basis for future funding.
Ensuring cycling needs are considered as an early stage of all new development schemes	<ul style="list-style-type: none"> • As above 	
Providing cycle training	<ul style="list-style-type: none"> • SCC already has an excellent track record in delivering training • Need to look at ways to improve access for those less able to pay 	Review and expand current offer.
Promoting cycling as an activity for all	<ul style="list-style-type: none"> • Challenge to access harder to reach groups • Need to get the infrastructure right to appeal to less confident and returning cyclists 	Consider as part of any publicity or campaigns.
Strong political leadership with a lead councillor responsible for cycling	<ul style="list-style-type: none"> • Importance of political leadership to address barriers and challenges 	Establish governance structure (Board and Forum) to ensure political leadership and involvement from key organisations.
Other measures for consideration		
Cycle safety media and publicity campaigns	<ul style="list-style-type: none"> • Relatively low cost approach • Important in raising general awareness • Needs to be supported by other measures to improve safety and perception of safety 	Being taken forward as part of the Drive SMART partnership.
Provision of comprehensive route signage	<ul style="list-style-type: none"> • Cycle Woking demonstrated value of signage which indicates travel time as well as distance • Relatively low cost means to promote 	Consider as part of the development of Local Cycling Plans.

	<p>existing routes</p> <ul style="list-style-type: none"> Needs to be carefully managed to avoid increases in street clutter 	
Travel plan support for schools and businesses	<ul style="list-style-type: none"> Can enable organisations to take steps to encourage cycling Likely to require funding to deliver elements of travel plans 	Being taken forward as part of Travel SMART and for new developments. Consider potential for more self help resources for schools and businesses to support travel plan development.
Campaigns to promote considerate behaviour	<ul style="list-style-type: none"> Relatively low cost approach Challenge in reaching target audiences 	Being taken forward through Drive SMART. More work required to look at managing conflict between cyclists and other modes of transport including drivers, pedestrians and horse riders.
Promotion of cycle tourism and associated facilities	<ul style="list-style-type: none"> Supports economic growth, particularly in rural areas Impact of more cyclists in rural Surrey needs to be managed 	Measures being developed to address the negative impact. Work with Visit Surrey to develop appropriate proposals to support rural businesses to benefit from impact of Surrey's role as a centre for cycling.

Annex 5 - Toolkit of transport measures

All of the Surrey Transport Plan strategies include a toolkit of options, which indicate how they contribute towards the Surrey Transport Plan objectives. They provide a useful summary setting out a practical range of types of measures which may be introduced. For the cycling strategy, our toolkit of transport-related measures is as follows:

Measure	Eff	Rel	Saf	Sus	Strategy which is the main promoter of the measure
Surrey Cycling Board and forum	X	X	X	X	Cycling
District and borough cycling plans	X	X	X	X	Cycling
Dedicated funding to support training for children and young people who would not otherwise be able to afford it	X	X	X	X	Cycling
Travel Smart programme	X	X	X	X	Cycling
External funding bids	X	X	X	X	Cycling
New and improved cycle routes and paths	X	X	X	X	Cycling
Principles for cycling infrastructure design and delivery	X	X	X	X	Cycling
Cycle audit process	X	X	X	X	Cycling
Road maintenance activities	X	X	X	X	Asset planning
Off-road cycle routes	X	X	X	X	Cycling
Training in cycling design	X	X	X	X	Cycling
Information (cycle maps, website, cycling journey planner)	X	X	X	X	Cycling
Activities to encourage participation including school and business travel plans, cycling festivals	X	X	X	X	Cycling
Media and publicity campaigns to encourage safe and considerate use of the roads among both cyclists and motorists			X		Road safety
Code of conduct for cycling event organisers		X			Cycling
Annual events calendar		X			Cycling
Public events hotline number		X			Cycling
Framework for approving events on the highway	X	X	X	X	Cycling

Annex 2: Surrey Cycling Strategy Consultation Report

Purpose of the report

This report sets out the county council's response to the main issues raised in the consultation on the draft Surrey Cycling Strategy, and changes made to the strategy as a result.

Introduction

The Surrey Cycling Strategy forms part of the Surrey Transport Plan and is written in the context of the rising popularity of cycling as an affordable means of transport and as a healthy activity. At the same time, Surrey has seen significant increases in the rate of cycling casualties. Surrey has also seen a significant increase in sports cyclists and events in some parts of rural Surrey.

The Cycling Strategy was out for public consultation for the period of 9th September 2013 – 1st November 2013. Although a longer consultation period would have been preferable, it was felt that some of the safety and behavioural issues required an urgent response, hence the need to address these issues as early as possible, whilst putting in place structures to support an ongoing dialogue with stakeholders.

The County Council undertook a range of activities to encourage individuals and organisations to respond to the consultation:

- Copies of the consultation documents and surveys were available in all Surrey libraries
- The strategy was circulated to a wide range of stakeholders, including transport organisations, parish councils, districts and boroughs, relevant membership organisation, Surrey schools.
- Posters advertising the strategy were circulated to locations including community centres, doctors surgeries etc.
- A public debate was held at University of Surrey and broadcast live by BBC Surrey

In total, 3562 individuals and 128 organisations responded to the consultation. An independent company, Dialogue By Design, was commissioned to analyse the individual responses. The results of their analysis are available on the Surrey County Council website. The analysis of organisation responses was carried out in-house and is also available online.

It has not been feasible to comment on each comment due to the multiplicity and complexity of responses. However, all responses have been analysed and the responses have given us a very rich and detailed set of data which we will continue to draw on as we develop the local plans and continue to develop our approach to cycling in Surrey.

Consultation questions and themes

This report is structured to largely mirror the questions in the survey that accompanied the draft cycling strategy:

1. What are the main issues and concerns about cycling in Surrey?

2. Do you agree with the strategy aim?
3. Do you agree with the proposed approach to cycle routes?
4. Are there any changes required to cycle training provision in Surrey?
5. What else do we need to do to encourage children and young people to cycle?
6. Have you been inspired to take up cycling as a result of major events? (individual survey only) & Do you think the major events have been a good thing for Surrey?
7. What actions are required to encourage all road users to share the road safely?
8. What measures are required to manage impacts and improve provision of sports cycling?
9. Do you agree with the proposed local cycling plans?
10. Other issues raised

Surrey County Council response to the consultation results

1. Main issues and concerns		
The main issues raised by respondents were the provision and standard of cycle routes, cyclist and driver behaviour, condition of the road network, roads that are unsuitable for cycling, road closures during events, the number of cyclists on the road, cycle parking, storage and bike theft, availability and suitability of cycling training and integration with public transport.		
Consultation issue	SCC response	Changes to strategy
Provision and standard of cycle routes	We aim to improve the provision and standard of cycle routes, where funding can be obtained to do so. See detailed breakdown of responses and our comments in the 'cycle routes' section of this document.	See detailed breakdown in the 'cycle routes' section of this document.
Cyclist behaviour <ul style="list-style-type: none"> • Inconsiderate, aggressive behaviour • Cycling in groups • good sleep per Conflict with pedestrians on footpaths • Conflict with equestrians 	We recognise that inconsiderate and aggressive behaviour amongst a minority of both cyclists and drivers is a significant problem. Separating cyclists from drivers, either by building high-quality dedicated cycle facilities, or encouraging the two groups to use different roads, is one way of addressing this. Where this isn't possible (e.g. due to constraints such as cost or shortage of space) we plan to run targeted education and awareness campaigns to encourage both groups to show respect and consideration towards each other, and to share the road.	<p>See chapter 6.9 of the strategy (road user behaviour) and chapter 7.4 (managing high levels of sports cycling on Surrey's roads).</p> <p>Issues relating to conflict with pedestrians on footpaths are outlined in the 'cycle routes' section of this document</p> <p>We have included issues relating to cyclists passing horses safely in section 6.9 of the strategy (campaigns on cycling safety and sharing the road).</p>
Driver behaviour <ul style="list-style-type: none"> • Inconsiderate, aggressive behaviour / road rage • Passing too close • Impatience 	See above	See chapter 6.9 of the strategy (road user behaviour) and chapter 7.4 (managing high levels of sports cycling on Surrey's roads).
Road condition	Improving the condition of the highways network is a priority for the county council. We are currently investing £100 million over a five year period (Operation Horizon).	We have added a section in the strategy on condition of the road network (chapter 6.3)
Roads unsuitable for cycling (narrow,	We encourage cyclists to use safer routes where	We are already addressing this through

<p>winding, fast, busy)</p> <ul style="list-style-type: none"> • Cited by a number of cyclists and potential cyclists as an issue or a reason why they don't cycle / cycle more often. • Cited by motorists as a danger presented by cycling. 	<p>available, and aim to provide comprehensive information through cycle maps and an online journey planner. Some roads may benefit from engineering measures or dedicated cycle infrastructure to improve their safety, and this will be considered and funding sought as part of district and borough cycling plans. We recognise the right of cyclists to use the road, and will encourage cyclists to use the roads safely and drivers to look out for cyclists as part of our media and publicity campaigns.</p>	<p>provision of information on safe routes (strategy chapter 6.2), and media and publicity campaigns (strategy chapter 6.9). We will consider engineering measures, dedicated infrastructure and alternative route signage through local plans. The strategy will highlight the rights of cyclists to use the road and the need for drivers to look out for cyclists.</p>
<p>Road closures during events</p>	<p>See detailed breakdown of responses and our comments in the 'major events' section of this document.</p>	<p>See the 'major events' section of this document</p>
<p>Number of cyclists on the road, particularly training in advance of events</p>	<p>There is a high level of sports cycling on some roads. We aim to manage the impacts on other road users by creating an events calendar to improve information on cycling events on the road. We will be making the case to central government for the need to review regulations around events such as sportives that are not classified as races and where there is no requirement for event organisers to notify the police or the highways authority. Through our road safety campaigns we will encourage both drivers and cyclists to use the roads safely and considerately, and ask that drivers respect the rights of cyclists to use the road.</p>	<p>Our approach to dealing with high levels of sports cycling on Surrey's roads is set out in section 7.3 of the cycling strategy.</p>
<p>Cycle parking, storage and bike theft</p>	<p>Through the Travel SMART programme, we are investing in cycle parking infrastructure at key locations. Cycle parking and storage will be considered as part of the local cycling plans.</p>	<p>No change</p>
<p>Availability and suitability of cycle training</p>	<p>See breakdown of responses and our comments in the 'training' section of this document</p>	<p>See the 'training' section of this document</p>
<p>Integration with public transport</p>	<p>The Travel SMART programme includes consideration of integration of modes, including Brompton Docks at Guildford and Woking stations and upgrade to cycle parking provision at a number of stations.</p>	<p>See section 5.2 for further details of Local Cycling Plans and their fit with wider plans and policies.</p>

Integration with public transport will be considered further as part of the local cycling plans

2. Strategy Aim

The majority of respondents agreed with the aim of the strategy, with many expressing strong agreement. A number also expressed strong disagreement or said the strategy was biased towards cyclists. Some respondents said that the strategy was not strong enough and needed funding, concrete actions and targets.

Consultation issue	SCC response	Changes to strategy
Support aim, with reasons including health and economic benefits, alleviation of congestion, and safety	Support noted and welcome	No change
Agree, with specific suggestions such as: <ul style="list-style-type: none"> improving the condition of the road improving relations between cyclists and drivers providing segregated cycle facilities training and educating cyclists to use to roads safely more cycle routes 	The suggestions are addressed in the relevant sections of this document.	Any changes to the strategy are outlined in the relevant sections of this document
Disagree due to: <ul style="list-style-type: none"> inconsiderate behaviour of cyclists cyclists slowing down traffic / causing congestion danger presented by cyclists on the road cyclists should be banned conflict with walkers in the countryside 	Enabling more and safer cycling is an essential element of our plans to support economic growth, tackle congestion, improve personal mobility and address health problems associated with lack of physical activity, with the positive impacts far outweighing the drawbacks. We recognise that there are issues that need to be addressed, including casualties, dangerous or inconsiderate behaviour among a minority of cyclists and motorists, and conflict with walkers in the countryside. The strategy aims to capture the benefits while addressing the problems and	No change

<ul style="list-style-type: none"> roads are too dangerous / narrow / busy for cycling too many cyclists on the road already waste of money / money better spent elsewhere e.g. maintenance general disruption to residents impact on countryside 	<p>minimising the negative impacts. Evidence from the UK and internationally suggests that investment in cycling provides high value for money.</p>	
<p>The strategy is not strong enough and needs funding, concrete actions and targets</p>	<p>We have now added an implementation plan to the strategy document, which will be regularly monitored with a publicly available annual report on progress. At present funding is limited but we will actively identify and bid for external funding. The potential impact the strategy can achieve will very much depend on the level of funding available, making it difficult to set targets, however these will be considered as part of local cycling plans.</p>	<p>An implementation plan with actions and timescales has been included as chapter 9 of the strategy.</p> <p>We have also suggested that targets are considered during the development of local plans (strategy chapter 5.2)</p>
<p>The strategy is biased towards cyclists</p>	<p>The strategy aims to capture the positive benefits of cycling, while minimising the problems.</p>	<p>No change</p>
<p>Other issues (e.g. road user behaviour)</p>	<p>These will be addressed in the relevant sections</p>	<p>Addressed in the relevant sections</p>

3. Cycle routes

The main issues were that many cycle routes aren't of a suitable standard, poor road surface / potholes, strong support for segregation (with some caveats), need for cycle priority when crossing side roads, some roads unsuitable for cycling, support for more cycle routes and need for more cycle parking. There were mixed views on traffic calming, contraflow cycling and shared pavements. A number of respondents referred to cycle route provision in other countries such as the Netherlands.

Consultation issue	SCC response	Changes to strategy
<p>Cycle routes not up to standard (narrow, parked cars, obstacles, poor maintenance, poor surface,</p>	<p>We recognise that cycling infrastructure in Surrey is not always of a suitable standard. Funding for cycle route improvements is limited, however we will actively seek</p>	<p>We have clarified our approach in chapter 6.1 of the strategy (cycling infrastructure design and delivery).</p>

litter/debris, overgrown vegetation, drains, poor lighting, disappear at pinch points, end abruptly and dangerously, indirect route, aggression from motorists towards cyclists that choose not to use dedicated infrastructure)	external funding as part of our local plans, and will focus on quality of provision over quantity. We will also ensure that staff involved in commissioning and designing infrastructure on the highway are trained in the latest cycling best practice.	We have also highlighted the right of cyclists to use the road in preference to dedicated cycle facilities, and that certain types of cycle path may not be suitable for all cyclists. (Chapter 6.1 and 6.9 of the strategy).
Poor road surface / potholes	Improving the condition of the road network is a priority for Surrey County Council and we are investing £100 million over five years to address this through Operation Horizon, the county council's planned maintenance programme.	We have added a section to the strategy on improving the condition of the network (chapter 6.3)
Comments on traffic calming (some in favour but majority opposed)	Managing the speed and level of traffic is essential to encouraging more people to cycle and improving cycle safely. It also creates a safer and more pleasant local environment. We recognise that certain traffic calming measures such as speed humps can cause discomfort. We will consider the need for traffic calming on a case-by-case basis as part of our local cycling plans, and be sensitive to local concerns in our approach.	No change
Junctions / side roads, particularly need for cycle priority crossing side roads	There are strong arguments for ensuring cycle paths have priority for cycles going straight on over turning traffic. However lack of space on the highway means that this cannot always be safely accommodated -where a cycle path is very close to the road there is a risk that drivers may not expect an oncoming cyclist or see them in time. Therefore decisions need to be taken on a case-by-case basis.	Our strategy states that cyclists going on should have priority side roads where this can be safely accommodated, as part of our principles for infrastructure design and delivery (chapter 6.1)
Strong support for segregation (with a few adding caveats e.g. priority at side roads, not shared with pedestrians, cyclists must use cycle paths, right to ride on the road must be maintained)	Our strategy states that on busy roads, physical separation of cyclists from motorised vehicles and pedestrians is preferred (under principles for infrastructure design and delivery). The extent to which we can deliver segregated routes will depend on how	We have clarified our aims in relation to segregated cycle routes within our principles for infrastructure design and delivery, while outlining some of the challenges in terms of delivery(chapter

	<p>much funding we can obtain, and this will be explored through local plans. Regarding priority at side roads, see the point on this issue above. Schemes involving sharing with pedestrians are sometimes developed where there isn't sufficient space for full segregation. These are welcomed by some users, particularly those with young children, however others (including both cyclists and pedestrians) have expressed opposition. Therefore decisions need to be taken on an individual basis for each scheme, taking into account local circumstances. We recognise the legal right of cyclists to choose to use the road, as cycle paths are often not suitable for all cyclists, while aiming to make cycle paths as inclusive as possible. We request other road users to respect the rights of cyclists to use the road.</p>	<p>6.1). We have also highlighted the right of cyclists to use the road, and that certain types of cycle path may not be suitable for all cyclists.</p>
<p>Comments on contra flow cycling on one-way roads (some in favour but majority opposed)</p>	<p>In town centres one-way roads can be a barrier for cycling, particularly where alternatives are significantly longer or unsuitable due to speed or volume of traffic. We accept that some one-way streets are unsuitable for contra flow cycling, and therefore will take decisions on an individual basis according to local circumstances.</p>	<p>We have added a sentence under possible infrastructure solutions to say that these may not be appropriate in every case, and need to be considered according to local circumstances (chapter 6.1).</p>
<p>Narrow /busy / unsafe roads, winding country lanes, level and speed of traffic</p>	<p>The characteristics of many of Surrey's roads are currently a barrier to cycling for many people. Some may be appropriate for interventions such as creating segregated cycle paths, where funding can be obtained, measures to reduce the speed and volume of traffic, or promoting alternative routes. For other roads it may be rather more difficult to achieve acceptable conditions for many people to cycle. These issues will be considered through local plans.</p>	<p>No change</p>
<p>Support more cycle routes</p>	<p>We will aim to achieve this through local plans, where funding can be obtained</p>	<p>No change</p>
<p>Opposition to shared pavements (risk of</p>	<p>Where there is insufficient space to create fully</p>	<p>We have added our position on shared</p>

collision with pedestrian, pedestrians in the way, intimidating for pedestrians, have to give way at side roads, unclear priority, slower, aggression from motorists towards cyclists choosing not to use it)	segregated routes, shared pavements (for pedestrians and cycles) are sometimes used, particularly along very busy roads. Responses to the strategy consultation have shown both opposition and support for these schemes. The appropriateness of shared use pavements will depend on local circumstances, for example the level of pedestrian usage and width available. The disadvantages of these schemes need to be balanced against the potential benefits, particularly on routes with high levels of accidents. This will be considered for individual schemes through local plans. We fully respect the right of cyclists who don't wish to use shared pavements to stay on the road, and request that other road users do the same.	pavements to the strategy, as part of chapter 6.1.
Support for shared pavements	As above	As above
Look to other countries (Netherlands, Belgium, Germany, France, Denmark)	Our strategy is underpinned by research into best practice, both within the UK and internationally. The Netherlands in particular has achieved very high levels of cycling (around 26% of trips) for reasons outlined in the research summary appendix to the strategy. The solutions adopted by the Netherlands and other European countries were used to inform the development of options and recommendations, and our principles for infrastructure design and delivery and possible infrastructure solutions draw from these approaches.	No change
Need for more bike parking / bike racks	This is a relatively cheap and popular measure to encourage and facilitate cycling. We will explore opportunities through the local plans.	No change

4. Cycle training

Generally, respondents were supportive of the current cycle training offer but a few areas stand out as issues of concern: A number of

respondents were very concerned about cycling training for children where there were no quiet roads for them to cycle to school on. A number of respondents were keen for training focused on teaching cyclists – particularly adult cyclists – to share the road safely and respectfully.

Consultation issue	SCC response	Changes to strategy
Cycle training for children should include an on road element	The three Levels of cycle training are: Level 1 – balance and control skills in a traffic-free area Level 2 – training on quieter roads Level 3 – training on busy roads Around 6,000 children per year are trained at Level 2 and a small but growing number at Level 3.	We have clarified our current training offer and future training plans in chapter 5.3 of the strategy.
More family training / include parents in bikeability training so that parents then help their children to find safe routes to cycle.	Family training is currently provided on request as a charged service. Additionally, each child receives an assessment certificate at the end of a course listing how they performed against each exercise – this helps the parent to decide how best to continue the development of their child’s skills.	We have clarified our current training offer and future training plans in chapter 5.3 of the strategy. As stated in this chapter, we also plan to market and promote family training.
More emphasis on taking responsibility for your own safety – lights, clothing helmet behaviour on the road etc	Understanding safety equipment and the rules of the road are part of the cycle training syllabus.	Included in chapter 5.3 of the strategy
Cycle awareness training for all HGV / lorry drivers which work for the local authority	This could form part of a work-related road safety programme for people who travel on business; this is currently being investigated.	We are looking to develop plans for cycle safety requirements for HGV fleets within future SCC contracts. This has been included in chapter 6.9 of the strategy.
More adult cycle training with emphasis on sharing the road safely and courteously	Adult cycle training is already offered by the County on a charged basis and by a number of independent providers in the County.	We plan to market and promote our current offer - see chapter 5.3 of the strategy
Replace bikeability with cycle proficiency test	Bikeability is the national standard for cycle training that replaced cycling proficiency. Bikeability is a very considerable improvement on cycling proficiency, offering greater practical training in real life situations.	No change
Certificated cycle training mandatory before being allowed on the road	This is not within the scope of our powers and we would have strong reservations about this, for reasons set out in	We have added a section on licensing and taxation to the strategy (chapter 6.10)

	chapter 6.10 of strategy.	
Bikeability should include learning about highway code and awareness of all other road users.	Bikeability training already covers these issues	We have clarified this in chapter 5.3 of the strategy
Cycle training needs to be better marketed and available in wider range of formats (adult education, school holiday courses etc)	We are currently looking at ways to improve its availability	We have included this in chapter 5.3 of the strategy
Use training as a tool to reduce the focus and dependence on cars/car culture	Instructors emphasise to trainees the need to keep cycling in order to retain the skills they have learned.	No change
Bikeability should be compulsory and should cover a greater age range	We offer training to all age groups and encourage as many people as possible to take it up. However we don't think there is a strong case for training children that don't wish to take part (and covering the costs of this)	No change

5. Children and young people

The biggest issue identified was the need for safe routes to school. Many people were concerned that children should not be encouraged to cycle without this. Others felt that schools could work with pupils to identify safe routes using quiet streets etc and initiatives such as competition and incentives would be needed to encourage more young people to cycle. A number of respondents felt that the school and the parents needed to lead by example and parents in particular needed to be encouraged to cycle as a first step in getting their children onto bikes.

Consultation issue	SCC response	Changes to strategy
Expand the cycle training offer to groups besides schools such as cycling clubs, youth clubs or other community groups.	We already offer cycle training for all (usually at full cost). We plan to market and promote our offer, with allocated funding to ensure that cost is not a barrier to young people learning to cycle.	We have updated our training offer in section 5.3 of the strategy.
Encourage and support parents to set an example by walking and cycling - make parents aware of the cycle training offer and cycling facilities	We already plan to promote and market family cycle training. Measures to encourage cycling such as safe infrastructure (where funding can be obtained) will also make cycling more appealing to families.	We have updated information on our training in section 5.3 of the strategy.

<p>Many roads are too dangerous for children to cycle on - should only encourage cycling if cycle infrastructure or quiet routes exist</p>	<p>Our role is to help people make informed choices - the degree of risk is relative to the both the traffic situation and the skills of the person cycling. For example, cycle training helps people to assess their own skills and plan their route accordingly; our cycle guides help provide an indication of more lightly-trafficked roads.</p>	<p>No change</p>
<p>Continuous cycle routes that make cycling as a form of transport a practical possibility when travelling to school.</p>	<p>We aim to provide cycle routes where funding can be obtained to do so. This will be considered as part of local cycling plans. Sections 6.1 and 6.2 of the strategy, on design principles and possible infrastructure solutions, further expand on this.</p>	<p>We have added safe routes to schools to our list of elements to consider when developing local cycling plans in chapter 5.2</p>
<p>Safe routes to school initiative – including maps showing safe routes for cycling and engineering measures to tackle dangerous points on routes to school</p>	<p>We will consider safe routes to schools as part of our local cycling plans.</p>	<p>We have added safe routes to schools to our list of elements to consider when developing local cycling plans in chapter 5.2</p>
<p>Reduced speed limits/introduce 20mph zones in urban areas, residential areas, around schools</p>	<p>Speed limits are set by local committees, in accordance with Surrey County Council's speed limit policy. Local speed limits will be considered as part of the local cycling plans.</p>	<p>We have included appropriate speed reductions as part of our list of elements that local cycling plans should consider in chapter 5.2 of the strategy, and clarification of the role of local committees.</p>
<p>Incentivise cycling to school by making areas outside of schools cycle/pedestrian only – making driving children to school less attractive.</p>	<p>This would have to be considered on an individual school basis, and would be dependent on local demand, local traffic conditions and availability of funding. It could be considered as part of the local cycling plans however implementation may not be straightforward.</p>	<p>No change - consider as part of local cycling plans if there is local demand</p>
<p>Role of schools in encouraging cycling and providing secure cycle parking and storage facilities</p>	<p>Agree - we already work with schools and provide support in producing school travel plans. We will also consider schools as part of our local cycling plans.</p>	<p>School travel plans are already included in section 6.8 of the strategy on information, promotional activities and practical support. We will add cycle parking at schools to our list of elements to consider within local cycling plans in section 5.2.</p>

Use of competitions and incentives to get children to cycle to school	We already run an annual 'Golden Boot Challenge' which is a competition between different classes in participating primary schools, to encourage children to walk or cycle to school. Initiatives such as Bike IT are run in some Surrey schools.	Add further information on the Golden Boot Challenge in section 6.8 on information, promotional activities and practical support
Events and roadshows including with cycle clubs to encourage participation in cycling	Surrey County Council currently runs annual cycle festivals in Guildford, Woking and Reigate. Other events such as the Woking Tour Series encourage cycle participation.	Section 7.1 on cycling for health and leisure includes a commitment to work with Surrey cycling clubs to promote cycling among young people.
Make it fun / cool to cycle, use appropriate role models	Agree - we will consider this in any communications targeted towards young people in relation to cycling.	Included in chapter 6.8
Ensuring access to affordable bikes either for purchase or hire	We will look at opportunities to expand the Guildford Project model where volunteers refurbish and resell unwanted bikes.	No change (already included in section 6.8 on information, promotional activities and practical support)
Schools could relax uniform regulations at the start and end of each day to limit restrictions on appropriate cycling / wet weather clothing	This would be a decision for the individual school, but we could consider encouraging this alongside our training offer	No change
Children should be empowered to choose to cycle for their own reasons - provide them with the information but try not to make decisions for them	Agree - we aim to help people make informed choices.	No change

6. Major Events – inspiration and support

The majority of respondents had not been inspired to take up cycling although reported that they now cycled more. Others felt that events and numbers of cyclists acted as a deterrent to cycle.

Probably the biggest single concern amongst respondents was the disruption caused by road closures. Whilst rolling road closures were largely considered to be acceptable, many felt that lengthy road closures without sufficient provision of passing points were too disruptive. Other issues included the influx of cyclists prior and post an event, to ride the route, poor road surfaces making it unsafe to cycle and the need to ensure that communities felt part of an event, not just having it inflicted on them. A number of respondents suggested varying the routes of major events to spread the impacts/benefits.

Consultation Issue	SCC Response	Changes to Strategy
No inspiration as cycling events are too far removed from ordinary cycling	We recognise that the major events alone will not be sufficient to inspire our residents to cycle and that a more widespread approach to encouraging cycling is required.	Chapters 6.8 and 7.1 set out how we will seek to promote cycling more widely to residents.
Disruption caused by events has negatively affected views of cycling and cyclists	The County Council is working with the PRLS event organiser and through the Framework for Coordinating and Approving Events on the Highway to reduce disruption caused by events and the cumulative impact of multiple events.	Chapter 7.4 and the Framework provide more information about our approach.
The spectacle of cycling events is very inspirational – this can be taken advantage of more effectively	We will seek to promote and encourage cycling through a range of different means and mechanisms.	Chapters 6.8 and 7.1 set out how we will seek to promote cycling more widely to residents.
The health benefits of cycling are made obvious by the fitness of professional cyclists and this is an inspiration.	Noted and the health benefits point is reflected in the Framework for Coordinating and Approving Events on Surrey's Highway.	No change
Inspiration from events tempered by reservations about the challenging/dangerous nature of rural Surrey roads.	We produce the Surrey Cycle Guides that provide more information about cycle routes including routes that are quieter.	No change
Would be happy to cycle more as a result of events but the behaviour of sports cyclists is sometimes offputting.	We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists.	See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.
Concern that infrastructure was not fit for purpose – poorly maintained road surfaces, potholes, narrow roads	Improving the condition of the road network is a priority for Surrey County Council and we are investing £100 million over five years to address this through Operation Horizon, the county council's planned maintenance programme.	We have added a section to the strategy on improving the condition of the network (chapter 6.3)
Potential to vary the route of major	With regard to the PRLS, the event organisers have	Section 7.4 sets out commitment to

events in order to spread the burden / benefit	advised that due to the complexity and level of planning required consistent route is the only viable proposition. In addition, an event route that varies does not become established and the opportunity to derive economic and social benefits is lost.	consider cumulative impact of events.
Road closures should be minimised, information on road closures should be provided to all those affected in a timely manner and managed crossing points should be in place	We are working with the PRLS event organisers to minimise the impacts of the road closures as far as is feasible. With a mass participation event such as this, a rolling road closure is not possible, although it is possible for parts of the elite event in the afternoon.	See section 7.4 for more information on our plans to assess requests for road closures. Further detail on this is set out in the Framework for Coordinating and Approving Events on Surrey's Highway.
Need to properly set out the local economic benefits of major events	The Tour of Britain commissioned an independent economic impact assessment. The assessment was carried out based upon the findings from a web-based survey of 2,415 Tour spectators and follows the principles set out in HM Treasury's Appraisal and Evaluation in Central Government Guidance ("The Green Book") and UK Sport and EventScotland's the event IMPACTS guidance.	See section 5.4 for more detail on plans to secure economic benefits from cycling events. More detail on the requirements for event organisers to demonstrate economic benefits are set out in the Framework for Coordinating and Approving Events on Surrey's Highway.
Events should be more spectator friendly so that they can access vantage points and move around the route	With regard to the PRLS, the County Council is working with the event organiser to look at the potential to improve the spectator experience, including creating a spectator hub in Dorking.	No change
Events are OK in moderation but there should not be too many of them	The new Framework for Coordinating and Approving Events on Surrey's Highways puts in place robust measures to manage numbers of events on closed roads. Currently the County Council has no control over open road events but will be engaging with Central Government to address this.	See section 7.4 on plans to ensure major events bring benefit to Surrey and section 7.3 on plans to lobby central government for a change to regulations to require currently unregulated sportive events to notify the police and the highways authority.
Problem of influx of cyclists including prior to events	We will seek to address problems caused by high levels of cyclists through engagement with cycling organisations, through education and awareness campaigns and	See sections 6.9 and 7.3 for more information on identified activities.

	through enforcement where required.	
Businesses should be given advice on how to capitalise on events and possibly given flexibility on trading hours/approach	The County Council will work with Visit Surrey to look at further measures to support businesses to reap the economic benefits from the increase in cycling and cycling events. Particularly in parts of rural Surrey. In the case of PRLS event organisers are putting in plans to support businesses to capitalise on the event.	Section 5.4 for further information on our proposal to secure greater economic benefit from cycling activity in Surrey.
Local communities encouraged to run complimentary events e.g. fetes and festivals on race days which provide local benefits as well as attracting tourists into the area.	At the 2013 PRLS event, Pyrford hosted a community event that attracted more than 3,000 residents and visitors. This will be used as a case study to encourage other communities to take advantage of the opportunities provided by the event. The Framework for Coordinating and Approving Events on Surrey's Highway places an onus on event organisers to consult with local communities and demonstrate community benefit.	The proposals regarding the economic and tourism potential of events are set out in chapter 5.4.

6. Sharing the road

Many respondents commented on the need for better education for both motorists and cyclists on how to share the road safely. Greater awareness of the highway code by all parties, as well as the possibility of a training requirement for cyclists and inclusion of cycle awareness in the driving test.

Consultation issue	SCC response	Changes to strategy
Education for motorists – how to overtake safely, include cycle awareness in driving test, raise awareness of highway code	Through the Drive SMART partnership, we will seek to address this issue in our future media and publicity campaigns, and we will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users	See chapter 6.9 on campaign plans for cycling safety and sharing the road.

	in Surrey in relation to cycling or sharing the road with cyclists. We will also engage with central government on the potential for more emphasis in the driving test on sharing the road safely with cyclists.	
Education for cyclists – cycling on narrow roads, cycling in groups, awareness of highway code, wearing helmets and bright clothes, more awareness of motorists	Through the Drive SMART partnership, we will seek to address these issues in our future media and publicity campaigns. These topics are also covered within our bikeability training. We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists. We will also look at the potential to refer cyclists and motorists for further training where they are found to have committed an offence or contravened the Highway Code in relation to cycle safety.	See chapter 5.3 for plans to expand Bikeability cycle training and chapter 5.3 on plans to improve awareness for cyclists on safety and responsible behaviour.
Use of signage to increase awareness of cyclists and advise on how to overtake safely in key areas.	It is not clear that increased signing to try to increase awareness of cyclists will be very effective, and large amounts of signing would be required to cover all the locations where there are increased numbers of cyclists. Increased signing would add to “clutter” on Surrey’s rural roads. Only signing approved by the Department for Transport can be used on public roads, and there is no specific sign advising on how to overtake safely. Instead this issue may be better addressed through media and publicity campaigning.	Through the local plans, potential to consider use of appropriate signage in particular areas.
Cyclists should be required to pay road tax which should be ring-fenced for highways and cycle route investment	The finance for roads construction and maintenance comes out of general taxation. The road tax was abolished in 1937. Motorists pay Vehicle Excise Duty which is a tax on cars based on size of engine and emissions. We do not support the premise that one type of road	See section 6.10 in the strategy

	<p>user – be that motorists or cyclists – should be required to pay the costs of road maintenance and construction. We are concerned that misunderstandings such as this can lead to resentment between motorists and other road users.</p>	
<p>Cyclists should be required to take a test and get a permit / cycling licence before they can ride a bike on the highway</p>	<p>The County Council is committed to encouraging cycling as a healthy and affordable means of travel. The introduction of a permit system would be hugely complex and costly to set up and administer and would act as a barrier to people taking up cycling. We believe that the negative impacts of the costs of setting up a scheme and potential reduction in the numbers of people, particularly young people and people without access to car, would outweigh any benefits.</p>	<p>See section 6.10 in the strategy</p>
<p>Cyclists should be required to take out insurance on their bicycle</p>	<p>Many cyclists do take out insurance on their bike, similar to other vulnerable road users such as horseriders. However, as vulnerable road users, we do not feel that requiring insurance properly reflects the risks and may well act as a barrier to cycling amongst those groups who have the most to benefit from cycling, including the young and people without access to car.</p>	<p>No change</p>
<p>Cycles should have a 'number plate' or similar means of recognition.</p>	<p>This would act as a barrier to cycling, especially amongst those groups who have the most to benefit from cycling, including the young and people without access to car. The administrative burden would far outweigh any advantages.</p>	<p>See section 6.10 in the strategy</p>
<p>Concern about cyclists travelling in groups, making it difficult for motorists to overtake and cycling more than 2 abreast.</p>	<p>The highway code states "never ride more than two abreast, and ride in single file on narrow or busy roads and when riding round bends". We will seek to address these issues in our future media and publicity campaigns. We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner.</p>	<p>See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.</p>

	As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists.	
Promote alternative routes for cyclists to avoid narrow/dangerous roads	Sports cyclists are unlikely to be deterred from cycling routes that present an attractive challenge to them.	No change
Cyclists should be penalised for disobeying the highway code	Through the Drive SMART Partnership, we will seek to address offending behaviours in our future media and publicity campaigns. We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists. We will also look at the potential to refer cyclists and motorists for further training where they are found to have committed an offence or contravened the Highway Code in relation to cycle safety.	See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.
Motorists should be penalised for driving that puts cyclists at risk	Through the Drive SMART partnership, we will seek to address offending behaviours in our future media and publicity campaigns. We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists. We will also look at the potential to refer cyclists and motorists for further training where they are found to have committed an offence or contravened the Highway Code in relation to cycle safety.	See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.
Surrey Police increased presence – both uniformed and unmarked.	We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner and is targeted at the sites that need the most attention.	See section 6.9 for further information on enforcement plans which we are working with Surrey Police to develop and deliver.

Encourage cycle lane usage or make it compulsory where they are available	Segregated cycling paths can encourage more people to take up cycling who are deterred due to the fear of sharing roads with fast, busy traffic. However this infrastructure is not likely to be used by confident higher speed sports cyclists who are more likely to use the road, and there is no requirement for them to use the cycle paths.	No change
Cyclists should make sure they equip themselves properly – e.g. high viz, lights, bell.	These issues will form part of ongoing media and publicity campaigning with Surrey police through the Drive SMART partnership, and we will work with Surrey police to ensure there are suitable interventions when cyclists are not using lights in the dark.	See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.
Code of conduct for cyclists to refer to and to abide by.	We will work with Surrey Police to ensure enforcement is undertaken in a consistent, fair and appropriate manner. As well as the standards contained within the highway code we will work with Surrey police to set out standards and interventions for all road users in Surrey in relation to cycling or sharing the road with cyclists.	See section 6.9 for further information on campaigns and enforcement plans which we are working with Surrey Police to develop and deliver.

8 Sports cycling

The level of sports cycling in parts of Surrey, particularly in rural areas, was raised as a concern by a significant number of respondents. There were a number of suggestions that sports cycling should be restricted, in terms of when it takes place and numbers involved in any event or ride. In addition, a number of respondents felt there was a need for greater dialogue with cycle clubs and event organisers in order to manage potential conflict.

Consultation issue	SCC response	Changes to strategy
Cyclists should be restricted to using the roads for utility purposes and cycling purely for fitness should not be allowed on the public highway.	Surrey County Council currently has no powers to restrict cycling events on the public highway.	No change
Cycle events, such as sportives and club rides should be limited to certain times	Surrey County Council currently has no powers to restrict cycling events on the public highway. We will be	See sections 7.3 for further details of our plans to manage the impacts of sports

of day and week (eg Sunday mornings) to reduce the impact on other traffic	lobbying central government to require sportive events to notify ourselves and the police and to give us the ability to manage potential conflicts between different events and activities on the highway.	cycling and lobby government for changes to regulations.
Cycle events should be restricted to a smaller number each day/week	See above	No change
A limited number of roads could be shut for a period of time to concentrate events along those routes and reduce wider impacts	As part of the development of the Local Cycling Plans that could be consideration of measures such as limited road closures to make provision for cyclists whilst minimising wider impact.	Section 5.2 Local Cycling Plans
Creation of passing places where feasible on narrow lanes	Identification of specific popular cycling routes with potential for creating passing places can be considered as part of the Local Cycling Plans.	Section 5.2: Local Cycling Plans
Creation of more off-road routes specifically for cycling, including provision of a velodrome or cyclopark similar to the Cyclopark in Gravesend, Kent.	The challenge we face is the different needs of different types of cyclists. Whilst some bikes are suitable for off-road surfaces, road bikes require reasonably high quality surfaces. However, there is clearly more to be done to improve provision for off-road cycling, including mountain biking, which can bring economic benefit and reduce environmental impact	Sections 7.1 Cycling for health and leisure and 7.2 Off-road cycling.
Establish a network of recommended routes for cyclists, with signage and maps. Provision of facilities on these routes (litter bins, toilets, refreshments)	We recognise that there is more to be done to develop Surrey's cycle tourism offer – both for residents and people visiting the county. We will work with Visit Surrey to look at how we can better publicise key leisure routes and the local facilities on these routes.	Section 5.4 on securing economic benefit from cycling in Surrey.
The numbers taking part in sporting events or club rides should be restricted.	We are working the sport governing body, cycle clubs and event organisers to identify how best to manage conflicts between sports cyclists/events and local communities.	See sections 7.3 for further details of our plans to manage the impacts of sports cycling.
Better engagement with cycle clubs and local residents in the areas most affected to encourage a real debate about issues and options.	We agree with the need to promote better dialogue in the most affected areas. We feel that parish councils have an important role to play in this and will discuss this with them further.	See sections 7.3 for further details of our plans to manage the impacts of sports cycling

Better information to local residents about events taking place	We are establishing a publically available events calendar and encouraging all event organisers to include details of their events.	Section 7.3.
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9 Local Cycling Plans

Most respondents agreed with our approach to local cycling plans. The main comments were around ensuring they were fully integrated with the county strategy, consultation with local communities, and ensuring adequate funding. A number of specific local improvements were also suggested.

Specific local improvements	Many respondents made specific suggestions for areas needing improvements for cycling. These will be considered when developing local cycling plans.	No change
Local cycling plans at district/borough level to be properly integrated with strategy at county level	Local cycling plans will be guided by the principles set out in the strategy	No change - the strategy already states that the local cycling plans will be developed in accordance with the strategy objectives
Consultation with local communities	Agree - it is essential that local communities are consulted	We have stated that local cycling plans will involve consultation with local residents in chapter 5.2 of the strategy.
Appropriate/adequate funding for local cycling plans	The effectiveness of local plans will very much depend on the level of funding obtained to deliver improvements. We don't have dedicated funds for local plans, however section 6.7 of the strategy (infrastructure funding) details potential funding sources for infrastructure improvements that local plans can draw from.	No change
Other issues A number of respondents raised issues that have been covered elsewhere in this document.	Our response to issues raised have been covered in the relevant sections of this document.	Covered in relevant sections of this document

10 Other issues

A number of other issues were raised by respondents that were not covered by the survey questions. The main issues are set out below.

Consultation Issue	SCC Response	Changes to Strategy
Economic benefits – more should be made of and economic boost to the county to boost public perception.	We recognise that there is more work required to understand the economic impact and support businesses to realise these potential benefits.	The proposals regarding the economic and tourism potential of events are set out in chapter 5.4.
For events to take place, it should be explicitly demonstrated that they bring some kind of benefit economically.	The revised Framework for Coordinating Approving Events on Surrey's Highway includes a requirement for event organisers to demonstrate economic benefit.	Chapter 7.4 sets out the requirement for future major events to demonstrate economic, health, social and environmental benefits to Surrey.
In order to facilitate economic benefits, visitors to the county for events could be made aware of other attractions that Surrey has to offer.	We recognise that there is more work required to understand the economic impact and support businesses to realise these potential benefits. We will work with Visit Surrey to develop plans to secure wider tourism benefits.	The proposals regarding the economic and tourism potential of events are set out in chapter 5.4.
Compensation for local businesses affected by cycle events and road closures.	We don't have any plans to compensate businesses in relation to cycle events and road closures. However we will limit road closures on any road to once per year, unless there is clear local resident and business support for more events.	We have amended the strategy to say that we will only close the road once a year for a major event, and any additional events will involve the road closure only where there is clear local resident and business support.
Establish an Olympic 2012 legacy signed route to encourage national and international tourists.	As part of capturing the economic benefit we will consider this suggestion	Section 5.4 sets out our commitment to capturing the economic benefit
From a personal economic perspective – the money saving aspect of cycling should be better publicised – money saved on the cost of fuel.	Cycling is an affordable way to travel, and we will consider using this message in appropriate communications.	No change
Local business could be encouraged to sponsor certain events in exchange for advertising opportunities on route.	As part of capturing the economic benefit we will consider this suggestion	Section 5.4 sets out our commitment to capturing the economic benefit
Cycle tourism may have increased but many people will have driven to Surrey with bike racks rather than riding into the county, thus congestion has also	People driving into the county for sports or leisure cycling may add to traffic levels locally. The congestion benefits of cycling arise as a result of modal shift from car to bicycle i.e. for transport purposes.	No change

increased.		
Publicise the network of cafes, pubs, cycle shops and other local services in areas popular with cyclists in order to increase money coming into Surrey's rural economy	As part of capturing the economic benefit we will consider this suggestion	Section 5.4 sets out our commitment to capturing the economic benefit
Bidding system for prime event slots in the summer, so that money can be ploughed back into affected communities and cycle facilities	The lack of regulation governing the majority of events means that this suggestion is not currently possible but there may be future opportunities to explore this.	See section 7.3 on our plans to lobby for improvements to the regulations.
Increased cycling without a corresponding drop in car use will do little to relieve congestion / cyclists do not always alleviate congestion, in many cases if not properly managed and depending on where they are, they can be the cause of it.	In general, modal shift from car to bicycle has a positive impact on congestion, as bikes take up far less space on the road. In some cases cyclists on narrow roads can slow down traffic where overtaking is difficult. However the overall benefits far outweigh this drawback. We are lobbying the government to regulate mass cycling events on the highway which can cause significant delays.	Section 7.3 of the strategy sets out our plans to lobby central government to ensure that regulations governing events on the highway are fit for purpose



Framework for co-ordinating and approving events on Surrey's Highway

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Glossary

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Term	Meaning
D&B	District and Borough
E&I	SCC's Environment and Infrastructure Directorate which has responsibility for implementing road closures
Major Event	Any event that falls under Section 16A of the Road Traffic Regulation Act 1984.
NGB	National Governing Body of Sport, including British Cycling, UK Athletics, British Triathlon
Regulated events	Events which fall within the jurisdiction of the following legislation; Road Traffic Regulation Act 1984, Road Traffic Act (Cycle Racing on Highways Regulation 1960, amended 1980 & 1995) and Town Police Clauses 1847.
ROW	The Rights of Way network
SAG	Safety Advisory Group – an officer level group which advises on the safety of local events and agree any licences needed for events.
SCC	Surrey County Council
SECG	Surrey Event Co-ordination Group - An officer group chaired by the Assistant Chief Executive which oversees the process by which applications for events are reviewed and all relevant stakeholders are notified of events in an area.
Sportive	An unregulated organised, mass-participation event. A sportive is a ride rather than a race, although participant times will normally be recorded.
TTRO	Temporary Traffic Regulation Order
Unregulated events	Events which are not governed by legislation and as such Surrey County Council and partners have no power to prevent.

1. Introduction

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This paper sets out the Framework and set of objectives for the co-ordination and approval of events on the highway, or that have a major impact on the highway network, as administered by Surrey County Council.

This Framework is aimed at key stakeholders¹ and event organisers and specifically refers to the approval of road closures for events on the highway under Section 16A (Special Events) of the Road Traffic Regulation Act 1984 which is used for large sporting event, social event or entertainment which is held on a road. This paper does not include the process for approvals of road closures under Town and Police Clauses Act² which is administered by the District and Borough Councils and used for small events such as street parties or carnivals.

There are many events which take place on open roads every week in the county. This paper addresses the need for better communication regarding these events between the event organiser and relevant stakeholders, to ensure that there is a better understanding of the amount of events taking place on the highway and the impact this has on local communities.

The two aims of this paper are to outline:

- How partners and event organisers intend to ensure communication and co-ordination between themselves regarding events, which will help to minimise any impact attributed to events.
- A new process for the approval of road closures under Section 16A of the Road Traffic Regulation Act 1984 for events on the highway, to ensure it is consultative and transparent, whilst balancing the impacts versus the benefits.

During the past few years Surrey has seen an increase in events taking place on the highway and generally across the County. In particular the County has seen an increase in cycling events, which has been due to an increase in popularity of the sport over the past five years and the success of the 2012 Olympic Games, including the cycling road races hosted by Surrey.

This increase has led to more event organisers requesting road closures for events, which was something that was relatively rare before the 2012 Olympic Games.

It is recognised that events can be positive for Surrey in terms of economic growth, health and wellbeing, employment and social interaction.

¹ SCC, District and Borough Councils, Parish Councils, Private Landowners, Surrey Police and Local members

² A review of the TPCA is currently being planned for 2014.

In 2012, Surrey's Olympic programme brought £800 million into the local economy with the cycling events contributing £44million to this total. Visitor numbers and profile can be increased by major events, however more data needs to be collected following events to fully understand the scope of any net benefits.

Surrey has seen an increase in events on open roads, which are not regulated³. These types of events have been steadily increasing as the sport has grown and Surrey County Council is working with the National Governing Bodies of Sport⁴ to encourage event organisers to inform local authorities of their events and to consider the impact of their events on local communities.

The increase of events taking place on closed and open roads, has led to concerns from local communities regarding their impact, especially in rural areas. These issues relating to events are detailed below:

- Better consultation needed with local communities regarding road closures and events.
- Managing the increase of events on open and closed roads so they do not adversely impact communities.
- Cumulative impact of events on certain rural areas of the County.
- Conduct and behaviour of some of the participants.

Surrey County Council and partners recognise that to realise the benefits from events, these issues must be addressed and this paper sets out objectives in order to do this.

This Framework has been produced by Surrey County Council, in consultation with the District and Borough councils and Surrey Police.

1.1 Key objectives

Below are the key objectives which underpin this Framework and enable SCC and partners⁵ to manage both the positive and negative impacts of events:

- We will support events which bring benefits to the people of Surrey and result in a net benefit to the county (taking into account factors such as economic growth, health and transport benefits, due to decreased congestion through sustainable travel).
- We will base our assessment of event applications for road closures under S16A Road Traffic Act 1984⁶ on a set of principles⁷, in which the benefits outweigh the impact.
- Event organisers requesting road closures under Section 16A of the Road Traffic Regulation Act 1984, will be required to undertake and provide results of consultation with local authorities, local communities and elected members before an application for road closures is submitted.
- We will proactively engage with event organisers and National Governing Bodies of Sport to ensure they reduce the impact of events to local communities.

³ These events do not need approvals from the Highway Authority.

⁴ British Cycling, UK Athletics, British Triathlon

⁵ SCC, District and Borough's, Surrey Police and Private Landowners

⁶ Does not include Town and Police Clause Act

⁷ See page 7

- We will only close a road once a year for a major event unless there is clear evidence that there is strong residents support to do so.

2. Context

2.1 Types of Road Closures and Legal Powers

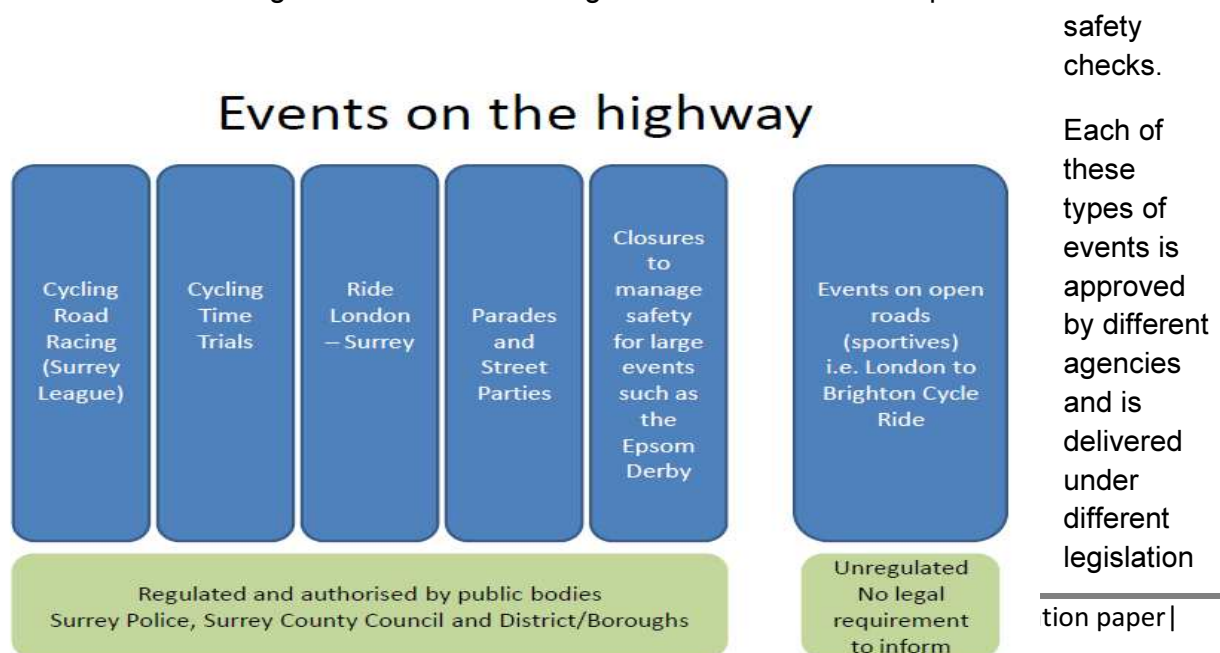
There are many organisations that provide approval of road closures for events on the highway, the table below shows the breakdown of this and what legal powers are used to do this.

Legal powers	Type of event	Approver	Closure
Section 16A Road Traffic Regulation Act 1984	Ride London - Surrey	Surrey County Council	Full closures
Road Traffic Act (Cycle Racing on Highways Regulations 1960. amended 1980 & 1995)	Road Racing and Time Trials	Surrey Police	On open roads in controlled conditions
Town Police Clauses Act 1847	Remembrance Sunday Parade/ Carnival/ Street Party	District & Borough	Full closures
Landowner (private road)	Event on Zig Zag Road (Box Hill)	National Trust	On open roads, but permit required.

In addition to these events there are many others which have traffic management in place to support their safety such as Wings and Wheels, Magic Summer Live and Epsom Derby. These are dealt with by the local authority in those areas, in consultation with Surrey County Council.

2.2 Regulated and unregulated events on the highway

There are many events that use the highway on a regular basis; the diagram below demonstrates the regulated events and unregulated events in terms of permission and



(see table above).

3. Process for Surrey County Council approving events on closed roads using Section 16A of the Road Traffic Regulation Act 1984

Under the Traffic Management Act 2004, Highway Authorities such as Surrey County Council are under a duty to effectively manage their road network. These duties include managing their road network with a view to securing, as far as may be reasonably practicable, the expeditious and safe movement of traffic on their own network and to facilitate it on others.

Under Surrey County Councils powers as a Highway Authority, it can close roads under Section 16A of the Road Traffic Regulation Act 1984. There is currently no legal requirement for consultation with residents or businesses before making an order.

Surrey County Council recognises that an event organiser when requesting closures must demonstrate that the benefits of the event outweighs the impact. It also recognises that there should be a transparent and consultative approach to approving the decision.

3.1 Approval process for road closures made under Section 16A of the Road Traffic Regulation Act 1984

The decision must be made in accordance with the prevailing terms of the County Council Constitution. Therefore event applications requiring road closures will be approved by those officers identified under the County Council Constitution, Part 3, Section 3, Part 3, T22 Specific delegations to officers. Decisions will be taken in consultation with Cabinet Members for Community Services and Transport, Highways and Environment and on the advice of the SAG and the SECG. Where an event is considered to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions, a decision will be taken by the Surrey County Council Cabinet.

The consultation for events will be undertaken and evidenced by the event organiser, before an application for road closures is made.

This applies to roads and Rights of Way only and this process will be adopted upon receipt of approval by the County Council Cabinet.

3.2 Principles for approving events on roads closed under Section 16A of the Road Traffic Regulation Act 1984

Surrey County Council recognises that events which impact on communities must be outweighed by the economic, social and health benefits. The following principles must be evident in an event application from an event organiser for it to be considered for road closures:

- Credibility of the event organiser (references will be sought)
- Support from the Governing Body (if a sport event)
- Community benefits (charity, health, wellbeing and social)
- Economic benefits (local area or Surrey as a whole)

- Cumulative impact of events on an area (one closed road event per calendar year)
- Enhance the reputation of Surrey (tourism and place)
- Feedback from local councillors (County, D&B, Parish)
- Consultation with community undertaken by the event organiser and evidenced

There is no weighting to be placed on specific principles; however all will need to be addressed as part of the review before a decision is taken.

Large high profile events that are promoted or delivered in partnership by the Council will take precedence over other smaller events, due to the increased potential benefit that larger events bring. A timeline for these events will be agreed on a case by case basis.

Other events should follow the timeline set out below. Smaller events on the same footprint as a large event would require overwhelming local support from local residents/businesses and local elected representatives to take place on the same route.

Timeline for events on closed roads

It is important that event organisers have enough time to plan and consult regarding their plans for events. Below is a preferred timeline for this work.

Months/Weeks from event	Activity	Action by
12+ months from event	Check availability of proposed event date ⁸	Event organiser
	Consultation undertaken with key stakeholders ⁹	Event organiser
12 months from event	Detailed event application received, including how they will deliver the TMP and evidence of consultation	Event organiser
11 months for event	In principal support given (or not), conditions stipulated.	Approver
	Statement of the relevant legislation to be used (road closure applications only)	Approver
10 months from event	Further engagement with critical services, local communities' councillors	Event organiser

⁸ The Surrey event calendar is available at www.surreycc.gov.uk/events

⁹ Please refer to section 3.3 for a list of consultees

	and other stakeholders.	
9 months from event	Attendance at Safety Advisory Group (SAG)	Event Organiser (invitation will be sent from SAG Chair or representative)
6 months from event	Attendance at second Safety Advisory Group	Event Organiser (at the discretion of the SAG Chair)
3 months from event	No objections to be given by relevant Safety Advisory Group	SAG Chair
	Road closure paperwork complete	Approver (paid for by event organiser)
2 month from event	Intention to make road closure advertised	Approver (paid for by event organiser)
	Road signs displayed (if required)	Event Organiser
2 weeks from event	Finalised road closure orders published	Approver (paid for by event organiser)
Post event		
2-3 weeks	Feedback and debrief from event	Event Organiser

3.3 Consultation for events requiring road closures using Section 16A (special events) of the Road Traffic Act 1984.

Surrey County Council will require event organisers to consult with the following stakeholders before approaching the County Council for road closures¹⁰ (under Section 16A of the Road Traffic Regulation Act 1984). All comments from stakeholders will be presented to SCC as part of the event organisers application and will be taken into consideration when a decision is taken.

The event organiser will have to consult with the following as a minimum;

- County Council departments
 - Highways and Transport
 - Emergency Management
 - Adult Social Care
 - Surrey Fire and Rescue
- District and Borough Councils (affected)
- Parish Councils (affected)
- County and Local Councillors (including local committee chairmen and D&B)
- Surrey Police
- South East Coast Ambulance
- Landowners (affected)

3.4 Fees charged to event organisers with road closures under Section 16A of the Road Traffic Act 1984

In challenging financial times, Surrey County Council and partners must recover event related expenditure. Event organisers will be charged a flat rate fee and hourly rate for services from the County Council and relevant professional services.

The fees charged will relate to the following services and event organisers will be notified when they submit their application:

- Officer time: Reviewing event plans, consultation sessions on event plans pre SAG and decision making process,
- Traffic Regulation Orders; Drafting and advertising,
- Street Cleansing (as required from D&B); Planning and delivery,
- Crowd Management/ Public Safety surrounding event (as required): Advice, planning, deployment and management,
- Any additional hours/ services above the agreed amount with the event organiser will be charged at an hourly rate. Events may be given a waiver against these charges in special circumstances, which will be agreed in consultation with the relevant cabinet member.

¹⁰ This will be detailed in an event management guide for organisers.

3.5 Withdrawing support for road closures

In certain circumstance Surrey County Council may have to withdraw support for an event after an application has been approved. Events could be jeopardised if any of the following elements become an issue, and may be refused permission to continue;

- Applications are not received in time;
- The scope of an event changes significantly and/ or it differs considerably from the original application;
- There are major changes to the plan which mean that the event is no longer compatible with our policies and guidelines;
- The date changes to one that coincides with other events, road or building works that would increase the impact on the surrounding area;
- The venue changes to an inappropriate location;
- A licence application ¹¹is refused (where critical to the event);
- Any of the timelines agreed are not met;
- A major contractor withdraws critical support;
- Failure to comply with any conditions or actions agreed
- A partner such as the Police will not support the application
- Failure to sufficiently consult and engage with local communities in relation to the event plans.
- Any actions that damage the reputation of Surrey County Council or its partners

Where such action is anticipated the event organiser will be advised verbally as well as in writing by Surrey County Council, other local authority or Safety Advisory Group of the need to correct any matter as soon as it appears likely to become an issue.

If at any time during this process Surrey County Council or associated partners decide to refuse permission for planning to proceed, or for the event to go ahead, the event organiser will be informed as soon as that decision is made and then provided with the reason in writing.

4. Co-ordination and communication of events which have an impact on the highway.

It is recognised that there are hundreds of events taking place on the County roads every year and there are various organisations who are approving them. The Surrey Events Co-ordination Group (SECG) has been established to ensure that there is a coordinated approach to events on the highway. The SECG is an officer group chaired by the Assistant Chief Executive of the County Council and includes representatives from Surrey Police, Emergency Planning and the Districts and Boroughs. This will include a single point of contact in SCC which both event organisers and stakeholder organisations can send event information.

The role of the SECG will be to:

¹¹ Administered by the District or Borough

- Ensure that information regarding events on the highway is disseminated to local stakeholders affected (including events on open roads). This will come from events@surreycc.gov.uk
- Be a point of contact for event organisers and communities
- Produce and maintain a Surrey wide events calendar, which will be published on the SCC website
- Production of a guidance document for event organisers, including a code of conduct

In addition to this, District and Borough Councils, Surrey Police, private landowners, and other relevant bodies are being encouraged to share information on events taking place in their area, so that a county events calendar can be produced. This will ensure that there is a comprehensive picture of events taking place in the County. This should support the management of impacts to communities and ensure, where possible, that multiple events do not take place at the same time and place.

5. Sports events on open roads (sportives)

Sportives are sporting events which take place on open roads and all participants should adhere to the Highway Code.

Event organisers do not need any approvals for their events from the Highway Authority or Police. Event organisers do often register their events with their National Governing Body (NGB) of sport, for promotion and insurance purposes.

The Home Office produced the **good practice guide for small and sporting events taking place on the highway, roads and public places** which most major sporting governing bodies endorse and promote.

It is recognised that sportives contribute to the health and wellbeing of Surrey residents, by offering people the opportunity to take part in local events. Some of these events also raise money for charities and good causes. High profile sportives which take place in Surrey include the London to Brighton bike ride.

The current issues with Sportives are as follows:

1. Event organisers not informing the highway authority
2. Event organisers not adhering to the Home Office guide
3. Participants not adhering to the highway code
4. The cumulative impact on certain communities

SCC will work with event organisers and the National Governing Body to encourage greater responsibility, to reduce the impact and improve the behaviour of participants. Through the following measures:

1. Develop a code of conduct for event organisers, which includes asking them to inform the highway authority and to consider their routes in areas which are already saturated with these events
2. Develop a code of conduct for participants which is adopted by event organisers, to ensure that they abide by the Highway Code and reduce the impact to local communities.

3. Send information to key stakeholders¹² through the Surrey Events Co-ordination group, informing them of events coming through their area.
4. Produce and maintain an events calendar which can be used by events organisers to ensure their events aren't clashing with others.
5. Work nationally with other local authorities who are experiencing similar issues to influence central government policy on sportives and open road events.

5.1 Better communication and working relationship between authorities and sportive organisers

There is a need to improve communication between event organisers of sportives and the relevant authorities. This is to ensure there is better awareness of events impacting communities and to ensure that the event organiser is being responsible and respectful towards the participants and also local communities.

We propose to do this via the following methods:

Method	Action	Operational detail
Notification	Event organiser will be encouraged to notify relevant authorities and consult with communities at least 12 months before their event.	This will be promoted through National Governing Bodies and the authorities to event organisers via the event guidance document.
Communication	SECG will communicate information regarding events to the relevant stakeholders.	This will come from the events@surreycc.gov.uk email box
Advisory	Event organisers will be referred to the Surrey event guidance document produced by the SECG which will determine Surrey's requirements of event organisers.	Website
Review	SECG will conduct a review of on an annual basis to determine the effectiveness of this process.	

As part of this consultation draft we are asking for feedback on whether stakeholders would like SCC to lobby for a primary legislation change which prescribes that sportives must get approvals/ permit from the relevant highway authority.

6. Surrey Event Guidance Document

¹² Surrey Police, District and Borough's, Parish Councils and private landowners

SECG has produced an events guidance document (Appendix 3) providing event organisers information on how plan events in Surrey. This document also includes codes of conduct we expect them and their participants to be adhere to.

7. Surrey Events Calendar

The SECG encourages event organisers and stakeholders to send information regarding events to events@surreycc.gov.uk Event organisers are also recommended to upload information about events onto the surrecc.gov.uk website.

Resources

In order to resource these activities Surrey County Council will recover costs from event organisers.

Appendix 1: Cycling Code of conduct – Event organisers and Participants

Surrey County Council, in partnership with the SECG and NGB's, has developed a code of conduct for event organisers. It sets out minimum expectations of event organisers and participants in Surrey.

Aimed at	Conduct
Event Organiser	<ul style="list-style-type: none"> • Ensure that you follow the Home Office guide and the Surrey events guidance document. • Inform the local authority - events@surreycc.gov.uk at least 12 months before your event. • Check the Surrey events calendar to ensure that events don't clash • If you are using Zig Zag road in Box Hill, you must contact the National Trust to obtain a permit. • Ensure that you obtain permission for signs and that you remove these immediately after the event. • Consult with the communities your event goes through to ensure disruption is minimal. A full list of parish councils can be found in the events guide. • Ensure that you inform the local communities that your event is running. - email parish councils. • Ensure that you inform your participants of the Surrey cycling code of conduct. • Ensure you are making adequate provision for toilets and other welfare. • Please be aware that Surrey's roads are heavily affected by events and event organisers should inform the County Council of routes, so that we can discuss the routes for your event at least 12 months before. • Please ensure that you have informed your Governing Body and have adequate insurance in place. • If required, you will need to attend a Safety Advisory Group • Please pass on the code of conduct for participants onto your entrants.
Participant	<ul style="list-style-type: none"> • Be courteous <ul style="list-style-type: none"> ○ Respect the areas your event pass through by not: <ul style="list-style-type: none"> ▪ Dropping litter (gels, water bottles, snacks etc) ▪ Respecting the people that live locally ○ Take care when passing horse riders and other highway users . Groups of cyclists should pass a horse all on the same side. ○ When cycling, please do not block the highway, pull to one side when safe to do so to let other road users pass. ○ Take care when passing other people, especially children, older or disabled people. Call out a polite warning and allow them plenty of room. Always be prepared to slow down and stop if necessary.

	<ul style="list-style-type: none">• Personal safety<ul style="list-style-type: none">○ Ensure that you look after your own personal safety i.e adequate food and drink, sun cream, mobile phone or money to make a call if needed.○ Wear the relevant safety equipment for your sport – high visibility, helmets, lights etc.○ Have a bell put on your bike to let people know you're approaching them.• Behaviour<ul style="list-style-type: none">○ Be considerate to other road users.○ Do not ride in a dangerous ,careless or inconsiderate manner.○ Do not ride when under the influence of drink or drugs including medicine.○ Do not use a mobile or earphones while cycling or running.○ Give way to pedestrians and wheelchair users.○ Cycle at sensible speed and do not use paths for recording times.○ Please use bins or take your litter with you.○ Look out for and obey safety signs.○ Plan toilet stops, rather than using the countryside.○ Be considerate of the communities that you cycle through.
--	--

The Surrey Hills Mountain Bike working Group also have a code of conduct for off road cyclists in the Surrey Hills <http://www.surreyhills.org/surrey-hills-board/mountain-biking/>

Appendix 2: Safety Advisory Groups

Safety Advisory Groups originate at District or Borough level¹³ and their role is to advise on the safety of local events and agree any licences needed for those events i.e. alcohol.

For the 2012 Olympic Games in Surrey, Surrey County Council with partners set up county-wide SAG due to the events crossing many areas. This group presided over the safety elements, whilst any relevant licences still remained the duty of the District or Borough. This county group still remains in place for events such as Ride London – Surrey and any other cross boundary events.

The membership of a Safety Advisory Group is as follows:

- SCC Highways
- Emergency Planning/ Management officer
- Surrey Police
- Surrey Fire and Rescue
- SECAMB
- Local Authority
- Health (NHS)
- And any other relevant party such as a private landowner (National Trust)

There will be a decision taken between Safety Advisory Chairpersons, to determine whether an event is dealt with at a local level or county level. The general rule is that if an event has a major impact on the network, crossing many Borough/ District Boundaries; this will be dealt with by county SAG. Smaller events, with a lesser impact will be dealt with by the relevant Borough or District.

As a requirement of a road closures being granted, event organisers must attend a SAG meeting and receive “no objections”¹⁴ at least 9 weeks from their event. For events running on open roads, there is no requirement, only guidance¹⁵ that they should attend a SAG. Surrey County Council in partnership with NGB’s and partners will encourage open road events to do this, as this allows us to ensure that events are being run safely.

¹³ Please note, not all District and Borough Councils have a Safety Advisory Group.

¹⁴ Event organisers can run an event without a “no objections being given, however they will not be sanctioned any road closures if they don’t.

¹⁵ Home Office Guide – Good Practice guide for small and sporting events taking place on the highway, roads or public places. This will also feature in the Surrey events guidance document.

Event Organiser's Guidance for Events on the Highway

Version Control

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Online File Path:	

Revision	Date	Version	Prepared By	Checked By
Original draft	5/9/13	V0.1	Natalie Welsh	
Initial comments from EMT	17/9/13	V0/2	Natalie Welsh	
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Partner Feedback	22/10/13	V0.5	Natalie Welsh	
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Glossary

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Term	Definition
Safety Advisory Group (SAG)	
Sportive	
Temporary Event Notice (TEN)	

Background

Surrey welcomes events held within the county however we aim to balance the demand for events with the needs of residents, businesses and visitors to ensure that these events are run safely and successfully, with benefits to all and cause minimal disruption.

Introduction

We want to ensure the process for planning an event in Surrey is simple and informative. Therefore the purpose of this document is to provide guidance to anyone considering organising an event in Surrey by providing guidelines, advice, links and contacts with relevant organisations and documents that may help you plan your event.

This document does not replace the need for event organisers to read and follow the applicable Home Office Guidance. The Home Office Guides can be found at www.hse.gov.uk/event-safety/index.htm.

It is strongly advised that event organisers pay particular attention to the following event safety guides:

[Good Practice safety guide- For small events taking place on the highway, roads and public places](#)

[Guide to safety at sports grounds Sports Ground Safety Authority \(SGSA\)](#)

[A guide to health, safety and welfare at music and similar events](#)

Working with us

By working with Surrey County Council, we can offer advice, guidance and ensure you are in contact with relevant organisations. As a County Council we have responsibility for the highway network and as such will try and ensure any works do not affect your event. Furthermore, we have worked closely with the existing sporting community and National Governing Bodies through our County Sports Partnership (Active Surrey) who can also offer assistance.

Before you apply

For the purpose of this process, Surrey County Council defines an event as ‘any activity with a footprint either on the public highway or impacting movement on the highway’.

Before you begin planning your event please consider the following points:

What is your event?

Clearly identify the nature and purpose of your event with as much detail as possible.

Location/Route

When deciding the location/route of your event, please check the events calendar, available at www.surreycc.gov.uk/events to establish whether there are conflicts with other events. As Surrey is a rural county you will need to consider who owns or manages land when deciding your location/route as you may need to obtain permission from landowners.

Timeline

We require time to consider your event application. We will need to receive your event application at least 12 months prior to your proposed event date, please see the table below for further timeline guidance:

Months/Weeks from event	Activity	Action by
12+ months from event	Check availability of proposed event date ¹⁶	Event organiser
	Consult with key stakeholders ¹⁷	Event organiser
12 months from event	Submit detail event application to events@surreycc.gov.uk , including how the will be delivered the Traffic Management Plan and evidence of consultation	Event organiser
11 months for event	In principle support and conditions given, or reasons for refusal	Approver
	Statement of the relevant legislation to be used (road	Approver

¹⁶ The Surrey event calendar is available at www.surreycc.gov.uk/events

¹⁷ Please refer to Annex 2 for a list of consultees

	closure applications only)	
10 months from event	Further engagement with critical services, local communities' councillors and other stakeholders.	Event organiser
9 months from event	Attendance at Safety Advisory Group (SAG)	Event Organiser (invitation will be sent from SAG Chair or representative)
6 months from event	Attendance at second Safety Advisory Group	Event Organiser (at the discretion of the SAG Chair)
3 months from event	'No objections' letter to be given by relevant Safety Advisory Group	SAG Chair
	Road closure paperwork complete	Approver (paid for by event organiser)
2 month from event	Intention to make road closure advertised	Approver (paid for by event organiser)
	Road signs displayed (if required)	Event Organiser
2 weeks from event	Final road closure orders published	Approver (paid for by event organiser)
Post event		
2-3 weeks	Feedback and debrief from event	Event Organiser

NB The timescales in the table above relate to Surrey County Council, other councils timescales may differ. Furthermore please note these timescales are for guidance and the process times may vary.

Advertising your event

If you are applying for road closures, we strongly advise that you do not advertise your event with road closures until you have received formal written approval from the relevant organisation confirming your closures have been granted.

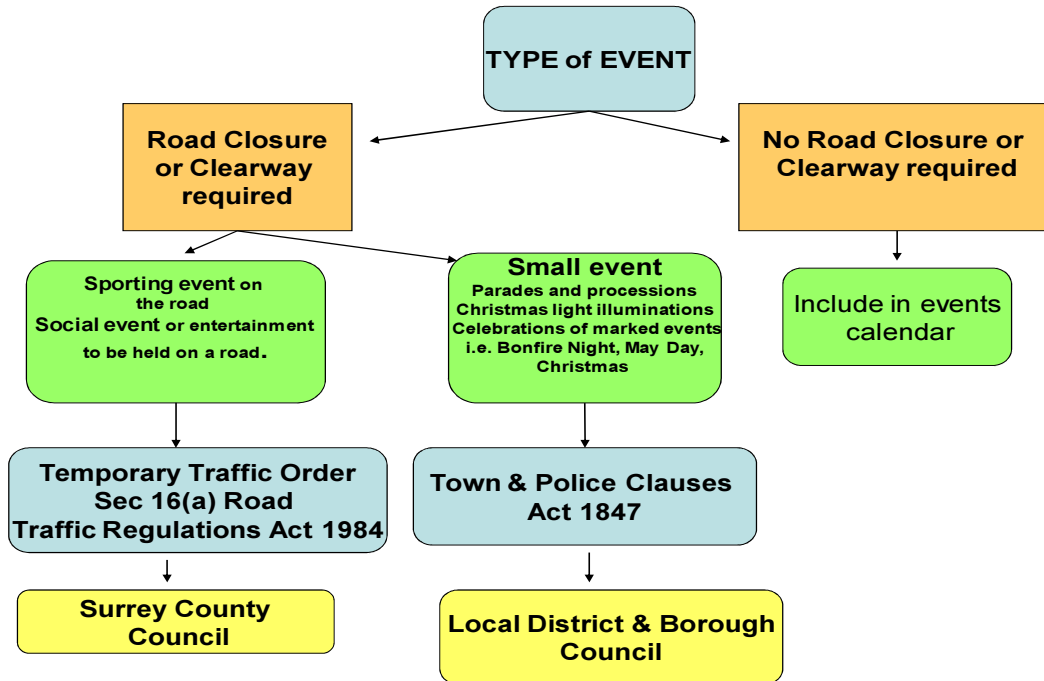
Road Closures/Permissions

The table below illustrates the different road closures available and the relevant organisation to obtain permission from.

Road Closure Legislation	Approver
--------------------------	----------

Town Police Clause Act 1847	District or Borough Council
Section 16A Road Traffic Regulation Act 1984	Surrey County Council

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If your event is one of the following or any other events which has a footprint on the highway or may affect movement on the highway, please notify the following organisation:

Event	Organisation	Contact details
Road Racing and Time Trial	Surrey Police	operationalplanning@surrey.pnn.police.uk
Sportives and/or an activity which has a footprint on the highway or may affect movement on the highway	Surrey County Council	events@surreycc.gov.uk

Cycle Racing on the Highway Regulations 1960

This legislation governs Cycle Road Races which are subject to approval by Surrey Police typically subject to specific conditions including number of competitors and the route taken. Cycling Time Trials are also governed by this legislation although these events do not require authorisation from Surrey Police you must notify Surrey Police within 28 days of the event date.

Consultation

Before submitting a proposal for a Section 16A road closure, Surrey County Council expects the event organiser to have completed consultation with the following organisations/groups:

- Surrey County Council
- District and Borough Council(s) affected
- Surrey Police
- South East Coast Ambulance
- Surrey Fire and Rescue
- Parish Council(s) affected
- Both County Councillor(s) and Local Councillor(s) affected including local committee chairman
- Landowner(s) affected

A full list of consultees and their contact details can be found in annex 2.

You will need to include the evidence and results of the above consultation in your event application. Please note you must obtain written support for your event from the Parish Councils and County and Local Councillors affected by your event.

Fees

Event organisers will be charged a flat rate fee and hourly rate for services from the County Council and relevant professional services.

The fees charged will relate to the following services and you will be notified of the cost following submission of your application:

- **Officer time:** Reviewing event plans and consultation meetings
- **Traffic Regulation Orders:** Drafting and advertising (if applicable)
- **Street Cleansing** (as required by District & Borough): Planning and Delivery
- **Event signage removal** (as required): removal of event related signage and graffiti
- **Crowd Management/Public Safety of event** (as required): advice, planning, deployment and management

Any additional hours/services above the agreed amount with the event organiser will be charged at an hourly rate. You may be given a waiver against these charges in special circumstances, which will be agreed at a senior level within the County Council.

Event Application

You will be required to submit a full application form at least 12 months prior to your proposed event date. Each of the headings below highlight the key information which must be included in the application. Further guidance on general event planning considerations can be found in the [Home Office Good Practice Safety Guide](#).

Event Outline

The event outline must include a full description of the nature and purpose of your event, including but not be limited to:

- Estimated number of participants
- Estimated number of spectators
- Event location/route
- Proposed length of road closures

Consultation & results

Evidence and the results of your consultation with the groups mentioned above must be included.

Crowd Management

Stewarding /Marshalling

A steward is someone who is held responsible for the safety and care of spectators; they must be easily identifiable by using tabards or high visibility jackets.

A marshal is someone who is held responsible for the safety and care of participants; this only applies to events on the highway/road. They also must be easily identifiable by using tabards or high visibility jackets.

Please give consideration to how you will manage spectators and participants and whether there is a need for stewards/marshals at your event. If there is a requirement, SAG will advise whether they need to hold a valid SIA licence, chapter 8 accreditation (for traffic management purposes) or Community Safety Accreditation Scheme (CSAS) qualification.

Accreditation	Actions covered by accreditation
Security Industry Authority (SIA)	
Chapter 8	Placing traffic management signs on the highway
Community Safety Accreditation Scheme (CSAS)	With regards to events on the road, powers to stop or direct traffic

The table below highlights some of the typical responsibilities for crowd management operatives.

Stewards	Marshals
<ul style="list-style-type: none">• Understand their responsibilities towards health and safety of all categories of spectators• Control or direct spectators who are entering/leaving the event• Assist with safe operations of the event• Recognise crowd conditions to ensure	<ul style="list-style-type: none">• Be familiar with the event route/location and be aware of all elements of the event• Remain in the allocated position for duration of the event unless directed otherwise• Assist in the placing of temporary

<p>safe dispersal of spectators in the event of overcrowding</p> <ul style="list-style-type: none"> • Assist emergency services as required • Undertake specific duties in an emergency or as directed by the safety officer 	<p>signs/barriers</p> <ul style="list-style-type: none"> • Explain to the public the reason for delays or diversions • Warn the public and spectators when the event or competitors are approaching • Direct participants • Assist with emergency services to access incidents if necessary
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If stewards or marshals are deployed the event organiser must ensure they have adequate training or briefing in advance of the event and provide suitable welfare on the day. This will include both verbal and written briefings where appropriate. If required to attend SAG, you may be asked to present training documents.

For large scale events it may be necessary to have an event management team which comprises of key event stakeholders, such as:

- Organiser
- Crowd Management Company
- Traffic Management Company
- First Aid Providers
- Emergency Services

This group would ensure the safe and successful delivery of the event and have the relevant knowledge, authority and responsibility to resolve any issues during the event.

Traffic Management

Surrey County Council, as a Highway Authority, has a duty to effectively manage the road network. This includes managing the network with a view to securing, as far as reasonably practicable, the expeditious and safe movement of traffic.

Temporary Traffic Regulation Order

If you require road closures for your event you will need to apply for a Temporary Traffic Regulation Order. For Section 16A road closure requests you will need to apply at least 12 months prior to your event and obtain a letter of “no objections” from the SAG. However due to the timescales required for the legal process of drafting and advertising the orders, this will need to commence prior to receiving a letter of “no objections” and will incur associated costs.

Under Section 16A Surrey County Council can restrict or prohibit the use of a road in connection with events if it’s necessary for the purpose of:

- Facilitating the holding of an event
- Enabling members of the public to watch the relevant event
- Managing the disruption to traffic likely to be caused by the relevant event

Following a review of your application and taking into consideration other events, road works etc if we agree to the closure you will receive written notification.

Parking Suspensions

As part of your application you will need to indicate to what roads, if any, you wish to apply parking suspensions. This will be considered as part of the application review.

Event Signage

If your event requires signage to be displayed for directional purposes please indicate this on your application. This will be considered as part of your application, and if approval is granted you will be required to put signage up as close to the event date as possible and ensure that it is removed following conclusion of the event on the day. If this does not occur you may be charged for the removal of the signs.

If your event application involves road closures there will be a legal requirements to display advanced notice signs on the roads affected. It will be the responsibility of the event organiser to organise and pay these .The signs must comply with the requirements set out in the Traffic Signs Regulation & General Directions 2002 (amended 2011) and obtain sign off from Surrey County Council prior to deployment. You will also be responsible for the removal of these signs.

Insurance

You will be required to provide evidence of your insurance for the event. It is expected that you have £10 million (per claim) in event liability insurance.

References

Within the application you will be asked to provide 2 references from previous events you have organised. This is to provide evidence of your capability and experience in managing the proposed event.

Submitting the form

Following completion of the application form (template available in annex 3) please submit the form to events@surreycc.gov.uk with all the supporting evidence.

Planning your event

Safety Advisory Group

Event Plan

As part of the preparation and planning for your event you will be required to produce an event plan. The scale of the event will determine how detailed your event plan will need to be, however as a minimum your plan should include:

- **Event Location/Route:** you will need to clearly identify and explain your event location and/or route.

- **Local Impact:** you will need to explain the impact your proposed event would have on local residents and businesses. You will be required to show how you will communicate and engage with those communities throughout your event planning.
- **Consultation/Engagement:** you will need to include how you will communicate and engage with those affected by your event. You will also need to evidence how you have consulted with the groups listed on page 9 and the results from that consultation.
- **Permissions/Notifications:** a list of the licenses or permissions required as part of your event.
- **Event Staff:** a list of names, positions and contact details of the event delivery team.

Further guidance on what should be included in an event plan is available in the [Home Office guides](#).

Risk Assessments

As the event organiser, you are responsible for completing risk assessments for the event and any contractors you employ will need to carry out their own risk assessments. These must be presented to SAG.

Command & Control

Command and control is the communication structure between event staff. This structure will visually illustrate the lines of communication and hierarchy of event staff, with the purpose of indicating your ability to respond in an emergency situation. The role of Surrey County Council officers in the event control room is to assist in the safe delivery of the events and ensure the needs of residents are addressed alongside the event delivery.

Appendices

Annex 1- Codes of Conduct

Participants

Be Courteous

- Surrey is home to many residents. Mutual respect and courtesy are essential to enable those with different interests to continue to enjoy the peaceful surroundings.
- Be considerate to the communities you pass through.

Behaviour

- Be considerate to other vulnerable road users. Always respect other road users whether cyclists, pedestrians, people in wheelchairs, horse riders or motorists and acknowledge those who give way to you.
- Ensure you look after your own personal safety.
- Always follow the Highway Code.
- Do not act in a dangerous, careless or inconsiderate manner.
- Do not use mobile phones or earphones whilst taking part in the event.
- Please use bins or take your litter with you.
- Look out for and obey safety signs.
- Plan toilet stops rather than using the countryside.
- Follow the instructions given by stewards and marshals.
- Always be prepared to stop if required.

Legal/Technical

- Light coloured or fluorescent clothing should be worn to help you be seen.
- In the countryside the roads can be narrow please be aware of the space you are occupying.
- Look around before changing direction or moving out into the highway and signal so other road users know what you intend to do.
- Look well ahead for obstructions in the road and anticipate these accordingly.
- Keep to your side of any dividing lines.
- Do not pass through red lights.
- Do not draw or graffiti the highway.

Organisers

- Ensure you follow the appropriate Home Office guidance & the Surrey event organiser's guidance.
- Inform the local authority of your event (events@surreycc.gov.uk).
- Check the Surrey events calendar to ensure that events do not clash.
- If using private roads or land please contact the landowner and obtain the relevant permissions or permits.

- Obtain permission for signs and that you remove these immediately after the event.
- Consult/ Inform the local communities that your event is passing through.
- Inform your participants of the Surrey Code of Conduct.
- Make adequate provision for toilets and other welfare.
- Please ensure you have adequate insurance and permits in place, and have informed the National Governing Body where appropriate.

Annex 2- Consultation Contact List

Surrey County Council

Department	Contact Details
Highways & Transport	events@surreycc.gov.uk
Emergency Management	
Safety Advisory Group Chair	

District and Borough Councils

Organisation	Contact Details
Elmbridge Borough Council	leisure@elmbridge.gov.uk
Epsom and Ewell Borough Council	contactus@epsom-ewell.gov.uk
Guildford Borough Council	customerservices@guildford.gov.uk
Mole Valley District Council	partnerships@molevalley.gov.uk
Reigate and Banstead Borough Council	licensing@reigate-banstead.gov.uk
Runnymede Borough Council	general.enquiries@runnymede.gov.uk
Surrey Heath Borough Council	enquiries@surreyheath.gov.uk
Spelthorne Borough Council	customer.services@spelthorne.gov.uk
Tandridge District Council	customerservices@tandridge.gov.uk
Waverley Borough Council	enquiries@waverley.gov.uk
Woking Borough Council	customers@woking.gov.uk

Emergency Services

Organisation	Contact Details
Surrey Police	operationalplanning@surrey.pnn.police.uk
South East Coast Ambulance Service	enquiries@secamb.nhs.uk
Surrey Fire and Rescue	Online form

County and Local Councillors

A full list of County Councillors can be found on the Surrey County Council [website](#)

A list of Local Councillors can be found at the relevant District and Borough Council website.

Parish Councils

A full list of Parish Councils can be found on the relevant District and Borough Council website.

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Annex 3 Event Application Template



EVENT PRO-FORMA

Proposed Event Name:

Proposed Event Date:

Proposed Location:

Affected Districts & Boroughs (tick all that apply):

- | | | |
|--|---|-----------------------------------|
| <input type="checkbox"/> Elmbridge | <input type="checkbox"/> Reigate and Banstead | <input type="checkbox"/> Waverley |
| <input type="checkbox"/> Epsom & Ewell | <input type="checkbox"/> Runnymede | <input type="checkbox"/> Woking |
| <input type="checkbox"/> Guildford | <input type="checkbox"/> Surrey Heath | |
| <input type="checkbox"/> Mole Valley | <input type="checkbox"/> Tandridge | |

Road Closures type

- | | | |
|---------------------------------------|--------------------------------------|------------------------------|
| <input type="checkbox"/> Section 16 A | <input type="checkbox"/> Town Police | <input type="checkbox"/> N/A |
|---------------------------------------|--------------------------------------|------------------------------|

Event Organiser Contact Details

Name:

Telephone Number

E-mail Address:

Impact Assessment

Criteria	Response
Number of Road Closures	
Length of Closures (Time)	
Parking suspensions required	
Number of Households affected	

Number of Businesses affected	
Number of participants	
Number of spectators	
Key access issues identified (e.g. hospitals)	
Health Benefits	
Community Involvement	
Economic Impact	
Environmental Impact	
Equality Impact	
Charity/Voluntary group involvement	
Signage/decorations to be erected	

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Existing events in same location&/or on the same date

Pre Event Consultation & Evidence

Further information

Copy of event insurance Yes No

Event organiser references

Referee 1	Referee 2
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Name:	Name:
Position:	Position:
Organisation:	Organisation:
Address:	Address:
Contact Number(s):	Contact Number(s):

Annex 4- SAG

Safety Advisory Groups are organised by the District and Borough Councils, but the County Council may organise the SAG if the event runs through a number of Boroughs and Districts. You will be notified of the Safety Advisory Group and the Group Chair for your event. The role of the safety Advisory Group is to advise on the safety of events and agree any licences needed in relation to those events.

The membership of a Safety Advisory Group typically includes:

- Surrey County Council Highways
- Emergency Planning/Management
- Surrey Police
- Surrey Fire and Rescue
- South East Coast Ambulance Service
- Local Authority
- Health (NHS)
- Other relevant parties such as private landowners

All your event documentation will be reviewed and assessed against the official Home Office guides that are applicable to your event, therefore please ensure you are familiar with and have produced documentation in line with the Home Office guidance.

The Group will consider plans presented by the organisers on the content and structure of the safety elements of the event. It is not the role of the Group to assist in the planning of the event or the writing of the plan. The members of the Group will not accept or adopt any of the responsibilities of the organiser.

Annex 5- A-Z of other event activities

The event activities listed below are an indication of key considerations when planning your event however this list is not exhaustive.

Advertising and Publicity

If you are applying for road closures, we strongly advise that you do not advertise your events with road closures until you have received formal written approval from the relevant organisation confirming your closures have been granted

- Banners: any advertising banners on site or other material on the public highway areas must be approved prior to the event. Please ensure information on your intentions for this is in your event application.
- Using street furniture to fix advertising: use of street furniture and other fixings must be included in your event application and approval given by Surrey County Council highways department.

Alcohol

If you intend to serve alcohol at your event you will need to obtain a licence from the relevant District and Borough Council and comply with their conditions.

Cleansing

Your event plan you will need to explain how you will manage cleansing and waste management at your event. This is the event organiser's responsibility.

Disabled & Vulnerable Persons

Surrey operates an inclusive for all policy; therefore you must comply with Disability Discrimination legislation by ensuring your event is inclusive. This will include participants and the event footprint in terms of ensuring there are no barriers to prevent a disabled persons participating or viewing at your event.

Food

If you intend to serve food at your event you may need to obtain a licence from the relevant District and Borough Council and comply with their conditions.

Incident Planning & response

Emergency Services will respond to a 999 call regardless of your event. You will be required to allow access as and when required and your plan should reflect the flexibility to facilitate this. Depending on the size of your event you may need to agree a plan at SAG with the emergency services and Council.

Managed Access

If your event application requests road closures, consideration must be given to facilitating access. It's advised that the emergency services and critical services are engaged early in the planning phase to ensure access arrangements; these must be documented in the event management plan.

Noise

Consideration should be given to the location of potentially noisy equipment such as PA systems, generators etc.

Temporary Event Notice (TEN)

A temporary event notice may be issued rather than licence for activities at events involving 499 or less people. Further guidance on temporary event notice can be found at www.gov.uk/temporary-events-notice.

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Annex 6- Useful guidance and further reading

Managing Crowds Safely HSG 154.HSE Books 2000, ISBN 071761834X

Protecting the public: Your next move HSG 151, HSE Books, 1997, ISBN 0717611483

Code of Practice for outdoor events, National Outdoor Events Association 1993 plus amendments 1997

Rules for competition, British Athletic Association, ISBN 0851341373

A Guide to Risk Assessment Requirements, INDG 218

5 Steps to Risk Assessment, INDG 163 (Rev 1), HSE Books 1998

Need help on Health and Safety? INDG322. HSE Books 2000.

Managing health and safety: Five steps to success, INDG 275, HSE Books 1998

Successful health and safety management, HSG 65, HSE Books 1997, ISBN 0717612767

An index of health and safety guidance for the catering industry, CAI 57, HSE Books 1996

Code of Practice for mobile and outside caterers, Second Edition, The Mobile Outdoor Caterer Association 1999

1. Topic of assessment

EIA title:	Surrey Cycling Strategy
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EIA author:	Helen Treasure
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2. Approval

	Name	Date approved
Approved by¹		

3. Quality control

Version number	1.0	EIA completed	
Date saved	02/12/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Helen Treasure	Senior Projects Coordinator	Surrey County Council	Project coordinator for the Surrey Cycling Strategy
Lesley Harding	Sustainability Group Manager	Surrey County Council	Project director for the Surrey Cycling Strategy

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

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This assessment is of the Surrey Cycling Strategy, which aims to get more people cycling more often and more safely. The Surrey Cycling Strategy forms part of the Surrey Transport Plan for 2011 – 2026, however it is broader than transport and has objectives relating to sport, leisure, tourism, health and major events.</p>
<p>What proposals are you assessing?</p>	<p>This assessment looks at the equalities issues in relation to the overall aim ('more people cycling, more safely'), and in relation to the implementation plan, structured under the strategy's 12 objectives. The objectives are as follows:</p> <p>Overarching approach</p> <p>O1 Surrey County Council and the Surrey boroughs and districts will work together to deliver improvements for cycling</p> <p>O2 Surrey County Council and the Surrey boroughs and districts will work together to develop local cycling plans that reflect local priorities and issues</p> <p>O3 We will develop a comprehensive training offer and ensure that cost is not a barrier to learning to ride a bike</p> <p>O4 We will work with partners to ensure that Surrey's economy benefits from more people cycling for every day journeys and from Surrey's role as a centre for cycling.</p> <p>Cycling for transport</p> <p>O5 We will seek funding to improve infrastructure to make cycling a safe, attractive and convenient mode of transport for people of all ages and levels of confidence</p> <p>O6 We will encourage cycling as an inclusive, healthy and affordable means of travel through the provision of information, promotional activities and practical support</p> <p>O7 We will work with Surrey police and other partners to improve cycling safety and encourage respect between different road users through targeted campaigns and initiatives</p> <p>Cycle sport, events, health, leisure and tourism</p> <p>O8 We will promote and encourage cycling for health and leisure</p> <p>O9 We will encourage the provision of off road cycle routes and activities while managing the impacts on Surrey's countryside</p> <p>O10 We will take action to minimise the impacts of high levels of sport cycling on some roads and communities in Surrey</p> <p>O11 We will lobby central government to ensure that the regulations governing events on the highway are fit for purpose</p> <p>O12 We will support major cycle sport events which inspire participation and bring economic benefit, while minimising impact on affected communities</p>

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EQUALITY IMPACT ASSESSMENT

	<p>The implementation plan can be found in section 9 of the strategy.</p> <p>The impacts relating to major events are dealt with in more detail in the Equalities Impact Assessment relating to the Framework for Coordinating and Approving Events on Surrey's Highway.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals could potentially affect anyone living or travelling in Surrey. This includes:</p> <ul style="list-style-type: none"> • Anyone who currently cycles for transport, leisure or sport • Anyone who would potentially choose to cycle • Other road users including motorists, pedestrians, equestrians • Other users of the countryside and off road paths e.g. walkers • Participants in major cycling events • Cycling event organisers • Residents living on or near to popular road cycling routes, for examples those around Box Hill that have high levels of sports cycling <p>The above includes all of the groups with protected characteristics.</p>

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6. Sources of information

<p>Engagement carried out</p>
<p>Engagement carried out includes:</p> <ul style="list-style-type: none"> • Questionnaire surveys carried out in Walton on Thames and Leatherhead town centres in October 2012, as part of a bid to the DfT Cycle Safety Fund, to assess public demand for segregated cycle infrastructure • Research carried out for the Bikeability scheme • Surrey Access Forum Chairs Meeting on 10 April 2013 • Disability Alliance Network South West Surrey, 11 September 2013 • Disability Alliance Network East Surrey, 16 September 2013 • Disability Alliance Network North Surrey, 17 September 2013 • Public consultation, 9 September – 1 November 2013
<p>Data used</p>
<p>Analysis relating to cycling casualties is mainly based on police STATS 19 data.</p> <p>Analysis relating to cycling behaviours and attitudes has largely been based on:</p> <ul style="list-style-type: none"> • National and international benchmarking carried out as part of the cycling strategy development • Sport England Active People Survey • Information from previous projects such as the Local Sustainable Transport Fund bid. <p>Data relating to the health benefits of cycling is based on information from the National Institute for Health and Care Excellence (NICE)</p>

EQUALITY IMPACT ASSESSMENT

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

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EQUALITY IMPACT ASSESSMENT

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 131</p> <p style="text-align: center;">Age</p>	<p>Aim: More people cycling, more safely</p> <p>The strategy has potential for the following positive impacts:</p> <ul style="list-style-type: none"> • Improved safety for young people, who historically make up a high proportion of cycling casualties • Increased independence for young people who aren't able to drive • Improved safety for older people, who are more likely to be deterred from cycling by safety concerns • Increased independence for older people that can no longer drive <p>O2: Local plans</p> <p>The specific impacts will depend on the detail of the local plans and will need further review as proposals develop.</p> <p>O3: Training</p> <p>Young people from low income families will benefit from an allocated fund to subsidise training</p> <p>O5: Infrastructure</p> <p>The principles for cycling infrastructure design and delivery explicitly include considering the needs of</p>	<p>O2: Local plans</p> <p>The impacts will depend on the detail of the local plans and will need further review as proposals develop.</p> <p>O5: Infrastructure</p> <p>The specific impacts of current and new schemes and highways / rights of way improvements will vary for each scheme.</p> <p>Some older people have expressed opposition to shared use pavements, due to concerns about being passed too close and fear of collisions.</p> <p>O6: Information, promotion and practical support</p> <p>Older people who may not have Internet access may be excluded from the benefits of online information.</p> <p>O9: Off road cycling</p> <p>Older people in particular may</p>	<p>Analysis is based on Police STATS 19 data, desk research into the demographics of cycling, and previous experience / officer knowledge.</p> <p>Police STATS 19 casualty data shows that casualties occur across nearly all age groups. They tend to be highest among people between the ages of 10 and 49.</p> <p>The physical nature of cycling and fear of accidents among older people are believed to be major barriers to cycling among this group, and a study is currently being led by Oxford Brookes University to explore how technology and the built environment can address these concerns³. Many studies show the potential health benefits of cycling for older people far outweigh the risks⁴, and high levels of cycling</p>

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

³ <http://gow.epsrc.ac.uk/NGBOViewGrant.aspx?GrantRef=EP/K037242/1>

⁴ <http://www.ecf.com/wp-content/uploads/2011/10/Cycling-and-health-Whats-the-evidence.pdf>

EQUALITY IMPACT ASSESSMENT

	<p>younger and older people, therefore these groups should benefit as a result. The extent of the positive impact will depend on the number of schemes and extent to which the principles can be accommodated within cost, space and other constraints.</p> <p>The specific impacts of current and new schemes and highways / rights of way improvements will vary for each scheme, and will need further review as proposals develop.</p> <p>O7: Road safety campaigns and initiatives</p> <p>Our monitoring of casualty data includes age, and our campaigns are targeted at groups with high levels of casualties, including young people. Campaign imagery is suited to the target population.</p> <p>O1,4,8,10,11: No further impacts anticipated</p>	<p>experience problems in areas with high levels of off roads cycling e.g. mountain biking, where there are conflicts between walking and cycle trails</p> <p>O12: Major events</p> <p>Road closures could cause problems for both older and younger people who are under our care in accessing services such as social care and day centres.</p>	<p>among older people in The Netherlands and Denmark⁵ demonstrate the potential.</p>
<p>Disability</p>	<p>Aim: More people cycling, more safely</p> <p>Cycling is the third most popular sport among disabled people, with just under 10% of cycling participants having a disability. Therefore actions to enable more and safer cycling will have positive impacts for this group.</p> <p>Increased participation in physical activity would have benefits in preventing and addressing many health problems that can result in disability.</p> <p>O2: Local plans</p> <p>The specific impacts will depend on the detail of the local plans, and will need further review as</p>	<p>O2: Local plans</p> <p>The impacts will depend on the detail of the local plans, and will need further review as proposals develop.</p> <p>O5: Infrastructure</p> <p>The specific impacts of current and new schemes and highways / rights of way improvements will vary for each scheme, and will need further review as proposals develop.</p>	<p>Figures on disabled people taking part in cycling from Active Surrey⁶.</p> <p>Information on the benefits of physical activity in relation to disability from the National Institute on Clinical Excellence⁷.</p> <p>Feedback on cycling issues for disabled people from meetings with the Surrey Coalition of the Disabled and Disability Access Networks for North, South</p>

⁵ [Making Cycling Irresistible: Lessons from The Netherlands, Denmark and Germany](#), John Pucher, Ralph Buehler, Transport Reviews, Vol. 28, Iss. 4, 2008

⁶ Active Surrey / British Cycling: Creating a legacy of cycling participation in Surrey

⁷ http://www.nice.org.uk/nicemedia/documents/act4life_disabil.pdf

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	<p>proposals develop.</p> <p>O5: Infrastructure</p> <p>The principles for cycling infrastructure design and delivery explicitly include considering the needs of disabled people, therefore these groups should benefit as a result. People in wheelchairs and mobility scooters can also benefit by being able to use cycle paths. The extent of the positive impact will depend on the number of schemes and extent to which the principles can be accommodated within cost, space and other constraints.</p> <p>The specific impacts of current and new schemes and highways / rights of way improvements will vary for each scheme.</p> <p>O6: Information, promotion, practical support</p> <p>Some disabled people may be excluded from cycling because the cost of adapted bikes is prohibitive, particularly for those whose main source of income is disability living allowance. Also representatives of disabled people have raised the issue of living in social housing that may have no storage for bikes. The cycling strategy provides an opportunity to address these issues.</p>	<p>Representatives of disabled people have expressed opposition to shared use pavements, due to concerns about being passed too close and fear of collisions. Many disabled people, particularly those with visual impairments, feel intimidated by bikes coming from behind as they are silent.</p> <p>O6 Information, promotion and practical support</p> <p>Some disabled people may experience problems in accessing information therefore this needs to be provided in alternative formats.</p> <p>O9: Off road cycling</p> <p>People with disabilities may experience problems in areas with high levels of off roads cycling e.g. mountain biking, where there are conflicts between walking and cycle trails</p> <p>O12: Major events</p> <p>Road closures can be problematic for disabled people in accessing services such as home care.</p>	<p>West and East Surrey.</p> <p>Issues relating to major events based on previous experience (e.g. 2012 Olympics, Tour of Britain).</p>
<p>Gender reassignment</p>	<p>No impacts anticipated</p>	<p>No impacts anticipated</p>	

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<p>Pregnancy and maternity</p>	<p>Aim: More people cycling, more safely Pregnant women and parents with young children on bike seats may have particular safety concerns. Therefore enabling safer cycling will be of benefit to this group.</p> <p>O2: Local plans The specific impacts will depend on the detail of the local plans.</p>	<p>O2: Local plans The impacts will depend on the detail of the local plans.</p> <p>O5: Infrastructure Schemes that result in loss of pavement space could negatively impact on parents with buggies.</p> <p>O12: Major events Road closures could cause problems for pregnant women and mothers of young children in getting to doctors or healthcare appointments.</p>	<p>Analysis based on staff knowledge and experience of previous major events (e.g. 2012 Olympics and Tour of Britain)</p>
<p>Race</p>	<p>Aim: More people cycling, more safely Some cultures, particularly women from some ethnic groups, may be less likely to cycle. Measures to promote and encourage cycling could be of benefit to this group.</p>	<p>O5: Information, promotion & practical support Language could be a barrier with information materials, including cycling promotion and notification of events</p>	<p>Not encountered as an issue during research, but should be monitored to understand potential issues.</p>
<p>Religion and belief</p>	<p>No impacts anticipated</p>	<p>O12: Major events Road closures could cause problems for accessing places of worship.</p>	<p>Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)</p>
<p>Sex</p>	<p>Aim: More people cycling, more safely Fewer women than men cycle, and women tend to be less confident cycling on the road. National research shows that safety issues are of a particular concern in relation to cycling for women. Therefore enabling more and safer cycling will be of benefit.</p>	<p>No impacts anticipated</p>	<p>DfT statistics for 2007 showed that only 29% of cycle trips were made by women. However statistics from The Netherlands, Germany and Denmark demonstrate the potential for more women to cycle, with 55%, 49% and 45%</p>

EQUALITY IMPACT ASSESSMENT

			of trips respectively ⁸ . An Australian study ⁹ showed that female commuter cyclists preferred to use routes with maximum separation from motorised traffic.
Sexual orientation	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
Marriage and civil partnerships	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
Carers¹⁰	O12: Major events Improved communication and management of major events will help carers to plan ahead or make alternative arrangements.	O12: Major events Road closures could cause problems for carers in getting to the person they look after.	Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Some proposals such as cycle audits of highways infrastructure, changes to our training offer, and maintaining an events calendar may have staff implications. The details of these are not yet known,	Some proposals such as cycle audits of highways infrastructure, changes to our training offer, and maintaining an events calendar may have staff implications. The details of these are not yet known,	Not applicable

⁸ [Making Cycling Irresistible: Lessons from The Netherlands, Denmark and Germany, John Pucher, Ralph Buehler, Transport Reviews, Vol. 28, Iss. 4, 2008](#)

⁹ <http://www.ncbi.nlm.nih.gov/pubmed/17698185>

¹⁰ 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.'

EQUALITY IMPACT ASSESSMENT

	and will need further review as proposals develop.	and will need further review as proposals develop.	
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above
Carers	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
The proposals outlined in section 5 have not changed as a result of this assessment – equalities issues were considered right from the start (for example, aiming to provide infrastructure that's accessible to all groups including vulnerable road users such as younger, older and disabled people). However issues identified will be considered on an ongoing basis during implementation of the strategy.	<ul style="list-style-type: none"> Overall, the proposals are expected to have a positive impact on the protected groups. Where there is potential for a negative impact, this usually depends on the detail of implementation, and needs to be monitored on an ongoing basis. Where there are conflicting needs between different members of the same or different protected groups, decisions may need to be taken on a case-by-case basis, in consultation with local residents and other stakeholders. An example of this might be shared pavement cycling schemes, which are helpful for vulnerable cyclists such as young children but could impact negatively on vulnerable pedestrians.

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9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Positive: Opportunity to provide for groups of people who are currently more likely to be excluded from cycling due to safety concerns (older people, children, pregnant women, women)	Consider as part of local plans Incorporate consideration of these groups within cycle audit process	Ongoing June 2014	Surrey County Council and districts / boroughs Surrey County Council Highways Service
Unknown: The impact of local cycling plans will depend on the detail within them	Monitor implications of local cycling plans as they are developed	Ongoing to end of 2015 - review annually	Surrey county, district and borough councils
Positive: Training subsidy will benefit young people from low income families	Develop proposals for a training subsidy	June 2014	Surrey County Council Sustainability Group
Negative: Schemes involving shared use pavements are intimidating for vulnerable pedestrians, particularly older and disabled people.	Seek alternatives where possible (e.g. full segregation). Where an alternative can't be found (e.g. due to lack of space), decisions should be made on a case-by-case basis in consultation with local residents and other stakeholders. Incorporate the	Ongoing - review annually	Surrey County Council Highways Service and Sustainability Group

EQUALITY IMPACT ASSESSMENT

	above approach into the highways infrastructure design processes, guidance and training.		
Negative: Schemes that result in loss of pavement space could negatively impact on parents with buggies	Consider on a case-by-case basis, taking into account local circumstances e.g. whether there is a nursery or school nearby. Provide guidance on the above for scheme designers.	Ongoing December 2014	Surrey County Council Highways Service and Sustainability Group
Positive: Opportunity to address barriers to cycling for disabled people	Explore opportunities to make adapted bikes more accessible to those on lower incomes, working with Wheels for All Include bicycle storage issues within guidance / templates for local plans	June 2014 March 2014	Surrey County Council Sustainability Group
Negative: There may be barriers to accessing information among some groups, for example older people are less likely to have Internet access and therefore may be excluded from the benefits of an online website, language may be a barrier to accessing information for those who don't have English as their first language, and disabled people may need information in alternative formats	Ensure that information is available through a variety of channels and in alternative formats and languages in accordance with our communications policy	Ongoing	Surrey County Council Sustainability Group
Negative and positive: Older and disabled people in particular may experience problems in areas with high levels of off-road cycling e.g. mountain biking, where there are conflicts between walking and cycle trails. Development of mountain biking trails may increase overall numbers of cyclists but discourage cyclists from non-designated trails	Assess impacts of mountain biking trails or off-road cycle routes on a case-by-case basis	Ongoing	Mountain biking working group Surrey County Council sustainability group

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EQUALITY IMPACT ASSESSMENT

<p>Negative and positive: Road closures cause problems for various protected groups in accessing essential services (older people, young people in local authority care, disabled people, pregnant women, carers, faith groups). However, better management of and information relating to road closures will benefit these groups.</p>	<p>Consider within the equality impact assessment for the major events framework for road closures</p> <p>Consider within the equality impact assessment for any major cycling events on the highway that involve road closures</p>	<p>December 2013</p> <p>Ongoing - review annually</p>	<p>Surrey County Council Olympics legacy team</p> <p>Surrey County Council Highways Service</p>
<p>Unknown: Impact of changes on staff, such as audits of highways infrastructure, changes to our training offer and maintaining an events calendar.</p>	<p>Consider equalities impact as proposals are developed in detail</p>	<p>Ongoing - review annually</p>	<p>Surrey County Council Sustainability Group</p>

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10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential impacts that cannot be mitigated	Not applicable

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Our analysis is underpinned by engagement and information including:</p> <ul style="list-style-type: none"> • Meetings with Surrey Access Forum, Disability Alliance Networks (East, South West and North Surrey) • Public consultation • Benchmarking research • Sport England Active People Survey • National Institute for Health and Care Excellence • Experience from previous projects
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>In general, the impact of the strategy is anticipated to be positive for the majority of Surrey residents including those in protected groups. There are specific positive impacts as follows:</p> <ul style="list-style-type: none"> • Women, older people and children will particularly benefit from safer cycle routes, as these groups are

EQUALITY IMPACT ASSESSMENT

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	<p>more likely to be deterred from cycling by safety concerns.</p> <ul style="list-style-type: none"> • Safer cycling opportunities will provide increased independence for children and young people, and older people that are no longer able to drive. • Disabled people will benefit from routes that are suitable for adapted bikes, mobility scooters and wheelchairs. • Our cycle infrastructure principles for design and delivery include considering the needs of older people, children and young people and disabled people. • An allocated fund will enable subsidise training for young people that otherwise could not afford it, ensuring that cost is not a barrier to learning to ride a bike. <p>Negative impacts are as follows:</p> <ul style="list-style-type: none"> • Shared pavement schemes are strongly opposed by representatives of disabled people. Some older people have expressed similar concerns. • Schemes resulting in loss of pavement space could also have negative impacts for pedestrians with disabilities and parents with buggies. • Older people are less likely to have Internet access and could therefore be excluded from online information. • Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety etc. • Older and disabled people may experience problems in areas with high levels of off roads cycling e.g. mountain biking, where there are conflicts between walking and cycle trails • Road closures in relation to major events will impact on groups of people reliant on access to services such as day centres, social services or personal care. This includes a vulnerable adults and children who are under our care. It may also be disruptive to people wishing to get their place of worship. <p>Unknown impacts</p> <ul style="list-style-type: none"> • Some proposals and schemes may have further positive or negative impacts, depending on the details as they are further developed. These include the local cycling plans and specific impacts of new schemes.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>We have ensured that equalities issues are considered in every part of the strategy, including infrastructure, communications and training. For example:</p> <ul style="list-style-type: none"> • Our principles for commissioning, designing and delivering infrastructure include considering the needs of older, younger and disabled people.

EQUALITY IMPACT ASSESSMENT

	<ul style="list-style-type: none"> • Our training offer includes funding to subsidise young people that would not otherwise be able to take it up. • Imagery used on our communications materials avoid stereotyping and reflect the characteristics of the target group.
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To mitigate the negative impacts outlined above:</p> <ul style="list-style-type: none"> • In developing new cycling infrastructure we will generally aim to separate cyclists, motor vehicles and pedestrians, within cost and space constraints. Where this cannot be safely achieved, we will carefully consider each scheme on a case-by-case basis and balance the needs of different users. • We will ensure that the development of new cycling infrastructure avoids unreasonable loss of pavement space. • We will make online information available through other channels, e.g. the contact centre and hardcopies of key communications such as consultation documents. • The impact of road closures will be managed through the relevant services' business continuity plans. <p>Proposals where the details have not been fully developed and therefore the specific impacts are unknown will be monitored on an ongoing basis. These include local cycling plans and individual scheme plans.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no negative impacts that cannot be mitigated.</p>

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1. Topic of assessment

EIA title:	Framework for Major Events
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EIA author:	Surriya Subramaniam
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2. Approval

	Name	Date approved
Approved by¹		

3. Quality control

Version number	1.0	EIA completed	
Date saved	03/12/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Surriya Subramaniam	Business Development Manager	Surrey County Council	Project coordinator for the Events process
Lesley Harding	Sustainability Group Manager	Surrey County Council	Project director for the Surrey Cycling Strategy

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

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	A new framework for coordinating and approving events on Surrey's highway is being introduced for closing roads for major events under s16A of the Road Traffic Regulation Act.
What proposals are you assessing?	This Equalities Impact Assessment considers the effect of closing roads for sporting and community events.
Who is affected by the proposals outlined above?	<p>The proposals could potentially affect anyone living or travelling in Surrey.</p> <ul style="list-style-type: none"> • Road users including motorists, cyclists, pedestrians, equestrians • Other users of the countryside and off road paths e.g. walkers • Participants in major sporting events • Event organisers • Residents living on or near to popular event routes • Businesses needing to make deliveries, or organise staff to get to work. <p>The above includes all of the groups with protected characteristics.</p>

6. Sources of information

Engagement carried out
<p>Engagement carried out includes:</p> <ul style="list-style-type: none"> • Surrey Access Forum Chairs Meeting on 10 April • Disability Alliance Network South West Surrey, 11 September • Disability Alliance Network East Surrey, 16 September • Disability Alliance Network North Surrey, 17 September • Public consultation, 9 September – 1 November 2013
Data used
<p>Feedback and analysis from previous closed road events including, Olympic Road Race, Olympic Time Trial and Prudential RideLondon-Surrey 100 and Classic, Tour of Britain.</p>

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

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	<ul style="list-style-type: none"> • Reduced pollution affecting young and elderly participants and spectators • Safer environment for older or younger people wanting to take part in events. 	<p>Access issues for elderly and young pedestrians</p> <p>Road closures reduce access to services by vulnerable older and younger people who are under the care of Surrey County Council.</p> <p>Information about road closures may not be in an accessible format e.g. if only available online.</p>	<p>Experience from previous closed road events has concentrated on ensuring that vulnerable people have access to essential services.</p>
Disability	<ul style="list-style-type: none"> • Reduced pollution affecting disabled participants and spectators • Safer environment for disabled people wanting to take part in events. 	<p>Road closures can:</p> <ul style="list-style-type: none"> • Prevent access to services for disabled people • Create access issues for disabled pedestrians • Reduce access to services by vulnerable disabled people who are under the care of Surrey County Council. • Prevent access for disabled spectators <p>Information about road closures may not be in an accessible format.</p>	<p>Feedback on cycling issues for disabled people from meetings with the Surrey Coalition of the Disabled and Disability Access Networks for North, South West and East Surrey.</p> <p>Issues relating to major events based on previous experience (e.g. 2012 Olympics, Tour of Britain).</p>

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

EQUALITY IMPACT ASSESSMENT

Gender reassignment	No impacts anticipated	No impacts anticipated	
Pregnancy and maternity	<ul style="list-style-type: none"> Reduced pollution affecting pregnant participants and spectators Safer environment for pregnant women wanting to take part in events. 	Access issues created by road closures could cause problems for pregnant women getting to hospital or doctors appointments or midwives getting to homebirths/home visits.	Analysis based on staff knowledge and experience of previous major events (e.g. 2012 Olympics and Tour of Britain)
Race	No impacts anticipated	Potential language barrier issue with provision of information about forthcoming events.	Not encountered as an issue during research, but should be monitored to understand potential issues.
Religion and belief	No impacts anticipated	Difficulty accessing places of worship.	Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)
Gender	Safer conditions for female participants who tend to be less confident cycling in traffic.	No impacts anticipated	Not encountered as an issue during research
Sexual orientation	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
Marriage and civil partnerships	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
Carers³	No impacts anticipated	Access issues created by road closures. Potential problems for carers reaching the person they look after.	Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)

³ 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.'

EQUALITY IMPACT ASSESSMENT

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
The proposals outlined in section 5 have not changed as a result of this assessment – equalities issues were considered from the first major road race event (The London Surrey Classic) in 2011.	<ul style="list-style-type: none"> • Closed road events are part of the business continuity arrangements of Adult Social Care, Children’s Services, NHS and other essential services. • Where there is potential for a negative impact, the effect will be dependent on mitigation that can be put in place by the event organiser. • Where there are conflicting needs between different members of the same or different protected groups, decisions may need to be taken on a case-by-case basis.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative: Difficult access for pedestrians	Ensure that there is sufficient stewarding in the event management plans, and also marshals to allow pedestrian crossings.	Ongoing	Surrey County Council, districts / boroughs Surrey Police, Safety Advisory Group
Positive: Reduced pollution affecting participants and spectators	Monitor	Ongoing	Surrey county,
Positive: Safer environment for participants.	Monitor casualty rates of participants, and ensure that event planners take into consideration appropriateness of route for elderly, young and disabled participants.	Ongoing	Surrey County Council, districts / boroughs Surrey Police, Safety Advisory Group
Negative: Access issues	Essential services have current business continuity plans in place. Event organisers have provision for access on and across closed roads to allow access for essential services.	Ongoing - review of each event management plan	Surrey County Council, Safety Advisory Group, Districts and Boroughs.

EQUALITY IMPACT ASSESSMENT

<p>Negative: Difficulty accessing places of worship</p>	<p>Places of worship are engaged early and information about events is provided early to allow planning of alternative access arrangements.</p>	<p>Ongoing - review of each event management plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>
<p>Negative: Access issues created by road closures. Potential problems for carers reaching the person they look after.</p>	<p>Care groups are encouraged to have business continuity plans. Event organisers provide early information to care providers. Access plans are devised by event organiser to allow access on the route or across the route where necessary.</p>	<p>Ongoing - review of each event management plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>
<p>Negative: Access to event information</p>	<p>Older people are less likely to have Internet access and could therefore be excluded from online information. Event organisers will be encouraged to use multiple channels to reach target groups.</p> <p>Language may present a barrier to minority ethnic groups in accessing information on events, therefore different languages should be made available on request.</p>	<p>Ongoing - review of each event communication plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>

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10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential impacts that cannot be mitigated	Not applicable

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Our analysis is underpinned by engagement and information including:</p> <ul style="list-style-type: none"> • Meetings with Surrey Access Forum, Disability Alliance Networks (East, South West and North)
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EQUALITY IMPACT ASSESSMENT

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	<p>Surrey)</p> <ul style="list-style-type: none"> • Public consultation • Experience from previous events
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The greatest impact of the process for closing is the access issue that will be caused. This will be the case for the majority of Surrey residents including those in protected groups. There are specific positive impacts as follows:</p> <ul style="list-style-type: none"> • Reduced pollution affecting disabled participants and spectators • Safer environment for disabled people wanting to take part in events. <p>Negative impacts relate to access issues:</p> <ul style="list-style-type: none"> • Vulnerable groups (such as elderly needing care, children in care, disabled people and pregnant women) and their carers and medical support need to have access to closed roads as and when required. • Safe pedestrian access needs to be maintained, especially important in areas of high spectator density. • Older people are less likely to have Internet access and could therefore be excluded from online information. • Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety etc. • Road closures in relation to major events will impact on groups of people reliant on access to services such as day centres, social services or personal care. This includes a vulnerable adults and children who are under our care. It may also be disruptive to people wishing to get their place of worship. •
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>We have ensured that equalities issues are considered in every part of the process. For example:</p> <ul style="list-style-type: none"> • Consultation by event organisers prior to road closures is essential and must meet the needs of older, younger and disabled people. • The Safety Advisory Group will advise event organisers on the needs of any vulnerable groups..
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To mitigate the negative impacts outlined above:</p> <ul style="list-style-type: none"> • Event organisers will be advised by relevant essential services about ensuring access for vulnerable older, young and disabled residents. • Business continuity plans are in place for essential services to ensure that staff can carry on the service despite access issues.
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no negative impacts that cannot be mitigated.</p>

SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 2013****REPORT OF: MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES****MR JOHN FUREY, CABINET MEMBER FOR TRANSPORT, HIGHWAYS AND THE ENVIRONMENT****LEAD OFFICERS: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE
TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT & INFRASTRUCTURE****SUBJECT: PRUDENTIAL RIDELONDON-SURREY 100 & CLASSIC****SUMMARY OF ISSUE:**

As part of the legacy of the 2012 Olympic Games, the Cabinet approved support for a cycling event, originally known as 'Marathon on Wheels', conceived by the Mayor of London's office.

The event, later named Prudential RideLondon (PRL), is a two day festival that includes the Prudential RideLondon-Surrey (PRLS) Classic and 100, which were based on the route of the Olympic Cycling Road Races. The festival took place on 3/4 August 2013 with events in London on 3 August and in London and Surrey on 4 August. Over 16,000 people took part in the 100, including about 2,000 Surrey residents. Over £7m was raised for charity.

The Surrey Cycling Strategy sets out the County Council's commitment to supporting cycling as an affordable means of transport and as a healthy leisure activity. As part of delivering the strategy, it is proposed that the Prudential RideLondon-Surrey 100 and Classic events are established as the Olympic legacy cycling events for the County.

The Cabinet is asked to consider supporting the proposal for the next four years to 2017.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Approves the Prudential RideLondon-Surrey 100 and Classic events for the period to 2017, as the County's legacy cycling events.
2. Agrees that, in order to achieve the above recommendation, the Council will continue to collaborate with the Greater London Authority, Transport for London and other delivery partners to deliver the events
3. Approves in principle the Prudential RideLondon-Surrey 100 and Classic routes for 2014 and agrees that the final detail of the route will be determined by the Assistant Chief Executive or Strategic Director Environment and

Infrastructure in consultation with the Leader of the Council, the Cabinet Member for Community Services and the Cabinet Member for Transport, Highways and the Environment.

4. Agrees that a further decision will be taken regarding the proposed route for future events

REASON FOR RECOMMENDATIONS:

The 2012 Olympic Games positioned Surrey as a centre for cycling and presented a once in a lifetime opportunity to realise the economic, health and environmental benefits from this. The Surrey Cycling Strategy sets out how these benefits will be realised.

An important aspect of this is the tourism and inspirational benefit derived from the profile of the Olympic road races. To that end, following the successful operation of the 2013 PRLS events and the consultation feedback indicating widespread support for major cycling events, it is proposed that the PRLS events are established as the county's 2012 Olympic legacy cycling events.

DETAILS:

1. The Prudential RideLondon-Surrey 100 and Classic events are a joint project between Surrey County Council and the London Mayor's Office. The events largely follow the Olympic cycling road race route and are a key part of the Olympic legacy. The events comprise a mass participation event, the Prudential RideLondon-Surrey 100 and the Prudential RideLondon-Surrey Classic, an elite race of 150 professional riders.
2. The delivery partner, appointed by the Mayor of London for the event, is the London & Surrey Cycling Partnership (LSCP). The delivery partner plans and delivers the event in conjunction with a wide group of stakeholders.
3. The first event took place on 4 August 2013 and work is progressing to ensure that lessons learned from the event will shape the way ahead for 2014.
4. Officers are working closely with the event organisers to build on the success of previous events and to reduce local impacts. Event organisers will ensure that concerns expressed following this year's event are properly addressed. To that end, they have made modifications to the route for 2014 and have undertaken consultation with Members. They are also putting in place a range of new measures, including rolling road closures for the Classic event and improved information on travel and access for residents during the event. There will also be support for local businesses to reap benefit from the events.
5. Surrey County Council has worked with the event organisers to enable a greater degree of engagement and opportunity for feedback from local communities on the proposed 2014 route and road closures. The plans were shared with the elected representatives of communities on the proposed route including parish, district, borough and county councillors and a member briefing was held on 20 November 2013 in Dorking Halls. Feedback has been reviewed by the event organisers and adjustments made wherever possible. Dialogue will continue through individual meetings with

elected representatives and a second seminar in February 2014. Wider communication and engagement with residents and businesses will then start in March 2014.

PRLS 2013: Lessons Learned

6. An extensive debrief process was undertaken after the event in order to learn and improve the delivery and management of the Prudential RideLondon-Surrey 100 and Classic events in all aspects across Surrey. To date feedback has been received through meetings and submissions from the following:
 - Surrey County Council
 - Borough and District Councils
 - Local resident meetings / parish councils / businesses
 - RideLondon helpdesk
 - Direct from individuals
 - LSCP staff and contractors
 - Media articles

7. The initial internal debrief from all feedback received was concluded on 30th October 2013 and shared with all planning stakeholders. A list of 35 key issues and resolutions was generated. From 1st November 2013 local engagement meetings have been taking place in order to address the local issues and will continue through the planning cycle in 2014. At these meetings LSCP has discussed:
 - A summary of local concerns from 2013.
 - Key themes from the event debrief and lessons learned from 2013.
 - Event delivery and management changes to the event in 2014.
 - The proposed route and timings for the events in 2014.
 - How to continue engagement with communities, residents and businesses up to the event.

8. Feedback from members, parishes and community groups through this process reflects the lessons learned across the route and forms the basis of delivering an improved event management plan for 2014. The key lessons below are those that directly relate to the Surrey section of the event route and are grouped in the following themes where improvements and /or reviews are required:
 - **Emergency response:**
 - Review of incidents
 - Planning and assurance of protocols
 - Local non-emergency requests
 - **Stewarding:**
 - Training and quality
 - Local knowledge
 - Consistency and common sense
 - Radio and event communications
 - **Access and closure times:**
 - Route choice
 - Excessive closure periods
 - Restricted local access
 - **Event behaviours:**
 - Deployment of event infrastructure
 - Participants during the event
 - Low numbers of spectators
 - **Communication:**
 - Local details available to communities
 - Access to knowledgeable

- **Businesses and residents:**

- Integration with the event
- Impact in some rural areas
- Facilitate access and planning

staff at the helpdesk and contact centres

PRLS 2014: Event Planning

9. The event organisers are integrating the lessons learned into the 2014 event planning in two main areas: technical access and closure times and local communication and planning.
10. In terms of technical access and closure times, the event organisers are integrating the lessons learned in the following ways:
 - a) Carrying out a review of reported access issues and ensuring emergency and critical services access
 - b) Reviewing where possible the pre-event closure times at a local level
 - c) Ensuring that the agreed road closure schedule is adhered to
 - d) Enhancing community access prior to the event passing through an area within the road closed period
 - e) Managing Control Emergency Local Access Points (ELAPs) directly from 'Event Control Room' during the event
 - f) Facilitating local route crossing at the tail end of the event in the low risk period
 - g) Establishing an event gap period between mass participation ride and professional race in order to:
 - a. Ensure full road re-opening where possible
 - b. Create access opportunities
 - c. Facilitate planned community access plans
 - h) Putting in place a rolling closure for part of the professional event, before the gap period between the two events becomes unsafe to allow full access.
 - i) Putting in place measures for the end of event period, including:
 - a. A dynamic re-opening process for rolling closure sections
 - b. A more dynamic process, where practical and safe, directly after the Classic event has passed to ensure rapid re-introduction of traffic to the Surrey network
 - c. Provision of a clear message to communicate the re-opening process
 - d. Adherence to the plans for re-opening
11. In terms of local communication and planning, the following measures are being put in place:
 - a) Greater local engagement with affected communities to develop local access plans bespoke to each community.

- b) Integration of businesses in the planning of the event to ensure opportunities are maximised and disruption is known well in advance, including:
 - a. Provide business with ideas and opportunities on event day
 - b. Promote businesses to a wider audience / generate exposure
 - c. Facilitate business operations where possible
- c) Development and refinement of the plans in consultation with community groups.
- d) Provide assurance that plans are delivered on the ground by stewards, by providing LSCP management and reporting duties to assess the stewarding resource is functioning as required on the day.
- e) Provision of detailed information and a clear and improved protocol on how to deal with incidents to stewarding resources.
- f) Establish links between the stewards and locally recruited volunteers to supplement ground based knowledge:
 - a. Provide a direct line of communication for residents for unresolved issues at a local level
 - b. Promote greater access to mobile patrol teams in order to be able to alert of incidents on the route.
- g) Communication of plans with local communities so that they are appropriate, visible and understood.
- h) Measures in place to increase public and community knowledge in a number of areas:
 - a. How to move around during the event road closure
 - b. More detailed information to be made available
 - c. Local access plans should be made public
 - d. Instructions of what to do in an emergency

PRLS 2014: PROPOSED ROUTE AND ROAD CLOSURES

Prudential RideLondon-Surrey 100

- 12. LSCP propose to keep the PRLS 100 mass participation ride route largely the same for 2014; some minor adjustments are being made at a very local level, but the overall concept for the route as a London and Surrey 100 mile challenge event for a large number of cycling participants is proposed to remain the same.
- 13. There is a remaining decision to be made regarding the choice of route between Leatherhead and Esher using a route via either Oxshott or Cobham. This discussion is on-going at present; the preferred route will be developed through wider stakeholder consideration and includes key input from the Highways Agency. Both options are suitable in terms of the event concept. LSCP will report to SCC the advantages and disadvantages of each option.
- 14. It is LSCP's recommendation that the current and proposed route for the '100' remains the same as it is the best route through London and Surrey for the RideLondon-Surrey.

Prudential RideLondon-Surrey Classic

15. The 100 and Classic events share the same route as far as East Clandon from where it is proposed that the Classic route takes the 2012 Olympic Road Race route up Staple Lane. This route, rather than a route through Newlands Corner, enables the road network to be opened earlier and allows the A248 at Albury to take any diverted A25 / A281 traffic around Guildford.
16. With the idea of promoting an area as a spectator focal point for the race, Dorking's proximity to the challenging hills required to make this an interesting and worthwhile bicycle race, attracting the best riders from the best teams, provides the ideal area to develop an increased spectator spectacle with increased visitors and economic gains.
17. By concentrating the route 'within itself' by doing laps in the Dorking area a reduced number of communities are affected. Although access to / from these communities (e.g. Westcott) must be carefully managed. The areas to the south of and including Forest Green, Ockley and the A29 are not used by either event. This effectively spreads the burden of the day; Dorking has a greater impact in terms of access but has much more of a focal point to the activities of the day.
18. Communities along the A25 from Abinger Hammer to the west are less affected as the event impact this area through a reduced period until 1300.
19. A summary of the roads used by borough or district is shown below:

Roads used by location for 2014 route proposal	Miles	
	100 Ride	Classic Race
Elmbridge Borough Council	15.0	15.0
Woking Borough Council	3.6	3.6
Guildford Borough Council	12.0	10.9
Mole Valley District Council	26.4	35.8
Total Surrey road usage	57.0	65.3

PRLS 2014: Road Closure Times

20. The proposed road closure times are as follows:
- The Hampton Court to Dorking section – 05:00 closure
 - The Dorking to Kingston section – 07:30 closure
21. This will be reviewed in order to minimise the closure period based on the signage and infrastructure that needs to be placed out on closed roads. Closure times also need to allow for the correct and legal traffic management equipment to be installed. The focus on this pre-event period of road closure is for managed local access in order to maximise the movement but to restrict wider through traffic.
22. The reopening process will be carried out in sectors, as they are set out in the route map in Annex 1 to this report.

- 23. **Sector 6:** Once the PRL-S 100 event has passed Hampton Court Bridge the re-opening of Sector 6 can commence from approximately 10:45 following the rear event vehicles, which comprises of 'sweep' vehicles and a safety manager. The mass participation event will have passed through Sector 6 by 11:45. Pending further detail from the traffic management planning, the aim is to open the last road at 12:00 in Sector 6.
- 24. LSCP propose that the PRL-S Classic is run under a rolling closure in Sectors 6 to Staple Lane and in Sector 7 to Silent Pool near Newlands Corner. It is LSCP's intention to plan to re-open the remainder of Sector 7 after the PRL-S 100 has passed at 13:30, but this detail is still to be confirmed as practical.
- 25. **Sector 7:** It is planned to commence reopening at 11:45 with the final sections to start opening from the time the last riders pass through which is currently estimated at 13:30.
- 26. This will allow for 24.6 miles (43%) of the 57 miles of closed road to be opened much earlier than in the 2013 event. As a minimum, local access will be permitted but this should be mainly full access after the PRL-S 100 has passed by, with wider traffic management in place.
- 27. This will result in a significant reduction to the time roads need to be fully closed, with the main advantage on the west (outbound) side of the route.
- 28. Sectors 6 and 7 have the advantage of a bigger gap between the PRLS 100 ride and the PRLS Classic race event. For sectors 8 and 9, the full road closure period can be reduced by deploying a more dynamic reopening process behind the professional event resulting in a greatly reduced period of closure once the event has passed.
- 29. LSCP recognise that locations in sectors 8 and 9 must benefit from greater levels of access planning on an individual and community basis. The Classic event is expected to leave Surrey at 17:30.

PRLS 2014: Communication and Engagement Plan

- 30. The activity plan will build on the programme delivered in 2013 with a particular focus on:
 - a) **Earlier and ongoing engagement with affected communities:**
 - a. Save the date letter to all contacts and stakeholders
 - b. Improved leaflet contents and extended drop-in sessions in Surrey
 - c. Interactive map on the Prudential RideLondon website
 - d. Additional specific local information available online
 - b) **Develop a Charity/Venue project to pair a charity with a venue / business located on the route:**
 - a. Provide free Celebration Pack for businesses
 - c) **Develop and improve freight and business engagement programme from 2013**
 - d) **Bespoke plans for specific towns and communities that are most disrupted on the day:**
 - a. Improve stakeholder communication

- b. Community drop-in sessions
- c. Presentations to Parish Council groups
- d. Business forums / Chambers of Commerce briefings

RISK MANAGEMENT AND IMPLICATIONS:

31. The main risks relating to PRLS strategy are set out in the table below.

Risk	Mitigating Actions
There is a delay in an emergency or critical service reaching a patient.	All Surrey Emergency Services and representatives for the critical services (Health and Social Care) are involved in the event planning process.
Failure to ensure the long term community support for the event leading to loss of public support	<p>Consultation with the communities and residents groups will be a key priority for the event organiser in developing the plans for the 2014 events.</p> <p>The event organiser will work closely with communities on the route to minimise and mitigate impacts of the road closures.</p> <p>Resident views were sought regarding major cycling events during the Cycling Strategy Consultation.</p>
Businesses are negatively impacted by the events and do not fully realise the economic benefits.	<p>The event organiser is engaging with businesses in the event area to ensure that negative impacts on businesses are properly addressed and minimised.</p> <p>Businesses on the route will be offered a Celebration Pack to assist them in planning for the event day.</p> <p>The County Council will work with Visit Surrey to develop a cycling tourism offer and to support Surrey businesses to make the most of the increase in leisure and sports cycling in the County.</p>

Financial and Value for Money Implications

32. If the Prudential RideLondon-Surrey events are established as Surrey's Olympic legacy events the County Council and partners will support event planning with officer time to review plans and arrangements put in place by

the event organiser. All costs with the exception of officer time, are borne by the event organiser.

Section 151 Officer Commentary

- 33. There are no new financial implications arising as a result of the over-arching cycling strategy however the availability and ability of the council to secure grant or other external funding will impact upon the scale of improvements that can be implemented.
- 34. The introduction of the Framework for co-ordinating and approving events on the highway brings greater clarity to the financial implications of major events. Event organisers will be expected to pay for all costs in relation to the event, for example road closures and diversions, with the exception of officer time, Exceptions to this principle will require the approval of Cabinet.

Legal Implications – Monitoring Officer

- 35. The general power of competence created by the Localism Act 2011 enables the Council to promote and support sporting events in the County and across borders and to devote officers' time to act accordingly.
- 36. SCC has power to make "Special Event Orders" under sections 16A and 16B of the Road Traffic Regulation Act 1984 restricting or prohibiting traffic on the road for the purposes of facilitating a relevant event, having satisfied itself that it is not reasonably practicable for the event to be held otherwise than on a road. The event proposed here is a relevant event. This power is delegated to relevant Area Team Managers, as recorded in the Council's Constitution and is subject to them "informing the Chairman of the Local Committee (local members also informed)". Any such decisions should be taken in accordance with the "Framework for co-ordinating and approving events of Surrey's Highways" (for which officers are also seeking Cabinet approval today).
- 37. It should be noted that Section 16B(6) stipulates that where a Special Events Order under Section 16A has been made, no further Order under such Section may be made relating to the same length of road in the same calendar year, unless it is made with the consent of the Secretary of State.
- 38. In making their decision Members should have due regard to the public sector equalities duty and Cabinet's attention is drawn to the Equalities Impact Assessment and refer to the paragraph below relating to Equalities and Diversity.

Equalities and Diversity

- 39. Equalities Impact Assessments (EqIA) have been carried out as part of the development of the Surrey Cycling Strategy and the Framework for Coordinating and Approving Events on Surrey's Highways. The EqIAs include consideration of the impact of major events on equalities groups. The EqIAs are included in Annex 4 to the part 5a cabinet report. The key issues equalities issues identified in relation to PRLS are as follows:

Key Impacts (positive and/or negative) on people with protected	Positive impacts: Reduced pollution affecting participants and
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<p>characteristics</p>	<p>spectators as a result of road closures.</p> <p>Safer environment for disabled people wanting to take part in events.</p> <p>Negative impacts:</p> <p>Vulnerable groups (such as elderly needing care, children in care, disabled people and pregnant women) and their carers and medical support need to have access to closed roads as and when required.</p> <p>Safe pedestrian access needs to be maintained, especially important in areas of high spectator density.</p> <p>Older people are less likely to have Internet access and could therefore be excluded from online information.</p> <p>Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety etc.</p> <p>Potential disruption to people wishing to get their place of worship.</p>
<p>Changes made to the proposal as a result of the EqlA</p>	<p>We have ensured that equalities issues are considered through the event planning process, including:</p> <p>Review of access and critical care issues from the 2013 event.</p> <p>Extensive consultation by the event organisers prior to the event including specific consideration of access requirements of vulnerable groups.</p> <p>Measures to reduce road closure times and to improve access arrangements on event day.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Early consultation with local communities as the basis for developing plans.</p> <p>Improved communication is putting in place for the 2014 event, in a variety of formats.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no negative impacts that cannot be mitigated.</p>

As with any event, the organiser of the PRLS will be undertaking an Equality Impact Assessment as part of the wider planning for the 2014 event.

Corporate Parenting/Looked After Children implications

40. The event takes place at a weekend during the summer holidays so reducing the impacts on Children's Services in general.
41. As in 2013, discussions with Children's Services will take place as part of the event planning process. Required access to Children's Residential Homes and Looked After Children in the community will be maintained as required throughout the event.

Safeguarding responsibilities for vulnerable children and adults implications

42. Road closures could have access implications for vulnerable groups and their carers. The event organisers are reviewing reported access issues and putting in place emergency and critical service access arrangements. There will also be extensive engagement and communication with local residents about the road closures and access arrangements.

Public Health implications

43. The Surrey Health and Wellbeing Strategy (June 2013) identified development of a preventative approach as a key priority, including the importance of increasing levels of physical activity amongst the Surrey population. Currently only 12% of the adult population in Surrey does the recommended level of physical activity.
44. Health providers and the Hospital Trust in the event area are part of the event planning group. Through working with the event organiser the needs of the organisations and residents using services during the event times will be catered for alongside the arrangements for other emergency and critical services.
45. The Cycling Strategy consultation revealed 23% of respondents were inspired to take up cycling as a result of the major events.

Climate change/carbon emissions implications

46. None identified.

WHAT HAPPENS NEXT:

47. Engagement with stakeholders and local communities continues
48. Operational decisions on road closures to enable the events to take place will be taken by officers in accordance with the Council's Constitution and (subject to an earlier decision of this Cabinet) the process set out in the Framework for Co-ordinating and Approving Events on Surrey's Highways.
49. The Prudential Ride London Surrey 2014 event is scheduled to take place on 10 August, as announced in August 2013 by the event organiser.

Contact Officer: Ian Good, Head of Emergency Management, 020 8541 9168

Consulted:

Surrey County Council members & officers
Borough and District Council members & officers
Parish Councils
Local residents and businesses

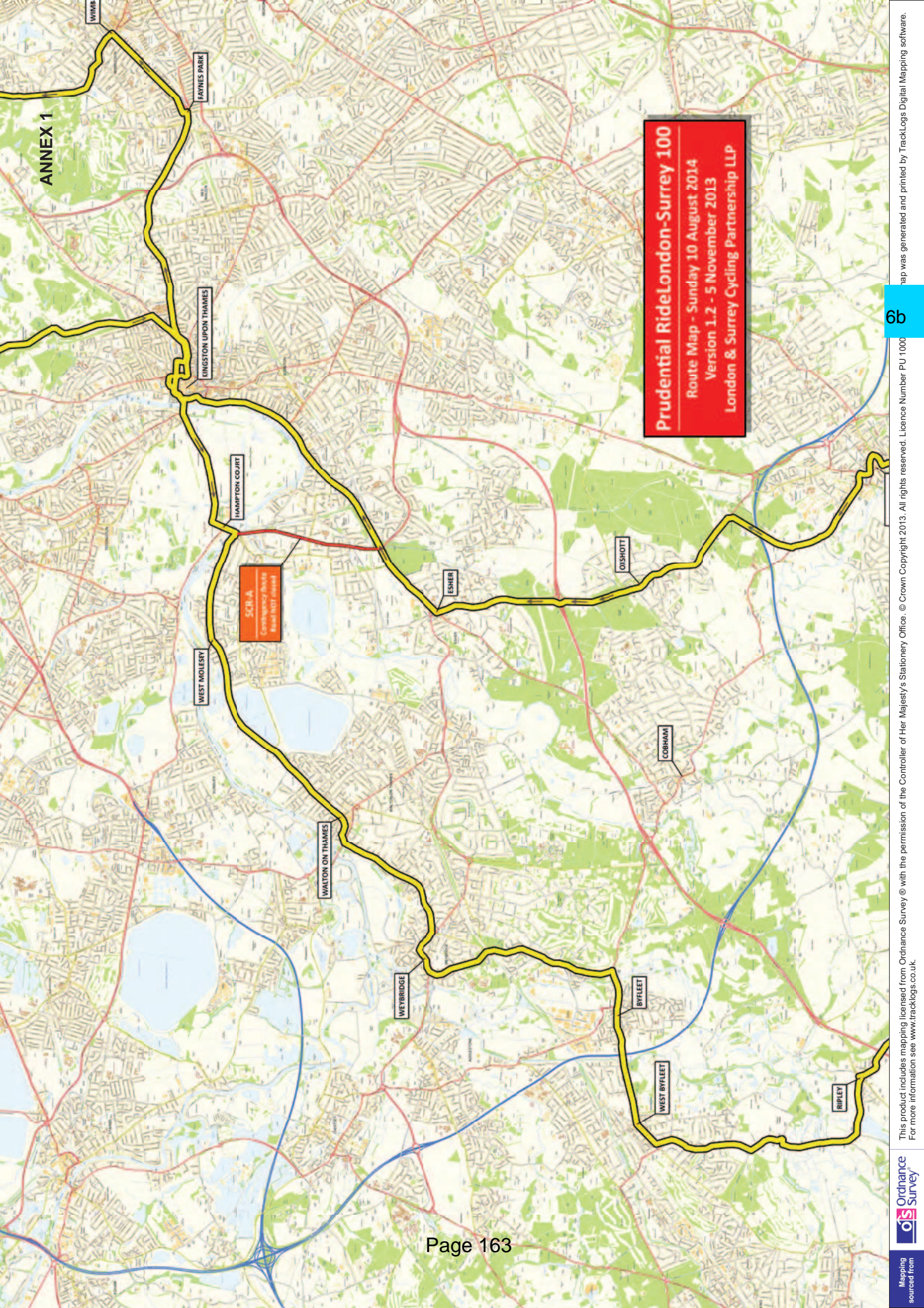
Annexes:

Annex 1: Prudential RideLondon-Surrey 100 & Classic 2014 Route Map

Sources/background papers:

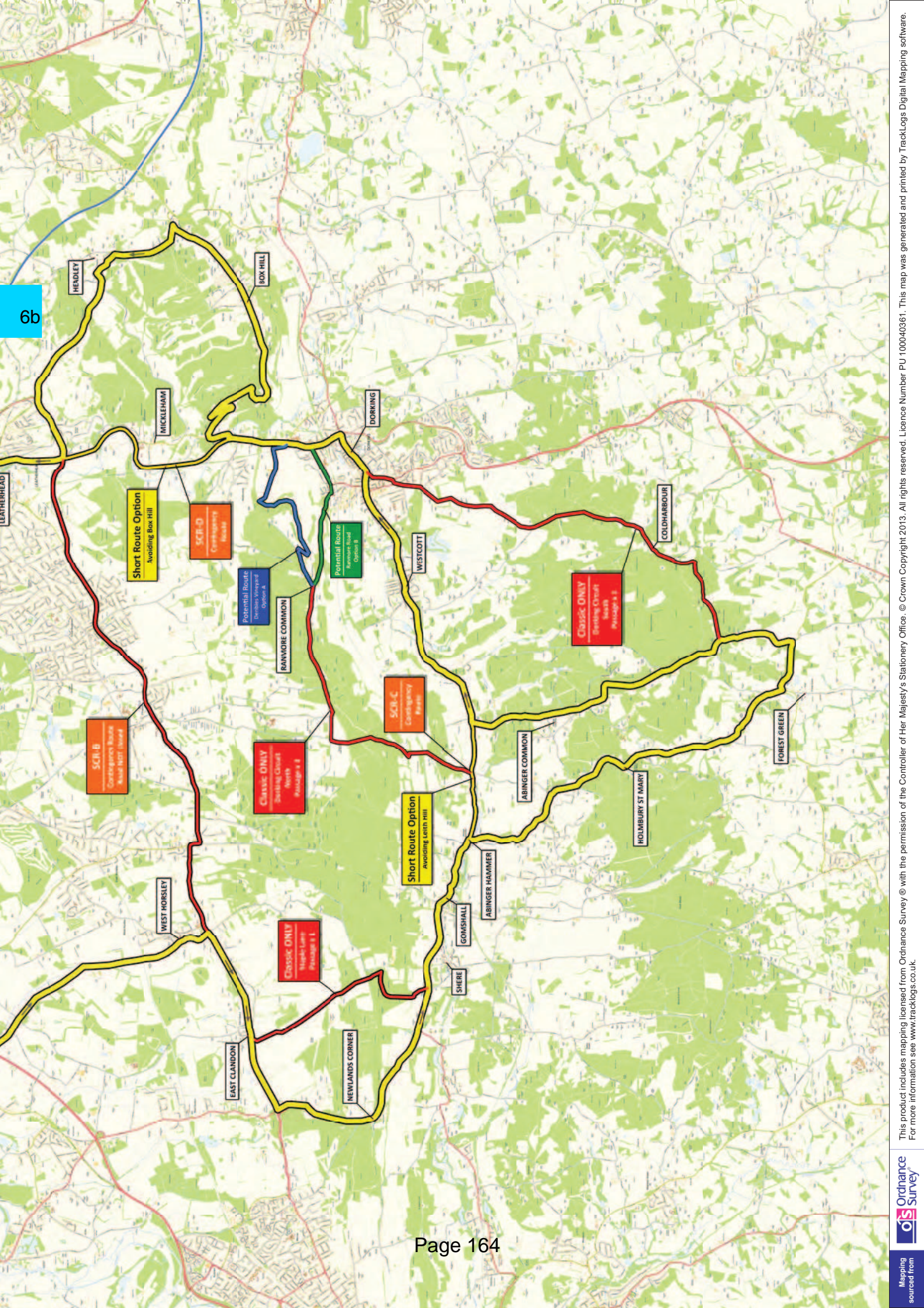
None

6b



Prudential RideLondon-Surrey 100
 Route Map - Sunday 10 August 2014
 Version 1.2 - 5 November 2013
 London & Surrey Cycling Partnership LLP

SCR-A
 Contingency Route
 Road NOT closed



6b

SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 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 NOVEMBER 2013

**SUMMARY OF ISSUE:**

This report presents the council's financial position at the end of period 8 – November 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:

The final recommendations will be circulated with 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 sixth 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 November 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. Annex 1 to this report will also provides Cabinet with an update on the Council's capital budget.
 8. Appendix 1 to the Annex provides details of the directorate efficiencies and revenue and capital budget movements.

Consultation:

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

Risk management and implications:

10. 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

11. 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

12. 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

13. There are no legal issues and risks.

Equalities and Diversity

14. 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

15. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
16. 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.

Sources/background papers:

None

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SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 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 SCHOOLS EXPANSION PROGRAMME FROM SEPTEMBER 2014****SUMMARY OF ISSUE:**

There is significant demand for new schools places within Surrey, resulting from increases in the birth rate and inward migration into Surrey County Council, which are addressed through Surrey County Council's five year 2013-18 Medium Term Financial Plan.

Queen Eleanor's, Wonersh and Shamley Green, Grayswood, St Bartholomew's, Holmesdale and Brookwood schools have been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities, in order to meet the demand in the Guildford, Haslemere, Reigate and Woking areas.

Approval is sought for the individual business cases for expansion and to create an additional 720 new places at the following schools to meet the above demand.

RECOMMENDATIONS:

It is recommended that the expansion of the following schools to create a total of 720 new places, 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 item 17):

- (i) Queen Eleanor's Junior School (Increase by 120 places to 420 places)
- (ii) Wonersh and Shamley Green Primary School (Increase by 120 places to 210 places)
- (iii) Grayswood Infant School (Increase by 120 places to 210 places)
- (iv) St Bartholomew's Primary (Increase by 60 places to 420 places)
- (v) Holmesdale Infant School (Increase by 90 places to 360)
- (vi) Brookwood Primary School (Increase by 210 places to 420)

REASON FOR RECOMMENDATIONS:

The schemes deliver a value for money expansion to the schools, which supports the Authority's statutory obligation to provide additional school places 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:

Background

Queen Eleanor's - Increase by 120 places to 420

1. Queen Eleanor's Church of England Junior School is in the South Guildford primary planning area. It is a popular school that serves communities mainly in the Onslow Village area, but also further afield in the Guildford Town wider area.
2. Numbers of primary children in the wider area have been increasing over the years, and are continuing to increase. Additional permanent primary provision has been provided in other parts of Guildford Town, but not yet in the South Guildford area.
3. Owing to demand for places, Surrey County Council is providing an additional 'bulge' class at Queen Eleanor's Church of England Junior School for September 2013 and there is a need to provide facilities for the permanent expansion through the provision of a single storey 4 classroom block and associated facilities.
4. Queen Eleanor's Church of England Junior School is successful and popular school and it is entirely appropriate to expand the provision there.

Wonersh and Shamley Green - Increase by 120 places to 210

5. Wonersh and Shamley Green Church of England Infant School is a small school that serves the communities in the north of the Cranleigh primary planning area. Most of the Year 2 children in this area, including from Wonersh and Shamley Green Church of England Infant School, primarily progress onto Tillingbourne Junior Schools in the adjacent Tillingbourne Valley planning area.
6. Numbers of primary children in the wider area are increasing and there are fewer junior places than infant places, leading to a shortage of junior places. This demand for additional junior places could be met by Wonersh and Shamley Green Church of England Infant School becoming a primary school.
7. The scheme will deliver a new teaching block, together with the upgrading of an existing temporary building to permanent facility with associated infrastructure improvement.
8. Wonersh and Shamley Green Church of England Infant School is an outstanding school and it is entirely appropriate to expand the provision there.

Grayswood Infant – Increase by 120 places to 210

9. There is an increasing demand for infant places in Haslemere and Hindhead. This demand will result in a shortage of junior places in September 2015. Grayswood Church of England Infant School is one of the schools that has been identified for expansion to meet the need for places in the local area. It is proposed that the school will expand from a one form entry (1FE) infant school with 90 places to become a 1FE primary school with 210 places.
10. Grayswood Church of England Infant School 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.

St Bartholomew's – Increase by 60 places to 420

11. There is an increasing demand for infant places in the Haslemere and Hindhead planning area. There are not enough permanent primary places in the area.
12. St Bartholomew's Church of England Primary School is one of the schools that have been identified for expansion. It is proposed that the school will expand to become a two form entry (2 FE) primary school with 420 places; the school currently has 375 places (1.5 FE at infant phase, 2 FE at junior phase).
13. The proposed scheme will deliver new group rooms, offices, and storage, pupil and staff facilities, together with a remodelling of the hall.
14. 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.

Holmesdale Infant School – Increase by 90 places to 360

15. Retaining and expanding provision of the number of spaces within Reigate and Banstead is vital in ensuring that Surrey County Council performs its statutory duty of educating all pupils who request a school place.
16. This area and the wider Reigate area have seen a significant increase in parental demand for school places reflecting both migration into the area and an increase in the local birth rate.
17. Holmesdale Community Infant School is currently a 3FE infant school with 26 FTE nursery places in addition.
18. The proposal is to expand the school by one form of entry, increasing the capacity by 90 places to 360 places (3 year groups of 120 pupils).
19. Holmesdale has been asked to take a bulge class in each of the last three years and temporary accommodation, in the form of demountable classrooms, was provided under temporary planning approval to accommodate these children, because of this the school has a sufficient amount of classroom teaching spaces for a 4FE infant school. The proposal is to clad and enhance the demountable buildings installed in recent years to become part of the permanent expansion.

and to gain permanent planning approval. In addition existing areas such as the hall, the kitchen and the office accommodation which are insufficient for a school of this size will be enlarged.

Brookwood Primary School – Increase by 210 places to 420

20. There is currently a considerable pressure for primary school places in Woking. In addition to the demand generated by an increasing birth rate, there is a need to provide more school places in the Borough as a result of additional housing and increasing numbers of families returning to Pirbright Barracks as part of the Ministry of Defence's rebasing plan.
21. The proposal is to expand Brookwood Primary School from a one form entry primary school (capacity of 210 pupils) to two forms of entry (capacity of 420 pupils) by building a junior school building on a new site adjacent to the new Brookwood Farm housing development. Infant children would operate from the existing primary school site and junior age children would be located in new accommodation on the new site.
22. Following discussions with Woking Borough Council, an area of land adjacent to the new Cala Homes Housing Development has been identified as a suitable location for the new school building for junior age children. The land will be transferred by Woking Borough Council into the ownership of Surrey County Council.
23. The building will comprise 8 classrooms. There will be suitable WC and cloak provision, a hall space with dining facilities, a kitchen, a staff room, suitable office accommodation and a practical room. Externally we have allowed for a car park, playing fields, playgrounds, fencing, a habitat area and a Multi-Use Games Area (MUGA).
24. In order to ensure continuity and operational efficiency between the Infant and Junior School buildings, Property have worked closely with the Countryside Access team to design a secure lighted footpath and a small swing bridge across the canal to link the two sites.
25. The creation of this link is vital for parents with siblings based in either the infant or junior buildings, reducing local traffic and highway pressures, by encouraging parents to walk and not drive the circuitous route between the two buildings.
26. The external playing fields will be made available for out of hours community sports use, by arrangement between the School and Woking Borough Council.

CONSULTATION:

27. Full statutory consultation for a prescribed alteration has taken place, where required. The following were consulted: the governing bodies of the Schools; the families of pupils, teachers and other staff at the schools; the trade unions who represent staff in Surrey schools; all primary schools in the Boroughs; the local MP; the local Surrey County Council members; local borough councillors; Surrey County Council Early Years and Childcare Service.
28. 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:

29. 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

30. The schemes will be subject to robust cost challenge and scrutiny to drive optimum value as they progress.

Section 151 Officer Commentary

31. 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

32. 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, Surrey County 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 Surrey County Council therefore to secure the availability of efficient education in its area and sufficient schools to enable this.

Equalities and Diversity

33. The new classroom buildings will comply with Disabilities Discrimination Act (DDA) regulations. The newly expanded school will provide employment opportunities in the area.
34. 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.
35. 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

36. This proposal would provide increased 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

37. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The Schools will be built to the local planning authorities adopted core planning strategy.

WHAT HAPPENS NEXT:

38. If approved, the expansions will proceed to contract award with a continued focus on driving value for money.

Contact Officer:

Bill Christie, Senior Project Manager (Schools), Property, Tel: 0208 541 9509
Kieran Holliday, Schools Commissioning Officer, Schools and Learning, Tel: 0208 541 7383

Consulted:

- Julie Fisher, Strategic Director for Business Services
- Denise Le Gal, Cabinet Member for Business Services
- Paula Chowdhury, Strategic Finance Manager, Business Services
- David Goodwin, Local Member for Guildford South West (Project at Queen Eleanor's)
- Mrs Victoria Young, Local Member for Waverley Eastern Villages (Project at Womersley and Shamley Green)
- Nikki Barton, Local Member for Haslemere (Projects at Grayswood and St Bartholomew's)
- Barbara Thompson, Local Member for Earlswood and Reigate South (Project at Holmesdale)
- Linda Kemeny, Local Member for Woking South West (Project at Brookwood)

Annexes:

Part 2 report and annexes attached as agenda item 17

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
-

SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 2013



REPORT OF: MR MICHAEL GOSLING, CABINET MEMBER FOR PUBLIC HEALTH AND HEALTH & WELLBEING BOARD

**LEAD OFFICER: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE
HELEN ATKINSON, ACTING DIRECTOR OF PUBLIC HEALTH
LAURA LANGSTAFF, HEAD OF PROCUREMENT & COMMISSIONING**

SUBJECT: CONTRACT EXTENSION – MEDICAL AND PSYCHOLOGICAL TREATMENT FOR DRUG AND ALCOHOL

SUMMARY OF ISSUE:

The Council's Public Health Service has a requirement to deliver drug and alcohol recovery services to residents. This Cabinet report seeks to extend the current contract delivered by Surrey and Borders Partnership Foundation Trust for a further year for the provision of Medical and Psychological Treatment for Drugs and Alcohol. This requirement is covered by an existing contract delivered that expires on 31 March 2014.

The service will be provided in accordance with guidance from Public Health England in order to improve the delivery of Substance Misuse Services to develop and sustain recovery among services users across Surrey's eleven Districts and Boroughs.

Due to the commercial sensitivity involved in the contract award process, the financial details are included as exempt information in Part 2 Annex 1 (agenda item 22) for Members to demonstrate why the proposed contract extension will deliver best value for money.

RECOMMENDATIONS:

It is recommended that:

1. Following consideration of the results of the discussions undertaken with the service provider outlined in Part 2 Annex 1, the award of the extension of the contract be agreed.
2. That a contract extension for the period of one year be awarded to Surrey and Borders Partnership Foundation Trust for the provision of Medical and Psychological Treatment for Drugs and Alcohol to commence on 1 April 2014 and expires on 31 March 2015.

REASONS FOR RECOMMENDATIONS:

The existing contract will expire on 31 March 2014. Surrey and Borders Partnership Foundation Trust has performed well over the duration of the contract against the performance measures in place. This has contributed to the success of Surrey's

Drug and Alcohol Treatment System as the most successful in a cluster group of other partnerships with a similar socio/demographic basis. No concerns were raised in the recent CQC report.

The extension of the current contract will ensure stability and continuity of the largest component of the Drug and Alcohol Treatment System in Surrey (detailed in Annex 2).

The extension period will provide the opportunity to develop collaborative working relationships with the supplier and regular contract management meetings.

DETAILS:

1. This report recommends that an extension of a further year to the existing contract is awarded to Surrey and Borders Partnership Foundation Trust for the provision of Medical and Psychological Treatment to dependant and/or complex Alcohol and Drug users to commence on 1 April 2014. Together with Part 2 Annex 1 (circulated separately to Members) this report demonstrates why the recommended contract award delivers best value for money for Surrey County Council.

Background

2. Public Health became a Directorate within Surrey County Council from 1 April 2013. The Public Health Team's commissioning intentions in relation to substance misuse stem from the substance misuse chapter of Surrey's Joint Strategic Needs Assessment (JSNA) which identifies relevant needs across Surrey and its populations. The JSNA is a live document which is updated on a yearly basis as new trends emerge and local needs develop.
3. The landscape for a partnership response to drug and alcohol dependence has recently shifted to enable a community focused approach. Local partnerships – including Police and Crime Commissioners (PCCs), employment and housing services, and prison and probation services work together to increase the ambition for recovery in Surrey. In line with the National Drug Strategy 2010 the power and accountability is devolved to a local level; tackling and addressing alcohol and drug dependency.
4. Drug and Alcohol services currently represent 36% of the overall Public Health budget locally in Surrey. It also contributes directly or indirectly to over half of the Public Health Outcome Framework 66 key indicators.
5. Strategically the Public Health Team's commissioning intentions around substance misuse treatment, are underpinned by the following frameworks :
 - National Drug Strategy 2010 & 2012 review;
 - National Alcohol Strategy 2012;
 - Public Health Outcome Framework 2012;
 - Health & Social Care Act 2012.
6. A number of contracts originally commissioned by Surrey Primary Care Trust through its Drug & Alcohol Team, which are now the responsibility of the Surrey County Council Public Health Team, will come to an end throughout 2013/14 and 2014/15. This represents a good opportunity to re-design a more integrated substance misuse treatment infrastructure along with a number of

commissioning partners (e.g. Adult Social Care, Children and Families, Education Services, Police and Crime Commissioner) while at the same time achieving high quality of service and efficiency savings.

7. The Medical and psychological treatment service for drug and alcohol is a specialist community based service that prescribes for the treatment of drug and/or alcohol dependence to adult users. The contract currently provides treatment to adult service users with a care planned treatment intervention representing 1424 adults with a drug as a primary substance of choice and 700 Severely dependant alcohol users in Surrey. Source: National Drug Treatment Monitoring System Quarter 4 2012/13
8. Inpatient provision within the contract is provided at a 12 bed inpatient Recovery unit (two to four week placement) that offers detoxification, stabilisation and a recovery programme to those with the most complex needs. The inpatient Recovery unit admitted for 2012/13 a 92% occupancy rate which included the admission of 98 severely dependent alcohol and 34 primary drug using service users.

Procurement Strategy and Options Considered

9. A key consideration in developing the Procurement strategy was to ensure minimal disruption to the Substance Misuse Treatment System for adults in Surrey. The existing contract has been in operation for three years.
10. Surrey County Council recently undertook a tender exercise to award a contract for the provision of a Substance Misuse Treatment Services to a new supplier. This service is an integral element of Drug and Alcohol Treatment System for Adults across Surrey. Concern was raised that tendering another service would potentially mean significant disruption to the drug and alcohol treatment system and the vulnerable adults receiving a service if another part of the treatment system was retendered.
11. The following options were considered in order to outline the best route to market:
 - go out to tender
 - terminate the existing service and do not deliver any service
 - extend the current contract for an additional year.
12. The Director of Public Health and her team with support from Procurement explored the benefits and the risks to the council. After a full and detailed options analysis it was decided to award a contract extension for an additional year on the basis of a negotiation process as this demonstrated best value for money and a ensure stability for service users.
13. The decision to extend the contract was made on the basis of ensuring stability to service users within the Drug and Alcohol Treatment system and concluded that in the best interests of the council and in order to maintain a stable Drug and Alcohol Treatment System.

Key Implications

14. The service delivers preventative substance misuse services to enhance the health and wellbeing of residents of Surrey.
15. The contract aims to ensure social sustainability and enhance the community environment by:
 - Reducing drug related crime
 - Safeguarding children and vulnerable adults
 - Reducing street drinking, rough sleeping & street begging
 - Reducing serious drug & alcohol anti-social behaviour
 - Reducing the demand for drugs, resulting in decreased dealing in the community.
 - Reduce the risk of emergence of Sexual Exploitation Networks linked to organised crime and terrorist networks
 - Reduce onward transmission of Blood Borne Viruses
16. By awarding a contract extension to the supplier recommended in the Part 2 Annex for the provision of Medical and Psychological Treatment for Drugs and Alcohol to commence on 1 April 2014, the Council will be meeting its duties and support individuals to seek help and overcome dependency
17. Performance will be monitored through a series of Key Performance Indicators as detailed in the contract and reviewed at monthly operations meetings. The top performance indicators and targets for each are as follows:

KPI	Target
New Treatment Journeys Engaged in Effective Treatment	80%
New Clients Offered Intervention Within Three Weeks of Referral	85%
Adult Agency Discharges – planned exits	42%
Of those 'offered and accepted' how many clients had a Hep B vaccination YTD	50%
Number clients previously or currently injecting who have had a Hep C test	80%

18. The management responsibility for the contract lies with the Senior Public Health Lead for Substance Misuse within Public Health and will be managed in line with the Contract Management Strategy and plan as laid out in the contract documentation.
19. A number of additional outcomes to improve and develop the contract in addition to the existing KPI's have been placed on the provider on the basis of an additional year as follows:

- Increase access to treatment for those with an identified need who have poor presentation rates
 - Conclude the robust development of dependant alcohol treatment aspect of the contract
 - Monitor the supplier performance against best practice and NICE guidance
 - Strengthen recovery environment for those successfully completing treatment
20. Over the contract extension period it is intended to further develop collaborative working relationship with the supplier through contract management and supplier relationship management in order to increase the numbers of service users successfully completing treatment without representing to the service based on national criteria.
21. The extension of the contract will provide the supplier with the opportunity to develop the service and performance over the extension period.
22. The contract extension will provide stability of the Drug and Alcohol Treatment system working closely with the provider will support the development of a new service specification for the retender of the service in 2015.

CONSULTATION:

23. Commissioners from Public Health and colleagues from Finance, Legal, and Procurement Services have been involved in the project and consulted with.
24. Service users inform the commissioning intentions of the service through representative groups, surveys and feedback. Services users were also represented by a service user representative at the evaluation stage

RISK MANAGEMENT AND IMPLICATIONS:

25. The contract includes a termination provision which protects Surrey County Council in the case of an unsatisfactory performance of service and/or any significant changes in legislation or Council Policy which will impact on the existing services. These provisions allow the Council to amend the contract with three months notice or if termination is required, six months notice will be given to the provider.
26. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	If demand for the service increases in excess of numbers proposed within the service specification. This could lead to increased cost to deliver the service to Surrey	The service specification outlines reliable National data which captures numbers of people accessing services both inside and outside of Surrey. Quarterly contract review meetings will also be held to monitor the performance of the service and the numbers of people

	County Council.	accessing the service in order to predict future demand. The cost of the contract is fixed and will not alter with demand for the service.
	Potential risk that during the life of the contract the Providers will request an inflationary increase against the annual service delivery cost.	The annual cost of the contract is fixed for the duration of the contract. Surrey County Council's inflationary intentions will also be communicated with all Providers on an annual basis.
Service	Poor quality of service and service does not deliver National and or Local Objectives.	Strong contract management and quarterly contract review meetings will mitigate the risk of a poor quality service. The contract terms and conditions enables early termination from the contract if the provider fails to deliver a satisfactory service.

Financial and Value for Money Implications

27. Full details of the contract value and financial implications are set out in the Part 2 Annex (agenda item 22).
28. Public Health funding is a ring fenced budget from the Department of Health. Funding for 2013/14, 2014/15 and 2015/16 have been guaranteed with a 10% uplift expected in 2014/15.
29. The extension to the contract will mean a decrease in the cost of the contract, as well as an improvement in the Key Performance Indicators (KPI) reporting requirements and the service levels being delivered under the contract.

Section 151 Officer Commentary

30. All material financial and business issues and risks have been considered/addressed: the contract enhances Value for Money and can be afforded within current budget plans.

Legal Implications – Monitoring Officer

31. There are no monitoring officer issues from this report and Legal Services have been involved in providing support as required to the process which has been undertaken. A full Equalities Impact Assessment has been completed.

Equalities and Diversity

32. Under section 149 of the Equality Act 2010 Cabinet must comply with 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 characteristic and a person 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 Equalities Impact Assessments (EIA) attached as Annex 3, set out the impacts of the recommendations on each of the protected group for each service. A range of positive impact has been identified for all groups.
33. The EIA conducted for the extension of this contract has identified that it is not envisaged that there will be a negative impact resulting from the one year extension of this contract and that quality and innovation measures as part of the contract and extension negotiation will enable targeted responses to identified needs.
34. The EIA attached been approved by the Director of Public Health before this paper is submitted to Cabinet. The Equality Impact Assessment reports has been submitted to the Cabinet Member for Community Safety, who has special responsibility for Equality and Diversity.

Safeguarding responsibilities for vulnerable children and adults implications

35. The terms and conditions of the Contract stipulates that the Providers will comply with the Safeguarding Adults and Children’s Multi- Agency procedures, any legislative requirements, guidelines and good practices as recommended by the Council. This is monitored through contractual arrangements.

WHAT HAPPENS NEXT:

36. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including ‘call-in’ period)	31 December 2013
Standstill Period	24 December 2013
Contract Variation Signature	17 January 2014
Contract Commencement Date	01 April 2014

Contact Officer:

Martyn Munro, Senior Public Health Lead, Tel: 01483 519644
 Lisa Slade, Category Specialist, Tel: 020 85417856

Consulted:

Helen Atkinson – Director of Public Health
 Laura Langstaff - Head of Procurement
 Christian George – Category Manager Adults and Children and Young People
 Lucinda Derry – Principal Accountant
 Carmel McLaughlin – Principal Solicitor, Contracts and Procurement Team
 Donal Hegarty - Adult Social Care, Senior Commissioner

Annexes:

Part 2 Annex 1 – Commercial Details and Contract Award
Annex 2 – Surrey Drug and Alcohol Treatment System Model
Annex 3 – Equalities Impact Assessment

Background papers:

None

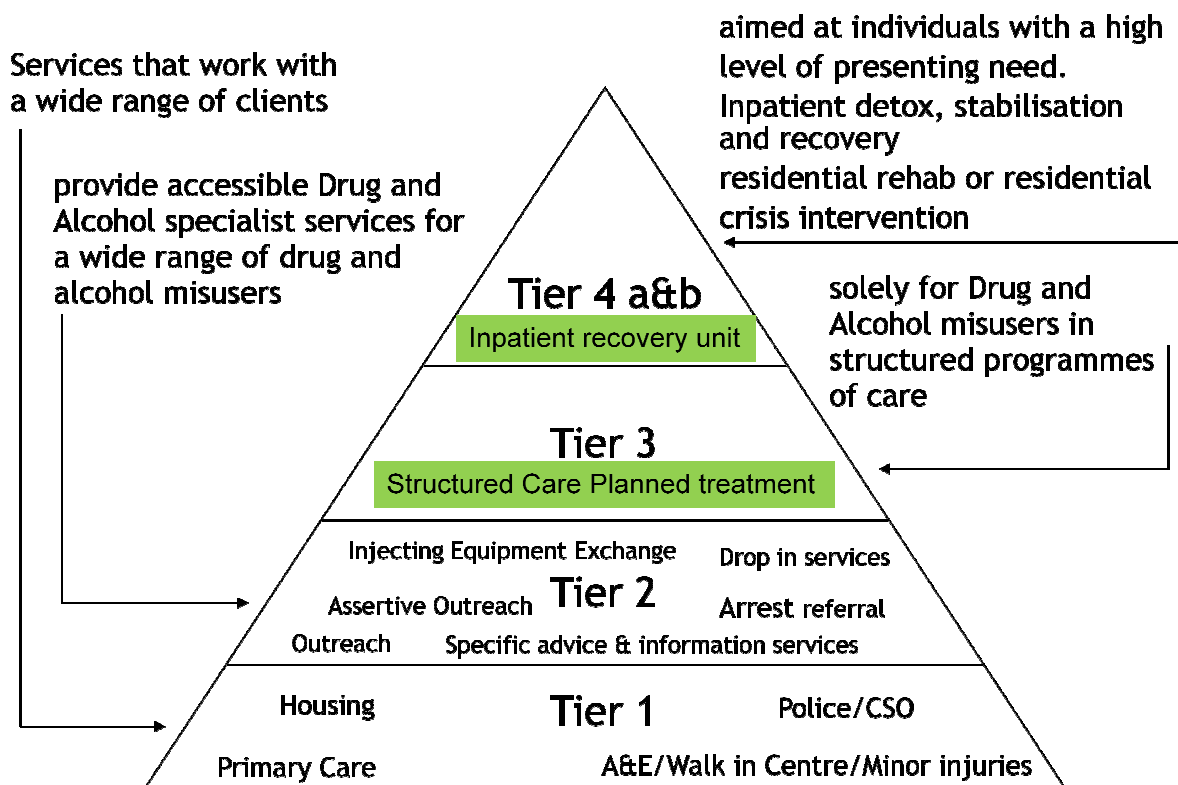
Surrey Drug and Alcohol Treatment

The four-tiered framework is a nationally recognised structure that identifies the level and setting for the different types of drug and alcohol misuse treatment available to those accessing treatment system in Surrey.

The drug and alcohol treatment system in Surrey is structured over four tiers:

- Tier 1** Universal provision i.e. Police, Housing, Primary care and Education
- Tier 2** Low threshold substance misuse specialist interventions i.e. drop in centres, harm reduction and injecting equipment exchange.
- Tier 3** Care planned interventions including substitute prescribing, psychodynamic interventions and recovery support.
- Tier 4** Inpatient treatment including detoxification, recovery programmes and rehabilitation

Highlighted in green are the interventions provided under the contract that are being discussed in the Cabinet paper.



The Tier 3 Medical and psychological treatment service for drug and alcohol is a specialist community based service that prescribes for the treatment of drug and/or alcohol dependence to adult users.

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1. Topic of assessment

EIA title:	Extension of contract for Tier 3 and Tier 4 Medical and Psychological Treatment Service for Drugs and Alcohol.
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EIA author:	Martyn Munro – Senior Public Health Lead
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2. Approval

	Name	Date approved
Approved by¹	Ruth Hutchinson	04/12/2013

3. Quality control

Version number	V1.1	EIA completed	
Date saved	04/12/2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Martyn Munro	Senior Public Health Lead	Surrey County Council	Project sponsor
Cyril Haessig	Public Health Lead	Surrey County Council	Project group member
Karl Smith	Service User and Carer Development Officer	Surrey County Council	Project group member

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

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>This Equality Impact Assessment relates to the contract for the Tier 3 and Tier 4 Medical and Psychological Treatment Service for Drugs and Alcohol.</p> <p>The substance misuse treatment system in Surrey is structured over four tiers:</p> <ul style="list-style-type: none">• Tier 1 – Universal provision i.e. Police, Housing, Primary care and Education• Tier 2 – Low threshold substance misuse specialist interventions i.e. drop in centres, harm reduction and injecting equipment exchange• Tier 3 – Care planned interventions including substitute prescribing, psychodynamic interventions and recovery support• Tier 4 – Inpatient treatment including detoxification, recovery programmes and rehabilitation. <p>The Tier 3 Medical and psychological treatment service for drug and alcohol is a specialist community based service that prescribes for the treatment of drug and/or alcohol dependence to adult users.</p> <p>The existing provider currently provides treatment to adult service users with a care planned treatment intervention within the substance misuse treatment system in Surrey, including:</p> <ul style="list-style-type: none">• 1424 adults with a drug as a primary substance of choice• 700 Severely dependant alcohol users² <p>Tier 3 interventions are targeted to engage those with a substance dependency who are primarily seeking abstinence and/or have a complex need. The care pathway for many service users involves a progressive journey from an initial engagement with tier 2, low threshold tier 3 service providers; tier 2 providers will also provide re-engagement following an unplanned exit (dropped out) from tier 3 treatment.</p> <p>Tier 4 provision within the contract is provided through a 12 bed Inpatient Recovery Unit (2- 4 week placement) that offers detoxification, stabilisation and a recovery programme to those with the most complex needs. The unit had for 2012/13 a 92% occupancy rate which included the admission of 98 severely dependant alcohol and 34 primary drug using service users.</p>
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² Source: National Drug Treatment Monitoring System Quarter 4 2012/13

What proposals are you assessing?

It is proposed that the existing Tier 3 and Tier 4 Medical and Psychological Treatment Service for Drugs and Alcohol contract delivered by Surrey and Borders Partnership Foundation Trust (SaBP) will be extended for a further year on the basis of a successfully renegotiated contract price.

The key reason for the extension of the Tier 3 & 4 contract period is the recent commencement of a new contract for the provision of a Tier 2 Substance Misuse Treatment Service. This service came into operation on 1st October 2013.

The synergic influences between the delivery of this Tier 2 provision and that of the provision of Tier 3 treatments are key in the successful and sustained recovery for many individuals in treatment in Surrey.

NHS England Area Team Offender Health recently retendered for the provision Tier 2 services in Prisons which were due to start on 1st October 2013.

For these reasons Public Health aim to avoid further disruption in the treatment system until the Tier 2 services have stabilised in order reduce the risk to this vulnerable service user group.

The Diagnostic Outcomes Monitoring Executive Summary for Surrey Quarter 4 2012/13 identifies successful outcomes for which SaBP are the primary provider:

- Opiate service users; dependant and or complex users of illicit opiate substances such as heroin, methadone and pharmacological preparations, who successfully complete treatment was 11.9% (as a proportion of all in treatment) and Surrey was the second most successful partnership within the its cluster group of similar locations
- Opiates users who had successfully completed treatment but did not need to represent to treatment within 6 months (Proportion of all in treatment) for Surrey was 10.3% compared to a national average 8%.

Each outcome measure represents excellent outcomes for service users and communities in Surrey.

Who is affected by the proposals outlined above?	<p>The Adult Tier 3 & 4 Substance Misuse Treatment Service is targeted to adults (aged 18 years and over) resident within Surrey and experiencing problematic substance misuse issues, including the use of opiates, stimulants, hallucinogens and severely alcohol dependent.</p> <p>Flexibility will be given to Tier 3 work with those aged 16 or 17 years old where this is an appropriate response to the presenting need.</p>
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6. Sources of information

Engagement carried out	
<p>The service specification has been informed by the following processes:</p> <ul style="list-style-type: none"> - quarterly performance reviews undertaken by Public Health with the current providers; - informal engagement with service users; - review of best practice working with statistical neighbours and through liaison with Public Health England, formally National Treatment Agency, Regional representative; - Distilling findings from Joint Strategic Needs Assessment; - The proposal has been worked through with colleagues within the Public Health team, Adult and Social Care and Supporting People and co-ordinated by Surrey County Council procurement. 	
Data used	
<p>The following data sets were used:</p> <ul style="list-style-type: none"> - Adult provider quarterly performance reports (green report); - Adult Alcohol provider quarterly performance report (purple report); - Diagnostic Outcomes Monitoring Executive Summary (DOMES); - Treatment Outcomes Profile; - Contract performance management framework for the current contract; - Service user involvement and feedback; - Service user consultation; - National Treatment Agency commissioning guidance (Joint Strategic Needs Assessment support pack for commissioners); - Drug Treatment Monitoring Unit Adult profiles; - Surrey Joint Strategic Needs Assessment. 	

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

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

Protected characteristic ³	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 189</p> <p style="text-align: center;">Age</p>	<p>The Adult Tier 3 & 4 Substance Misuse Treatment Service will respond positively to the needs of all groups who have a protected characteristic within the Equality Act 2010. These characteristics include race, religion or belief, sexual orientation, pregnancy and maternity, age, disability, gender and gender identity.</p> <p>The Service Provider is expected to engage with these groups through all necessary means to ensure inclusion is in a positive and meaningful way.</p> <p>The National Drug Treatment Monitoring System (NDTMS) requires the collection of client Dates of Birth. The Surrey Halo client management system can provide reports based on age bandings.</p> <p>It is anticipated that the extension of the current</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.</p> <p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.</p> <p>In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access services.</p>

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

	contract will have a positive impact on all groups by ensuring continuity of services.		
Disability	<p>As above as identified in "Age".</p> <p>The Halo system allows for the recording of client's disabilities so that the correct level of support can be provided.</p>	No evidence of changes to services to disproportionately affect this group.	<p>As above as identified in "Age".</p> <p>Accessibility relates to (but is not limited to); physical and mental impairment, communication needs, those with either a hearing or sight impairment, translation / interpretation if English is not a first language, the expectation with regards to acceptance of individuals defined under gender identification, respect of faith and beliefs.</p>
Page 190 Gender reassignment	<p>As above identified in "Age".</p> <p>No data is formally collected on Halo though there is the facility to record free text on Health and Personal History details.</p>	<p>No evidence of changes to services to disproportionately affect this group.</p> <p>It is however expected of the new service to promote itself and deliver interventions in a way which enables transgender clients to be more confident in accessing the service.</p>	<p>All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.</p> <p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be "exercising public functions" for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.</p> <p>In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access</p>

			<p>services.</p> <p>Several studies show that drug prevention and treatment services need to be more accurately attuned to the needs of the LGBT population. For this to happen, more evidence is required so that the appropriate service provision can be commissioned. Specifically, qualitative data on recreational drug use (e.g. use not solely relating to 'addiction'), on the different drugs used by LGBT groups, and evidence relating to inhibiting factors for those who do not access services are required in order to better understand service needs.</p>
<p>Pregnancy and maternity</p>	<p>As above identified in "Age".</p> <p>NDTMS requires that clients are asked if they are pregnant at the time of triage. This is recorded on Halo, which also allows changes in the client's maternity to be recorded.</p> <p>Within the existing treatment system pregnancy is an assessed priority with a specialised care pathway.</p> <p>New female presentations to treatment (year to date) Pregnant females 3.9% National average 4.9%</p> <p>Pregnant females/New female presentations 8/204 DOMES Q4 2012-13</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.</p> <p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be "exercising public functions" for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.</p> <p>In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access</p>

			services.
Race	As above identified in "Age". Adult Quarterly performance reports 2012/13 for Drug and Alcohol treatment show that the vast majority of clients in treatment were White British: 89% Drug Treatment 92% Alcohol Treatment 83% Surrey Population	No evidence of changes to services to disproportionately affect this group. Assess local needs and stimulate innovative solutions to meet the needs of ethnic population, some of whom will inevitably develop substance misuse problems.	Evidence shows that services which are culturally and ethnically aware provide better treatment outcomes for their clients. The service will be expected to deliver interventions in a way which improve the engagement and retention in treatment of Black and Minority Ethnic people.
Religion and belief	As above identified in "Age".	No evidence that changes to services will disproportionately affect those of a specific religious background / belief.	All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population. In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be "exercising public functions" for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees. In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access services.

<p>Sex</p>	<p>As above identified in "Age".</p>	<p>No evidence of changes to services to disproportionately affect Male or Female clients.</p> <p>It is however expected of the new service to deliver interventions in a way which enables female clients to be more confident in accessing the service as traditionally women are under-represented in substance misuse treatment.</p> <p>Surrey Drug Treatment Adult Partnership Quarterly performance report 2012/13 Q4 73% Male 27% Female</p> <p>Adult Alcohol Partnership Performance Report 2012/13 Q4 62% Male 41% Female</p> <p>There is no doubt the drug-related problems that women face can be extremely complex to resolve the qualitative issues around access to treatment for women, and the appropriateness of treatment services for them, is through local needs-assessments and the treatment strategy within the local system.</p>	<p>All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.</p> <p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be "exercising public functions" for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.</p> <p>In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access services.</p>

Sexual orientation

As above identified in "Age".

The NDTMS allows for this data to be collected. It is not currently but will be by the end of September 2013.

No evidence of changes to services to disproportionately affect sexual orientation.

All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.

In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be "exercising public functions" for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.

In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access services.

Several studies show that drug prevention and treatment services need to be more accurately attuned to the needs of the LGBT population. For this to happen, more evidence is required so that the appropriate service provision can be commissioned. Specifically, qualitative data on recreational drug use (e.g. use not solely relating to 'addiction'), on the different drugs used by LGBT groups, and evidence relating to inhibiting factors for those who do not access services are required in order to better understand service needs.

<p>Marriage and civil partnerships</p>	<p>As above identified in “Age”.</p> <p>This not a requirement for the NDTMS and is not recorded on Halo.</p>	<p>The marital status is not a criteria considered to access substance misuse services.</p>	<p>All persons, irrespective of race, gender, disability, age, ethnicity, religion or sexual orientation should be able to secure access to the same substance misuse treatment services as the rest of the population.</p> <p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.</p> <p>In the delivery of any services commissioned on behalf of Surrey County Council, the Service Provider must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in services or attempting to access services.</p>
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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Non-discriminatory workplace</p>	<p>None</p>	<p>In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to</p>

			service users and as an employer to its employees.
Disability	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.
Gender reassignment	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.
Pregnancy and maternity	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.

Race	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.
Religion and belief	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees
Sex	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.
Sexual orientation	Non-discriminatory workplace	None	In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public

			Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.
Marriage and civil partnerships	Non-discriminatory workplace		In delivering the Adult Tier 3 & 4 Substance Misuse Treatment Service, the Service Provider will be “exercising public functions” for the purposes of section 149(2) of the Equality Act 2010. As such, the Service Provider is required to pay due regard to the Public Sector Equality Duty under section 149(1) of that Act and to deliver the Services accordingly. The Equality Act 2010 relates to service users and employees. The Service Provider has responsibilities as a provider to service users and as an employer to its employees.

8. Amendments to the proposals

Change	Reason for change
N/A	N/A

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
It is not envisaged that there will be a negative impact resulting from the 1 year extension of this contract.	Quality and innovation measures as part of the contract and extension negotiation enable targeted responses to identified needs.	July 2013 – December 2013	Martyn Munro

9

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>The service change has come about as a result of the following analysis :</p> <ul style="list-style-type: none"> - quarterly performance reviews undertaken by Public Health with the current providers; - informal engagement with service users; - review of best practice working with statistical neighbours and through liaison with Public Health
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	<p>England Regional representative;</p> <ul style="list-style-type: none"> - Distilling findings from Joint Strategic Needs Assessment; - the proposal has also been worked through with colleagues within the Public Health team, Adult and Social Care and Supporting People and co-ordinated by Surrey County Council procurement.
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Positive impact for all categories with a particular emphasis on :</p> <ul style="list-style-type: none"> - Gender - Sexual orientation targeting the needs of Lesbian, Gay, Bisexual individuals - Transgender individuals - Race <p>There are no foreseeable negative impacts as a result of the extension of the contract.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	
<p>Potential negative impacts that cannot be mitigated</p>	

SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 2013****REPORT OF: MRS MARY ANGELL, CABINET MEMBER FOR CHILDREN AND FAMILIES****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICERS: MR NICK WILSON, STRATEGIC DIRECTOR OF CHILDREN, SCHOOLS AND FAMILIES****MRS JULIE FISHER, STRATEGIC DIRECTOR FOR BUSINESS SERVICES****SUBJECT: SHORT BREAKS FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES****SUMMARY OF ISSUE:**

Surrey County Council (the Council) has a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011, to commission short breaks services for children and young people with disabilities and their families across the county of Surrey. The current contracts for short breaks expire on Monday 31 March 2014. A new framework of providers is being developed, to provide play and leisure, personal support (including domiciliary care) and residential services, to begin on 1 April 2014.

Due to the commercial sensitivity involved in the contract award process, the names of the providers are listed in this report; however, all financial details and evaluation scores have been circulated as a Part 2 Annex (agenda item 23).

RECOMMENDATIONS:

1. The following providers are awarded a place on a four-year framework as they have been successful in the Invitation To Tender evaluation process:

Action for Blind People, Action for Children, Animated Youth, Avenues, Barnardo's, Cherry Trees, Children's Trust, Core Assets Children's Services, Crossroads Care Surrey, Cycling Projects, Disability Challengers, Family Resource Centre UK, Freewheelers Theatre and Media Ltd, KIDS, Link Leisure, Live & Learn, Prospect Housing, Rainbow Trust Children's Charity, Reigate and Redhill YMCA, Rhythmix, Shooting Star Chase, Stopgap Dance Company, The National Autistic Society, Voyage Care, White Lodge Centre.
2. The council has reserved the right within the terms and conditions of the framework agreement to add additional providers onto the framework through a further competitive tendering process during the four-year period of the framework agreement.
3. The authority will award contracts under this framework agreement, with individual contract value of over £500k, to be delegated to the Strategic

Director for Children Schools and Families in consultation with the Leader and the Cabinet Member for Children and Families.

REASON FOR RECOMMENDATIONS:

The council has a statutory duty, under the Breaks for Carers of Disabled Children Regulations 2011, to commission short breaks services for children and young people with disabilities and their families across the county of Surrey.

The existing contracts will expire on 31 March 2014. A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders, has been completed and the recommendations provide best value for money for the council following a thorough evaluation process.

Awarding the named providers a place on the framework agreement and subsequent contracts will allow the council to continue to deliver short break services for children and young people with disabilities and their families/carers within Surrey.

DETAILS:

Background

1. Short breaks are a lifeline for many families of children with disabilities. They act as a preventative service helping to avoid family breakdown and the need for a more specialist, social care intervention. Short breaks provide children and young people with disabilities an opportunity to spend time away from their parents, relax and have fun with their peers. They can promote positive experiences for children and young people by encouraging friendships, social activities and new experiences. They also benefit parents and families giving them the opportunity to have a short break from the enormous demands caring for their child with disabilities.
2. In April 2013, the Cabinet Member for Children and Families, Mary Angell, approved the extension of short breaks contracts for the two biggest contracts (Disability Challengers and White Lodge) for 12 months (until 31 March 2014) with the intention of running a tender process for all contracts throughout 2013 and award new contracts from 1 April 2014.
3. A full tender process, compliant with the European Public Procurement Regulations and Procurement Standing Orders, has been carried out.
4. Short breaks services have been commissioned under three lots.
 - Lot one (Play and Leisure): These services provide children and young people with disabilities access to a wide range of experiences and opportunities. They are designed to enable children and young people to have fun, socialise, learn new skills and have the same opportunities as their non-disabled peers.
 - Lot two (Personal Support - including domiciliary care): These services provide children and young people with an individual support service that is personalised to meet their needs. This can range from providing personal care in the child's home to support in accessing the community and leisure opportunities.

- Lot three (Residential services): These services take place in settings as much like home as possible. They provide disabled children and young people the opportunity to interact with others, develop life, independence and communication skills whilst giving their families a break from caring.
5. Lot three (Residential services) are countywide services. Lots one (Play and Leisure) and Lot two (Personal Support) have each been further sub-lotted into four geographical areas:
 - North West - (consisting of: Surrey Heath, Woking, Runnymede)
 - North East - (consisting of: Spelthorne, Elmbridge, Epsom & Ewell)
 - South West - (consisting of: Guildford, Waverley)
 - South East - (consisting of: Mole Valley, Reigate & Banstead, Tandridge).
 6. The majority of the recommended providers are Surrey based voluntary, community and faith sector organisations. The framework agreement will allow mini competitions to take place amongst the providers under the framework agreement. Following the mini competitions, contracts will be awarded for two years (with an option to extend further two years).
 7. During the mini competitions, for Play and Leisure services, providers will be asked to confirm the number of apprenticeship placements they can offer in their bid. In addition these contracts will bring improvements to existing services with strengthened performance measures and robust contract management.

Procurement Strategy

8. Several options were considered prior to the commencement of the procurement activity. These were to: do nothing and continue as is; tender for the various types of short breaks services separately; or undertake a single tender to establish a framework that would capture all external short breaks contracts. In order to achieve consistency and best possible value, it was decided for the various short breaks services to be grouped under three lots: play and leisure, personal support and residential services. Providers had the opportunity to bid for one or more of the service lots. This has enabled us to increase competition in different lots
9. A joint project team was set up to including representatives from Children's Commissioning, Procurement, Short Breaks Team, Finance and Health.

Use of e-Tendering and market management activities

10. Market engagement events were used in order to stimulate interest in this process and help attract current and new providers in the market. Contact was also made with bordering local authorities to engage with their current short breaks providers. The In-Tend electronic tendering platform was used for the tendering to ensure the procurement process was as efficient as possible for both providers and the council.

Key Implications

11. By establishing a framework and the subsequent award of contracts to providers recommended in the Part 2 Annex, the council will be meeting its statutory duties and ensuring the delivery of short breaks services to children and young people with disabilities and their families. The Short Breaks Framework will also allow the council to:
 - continue to deliver short break services for children and young people with disabilities and their families/carers within Surrey
 - realise maximum efficiencies, enhanced value for money and better outcomes for children and young people with disabilities and their families/carers by redefining the outcomes based on need
 - aim to deliver best value for money and savings where possible
 - stimulate the market and increase the range of services in short break services
 - develop new, innovative and flexible services which will offer more personal choice to a wider range of children and young people with disabilities and their families/carers
 - monitor and performance manage the improved outcomes for children and young people with disabilities.
12. Performance reviews will focus on the outcomes highlighted in the specification and take place on a quarterly basis. Providers will submit monitoring information, as well as an annual report providing a summary of the outcomes achieved for children and young people with disabilities.
13. Performance information will be shared by the council with the Health leads to ensure alignment and collaborative working.
14. The contract management responsibility lies with the Short Breaks Team and social workers. This will be managed in line with the service specification and against the outcomes for children and young people and their families.

Competitive Tendering Process

15. The Short Breaks Framework for Children and Young People with Disabilities has been established following a competitive tendering exercise. A light touch open procedure was carried out in October 2013 to develop a framework agreement to keep the process as efficient as possible.
16. It is envisaged that following the tender process, successful providers in Lots 1 (Play and Leisure) and 3 (Residential) will take part in mini competitions. This will allow us to award contracts to the providers best placed to deliver value for money services.
17. Providers under the Personal Support lot (Lot 2) will be ranked according to their combined quality and price score. This means that providers with the highest scores will be approached first.

CONSULTATION:

18. Consulted:

Internal: Cabinet Members: Mary Angell, Denise Le Gal, Officers from Children Services, Finance, Legal Services, Procurement and Commissioning, Directorate Leadership Team: Garath Symonds, Caroline Budden

External: Family Voice, Impact, Children and Young People representatives, Health (Surrey), Parent representatives.

19. Roadshows were held across Surrey during August 2013 to seek the views of children and young people to develop outcomes for short breaks services. The following are the key opinions.

- Things which are important to young people are:- having fun, making friends, making decisions, being listened to.
- Most popular activities are:- bowling, music, cooking, trampolining, theme parks, cinema, walking and seeing friends.
- The majority of children and young people wanted to go to places suitable for both disabled and non-disabled children.

RISK MANAGEMENT AND IMPLICATIONS:

20. The framework agreement includes termination provisions which will protect the council in the case of an unsatisfactory performance and/or any significant changes in legislation or Council Policy. These provisions allow the council to vary or terminate the contact with six months notice to the provider/s.

21. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Risk of overspend as the majority of these services are statutory and dependant on demand.	Close contract and budget monitoring.
Reputational	Poor quality of service not delivering the required Outcomes.	Strong contract management and quarterly contract review meetings will allow us to mitigate the risk of a poor quality service and work with the providers to help them improve their performance.

	Concerns of service users due to changes resulting from a new service provider.	The council will closely monitor data from the providers, enable partnerships with key stakeholders and service user feedback, as part of the contract management process to ensure service users needs are met.
	Risk that all four geographical lots and types required are not commissioned due to lack of capacity of providers.	Surrey County Council will work with existing providers to cover these gaps in service. The council has reserved the right to award additional providers to the framework agreement following a further competitive process.

Financial and Value for Money Implications

22. Full details of the framework agreement and financial implications are set out in the Part 2 Annex (agenda item 23).

Section 151 Officer Commentary

23. Through the competitive tendering process and price and quality evaluation, the Section 151 Officer confirms that the financial and business implications have been considered. The funding for the framework has been agreed based on an expected saving of around 10% (£0.4m) and the s151 Officer expects the service to contain spend within the agreed budget level, which already reflects this saving.

Legal Implications – Monitoring Officer

24. The council has a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 to commission Short Breaks services for Children and Young People with Disabilities and their carers/families across the county of Surrey. Under Regulation 4 of the legislation states the Types of services which must be provided as follows:

4. (1) In performing their duty under paragraph 6(1)(c) of Schedule 2 to the 1989 Act (the Children Act), a local authority must provide, so far as is reasonably practicable, a range of services which is sufficient to assist carers to continue to provide care or to do so more effectively.

(2) In particular, the local authority must provide, as appropriate, a range of:

(a) day-time care in the homes of disabled children or elsewhere,

(b) overnight care in the homes of disabled children or elsewhere,

(c) educational or leisure activities for disabled children outside their homes, and

(d) services available to assist carers in the evenings, at weekends and during the school holidays.

25. Under section 149 of the Equality Act 2010 Cabinet must comply with 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 characteristic and a person who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Equalities and Diversity

26. An Equalities Impact Assessment has been completed and no adverse impact was identified in carrying out the Review.
27. Once the mini competitions have been awarded we will update the Equalities Impact Assessment to reflect any changes to providers and the potential impact on children, young people and families and whether TUPE would apply.
28. We will look to minimise the impact of the Budget savings set out in Section 151 by: -
- Targeting savings in areas of least impact.
 - Ensuring that the impact of any reduction in delivery is fully considered when awarding contracts.
 - Seeking reduction in prices to achieve savings.
29. The service specification has been developed with input from Children and Young People, families and providers and will be managed and monitored in line with the council’s obligations under the equalities monitoring framework as part of the wider Public Sector Equalities Duty.

Corporate Parenting/Looked After Children implications

30. There are currently children and young people who are Looked After under Section 20 of the Children Act 1989 (as amended by the Children and Young Persons Act. 2008) who use short breaks services. Any options which are recommended that change a child or young person’s short breaks provision will ensure that there is a seamless transfer of services.

Safeguarding responsibilities for vulnerable children and adults implications

31. The provider will have child protection procedures and staff guidance in place. These will be consistent with the Surrey Safeguarding Children’s Board guidance and procedures.
32. All providers will be monitored on a quarterly basis to ensure they are meeting the safeguarding requirements within the service specification.
33. The provider will co-operate fully with any investigation launched by the council.

WHAT HAPPENS NEXT:

34. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including ‘call-in’ period)	31/12/2013

Standstill Period	04/01/2014
Mini Competition role out for play and leisure and residential	06/01/2014
Contract Signature	Beginning of March
Contract Commencement Date	01/04/2014

35. The council has an obligation to allow unsuccessful suppliers the opportunity to receive a debrief and have the opportunity to challenge the proposed contract award before the contract is entered into. This period is referred to as the standstill period.

36. Procurement and Children's Commissioning will work closely with the successful providers to ensure a smooth transition from the current provisions to new services.

37. Following the Cabinet decision, Procurement will send out successful and unsuccessful award letters to providers in late December/early January.

38. Mini-Competitions will start in January 2014.

Contact Officer:

Yasi Siamaki, Assistant Category Specialist, 020 8541 8543
Holly Beaman, Commissioner, 020 8541 7180

Consulted:

Ian Banner - Head of Children's Services Commissioning
Sandy Thomas - Specialist Service Manager
David Kelly - Corporate Group Legal Services Manager
Laura Langstaff – Head of Procurement
Paula Chowdhry - Strategic Finance Manager for Children, Schools and Families
Holly Beaman - Commissioner

Annexes:

Annex 1 - EIA Short Breaks Retender
Part 2 Annex (Agenda item 23) – Commercial Details and Contract Award

Sources/background papers:

No. 707 CHILDREN AND YOUNG PERSONS, ENGLAND The Breaks for Carers of Disabled Children Regulations 011
(<http://www.legislation.gov.uk/ukxi/2011/707/made>) © Crown copyright

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

1. Topic of assessment

EIA title:	Short Breaks and Personal Support Re-tender 2013-14
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EIA author:	Holly Beaman, Commissioner
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2. Approval

	Name	Date approved
Approved by¹	Ian Banner Sandy Thomas	25.11.13

3. Quality control

Version number	3	EIA completed	
Date saved	Nov 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Sandy Thomas	Service Manager, Children with Disabilities	Surrey CC	
Amanda Harvey	Commissioning Manager for Short Breaks	Surrey CC	
Holly Beaman	Commissioner	Surrey CC	
Yasi Siamaki	Category Specialist, Procurement	Surrey CC	
Louise Simpson/ Nikhilesh Dasgupta	Finance	Surrey CC	

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>This is an equality impact assessment of the retender of short breaks and personal care services for children with disabilities in Surrey.</p> <p>A number of the short breaks contracts expired at the end of March 2013 but were extended until March 2014. Procurement Review Group (PRG) agreed to run a tender process and award new contracts in line with the new Short Break Strategy, ensuring that by April 2014, the new Short Break services and personal support services are in place.</p> <p>The Medium Term Financial Plan requires savings in short break services in the region of £400K.</p> <p>The service will also fit with the new Special Educational Needs and Disability (SEND) legislation for Health, Education and Care Plans with</p>
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¹ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

	children and young people who receive a personal budget.
What proposals are you assessing?	<p>The purpose is to go through a tendering process to develop a new framework of providers for short breaks and personal support services. This project will allow the Council to: -</p> <ul style="list-style-type: none"> • Continue to deliver short break services for Children with Disabilities (CwD) within Surrey and their families. • To realise maximum efficiencies, required savings and deliver value for money for Children with Disabilities and their families • Stimulate the market and increase the range of services and providers in short break and personal support services. • Develop new, innovative and flexible services that will offer more choice to a wider range of Children and Young People (CYP) with Disabilities. • To improve outcomes for Children with Disabilities and their families.
Who is affected by the proposals outlined above?	<ul style="list-style-type: none"> • Children with Disabilities and their families in Surrey. • Staff employed in public, private and voluntary sector organisations providing short break services.

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

6. Sources of information

Engagement carried out
<ul style="list-style-type: none">• Consultation event on July 23rd 2013 attended by existing providers and Family Voice (representatives of families with children with disabilities). This was a successful event with over 50 attendees.• Engagement with CYP to develop outcomes for the new Service Specifications. Gareth Lewington, Barnardos participation lead is carried out a series of Roadshows around Surrey during the summer holidays to seek CYP views.• Questionnaires to parents and families asking their views of short breaks July 2013• Parent representatives involved in evaluating bids for the new Framework.
Data used
<p>In addition to data gathered from engagement activity, there is extensive qualitative and quantitative data regarding the needs for short breaks services for children with disabilities. We have used:</p> <ul style="list-style-type: none">• National research by charities, think tanks or lobby groups.• <u>Surrey-i</u>, the local data and information portal and Joint Strategic Needs Assessment,• Service monitoring reports.• User feedback from previous consultations• Questionnaires to parents/families• Best practice from other Local Authorities.

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

In the tables below we have brought together our equality analysis and set out how the new/amended policy, service or function will affect children with disabilities and their carers and staff. This analysis considered how the policy, function or service would:

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

You should think about the potential equality impact on all of the protected characteristics listed. Remember that:

- Our analysis and evidence gathered was proportionate to the likely scale of impact on children with disabilities, their families and staff sharing protected characteristics.
- We cannot predict the outcome of the tender process, therefore we will need to update the EIA once the process is complete.
- We have listed every possible way the change might conceivably impact on children with disabilities and their families.
- Our analysis did not identify that the proposal needs to be amended in order to deal with the equalities implications identified in this EIA.

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

- Our analysis identified mitigating actions or ongoing monitoring required when the consultation is completed, and decision on the options is agreed.
- We consider that there will be no impact on particular protected characteristics for the reasons stated.

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	Ensure a range of short break services are available to children and young people up to 18 years of age.	Some age groups may have fewer targeted services as a result of the retender.	
Disability	<ul style="list-style-type: none"> Continue to deliver short break services for Children with Disabilities within Surrey and their families. To realise maximum efficiencies, savings and deliver value for money for Children with Disabilities and their families Develop new, innovative and flexible services that will offer more choice to a wider range of CYP with Disabilities. To improve outcomes for Children with Disabilities and their families. 	<ul style="list-style-type: none"> The timescale is too tight to fully involve CYP and their families in the tender process Risk of impact on families if there is change to provider Risk that savings target cannot be reached without significant reduction in services Risk of insufficient services available for C&YP with complex needs/challenging behaviour 	
Gender reassignment	none	none	
Pregnancy and maternity	none	none	
Race	none	none	

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

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

Religion and belief	none	none	
Sex	none	none	
Sexual orientation	none	none	
Marriage and civil partnerships	none	none	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	none	none	
Disability	none	none	
Gender reassignment	none	none	
Pregnancy and maternity	none	none	
Race	none	none	
Religion and belief	none	none	

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Sex	none	none	
Sexual orientation	none	none	
Marriage and civil partnerships	none	none	

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

8. Amendments to the proposals

Change	Reason for change
No changes were identified by the Equality Impact Assessment	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Some age groups may have fewer targeted services as a result of the retender.	<ul style="list-style-type: none"> Ensure commissioned services are available to cover all age ranges 	April 2014	
The timescale is too tight to fully involve CYP and their families in the tender process	<ul style="list-style-type: none"> Consulted children and young people through a series of road shows to develop outcomes for the service specification Consulted families and parents through surveys and engagement event Involved parents in evaluation of bids. 	Aug 13 July 13 Nov 13	
Risk of impact on families if there is change to provider	TUPE staff where there is a change of provider so families still have same worker.	Feb 13	
Risk that savings target cannot be reached without significant reduction in services	<ul style="list-style-type: none"> Target savings in areas of least impact. Ensure impact of any reduction in delivery fully considered when awarding contracts. Seek reduction in prices to achieve savings. 	April 2014	

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10. Potential negative impacts that cannot be mitigated

EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	JSNA, national and local data, consultation and engagement with CYP, their families and existing providers
Key impacts (positive and/or negative) on people with protected characteristics	<ul style="list-style-type: none"> • Continue to deliver short break services for Children with Disabilities within Surrey and their families. • To realise maximum efficiencies, required savings and deliver better value for money for Children with Disabilities and their families • Stimulate the market and increase the range of services and providers in short break and personal support services. • Develop new, innovative and flexible services that will offer more choice to a wider range of CYP with Disabilities. • To improve outcomes for Children with Disabilities and their families.
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	<ul style="list-style-type: none"> • Consult children and young people through a series of road shows to develop outcomes for the service specification • Consult families and parents through surveys and engagement event • Involve parents in evaluation of bids. • TUPE staff where there is a change of provider so families still have same worker. • Contracts to be awarded across quadrants to enable local services to bid. • Target savings in areas of least impact. • Ensure impact of any reduction in delivery fully considered when awarding contracts. • Seek reduction in prices to achieve savings.

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EQUALITY IMPACT ASSESSMENT FOR THE NEW SHORT BREAKS FRAMEWORK FOR CHILDREN WITH DISABILITIES

Potential negative impacts that cannot be mitigated	None
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SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 2013****REPORT OF: MRS MARY ANGELL, CABINET MEMBER FOR CHILDREN AND FAMILIES****LEAD OFFICER: MR NICK WILSON, STRATEGIC DIRECTOR OF CHILDREN, SCHOOLS AND FAMILIES****MRS JULIE FISHER, STRATEGIC DIRECTOR FOR BUSINESS SERVICES****SUBJECT: SUPPORTED ACCOMMODATION FRAMEWORK AGREEMENT FOR YOUNG PEOPLE****SUMMARY OF ISSUE:**

The purpose of supported accommodation is to ensure that all vulnerable young people countywide have safe and suitable accommodation that meets their needs. The Council has a statutory duty to provide a range of Supported accommodation for young people.

The Cabinet is asked to approve spend up to £3.1m per annum with the providers listed below and in the Part 2 Annex as part of a new Supported Accommodation Framework Agreement. The Framework Agreement will commence on 1 April 2014.

This report provides details of the procurement process followed by the evaluation process and demonstrates why the recommended providers will ensure that the Framework Agreement will deliver highly effective services for young people in Surrey.

Due to the commercial sensitivity involved in the contract award process, the names of the providers are listed in this report; however, all financial details and evaluation scores have been circulated in the Part 2 Annex (agenda item 24).

RECOMMENDATIONS:

It is recommended that:

1. The following providers are awarded a place on the four-year Framework as they have passed the Invitation To Tender evaluation process:

A2 Dominion Group, Above Beyond Care, Barnados, Care Tech, Cherchefelle, East to West, Guildford YMCA, Holmdene, Home Group LTD, Keychange Charity, Life, Morgan Brown, Moving on Care Management, Pathway to Independence, Prospect Housing, Reigate and Redhill YMCA, Sanctuary Housing, Step Ahead, Step by Step, Transform Housing and Watershed Care Services.

2. The authority to award contracts under this Framework Agreement, with individual contract value of over £500k, be delegated to the Strategic Director

for Children Schools and Families in consultation with the Leader and Cabinet Member for Children and Families.

REASONS FOR THE RECOMMENDATIONS:

Needs assessment work undertaken highlighted gaps in current supported accommodation provision in Surrey. These gaps formed the rationale for the re-commissioning process and all newly commissioned services will work towards ensuring that the gaps are filled and all needs met.

Surrey County Council (The Council) intends to award a number of contracts under this Framework Agreement to ensure safe and appropriate supported accommodation is available and delivered countywide for vulnerable young people. Providers awarded Framework Contracts will operate in one or more geographical lots.

Lot 1: North East Surrey (Elmbridge, Epsom and Ewell and Spelthorne)

Lot 2: South East Surrey (Mole Valley, Reigate and Banstead and Tandridge).

Lot 3: South West Surrey (Guildford and Waverley)

Lot 4: North West Surrey (Surrey Heath, Runnymede and Woking)

Lot 5: Out of County accommodation or placements

A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed. Thorough evaluation process resulted in a selection of most suitable providers able to deliver supported accommodation services.

This Framework will be for a maximum of four years and will include multiple providers. This will allow for further mini-competitions to ensure value for money. This Framework Agreement will govern the overall commercial arrangements between the Council and providers, providing a clear structure for service delivery, quality and price.

DETAILS:

Business Case

1. All Providers recommended for appointment to the Framework Agreement, have achieved a score of 50% or more at the Invitation to Tender (ITT) stage. They have also submitted an indicative price per hour of support and have indicated their actual and proposed capacity for each of the Lots and Accommodation Models.
2. Providers will be invited to refresh their pricing and submit responses to mini-competition questions in January. The winners of individual mini-competitions will be awarded contracts under the Framework Agreement for the particular Lot and Accommodation Model.
3. The Council reserves the right to add additional providers onto the Framework through a further repeating of the Invitation to Tender process. This process can be undertaken at the Council's discretion throughout the four-year period of the Framework Agreement.
4. The Council reserves the right to ask providers to refresh their prices for both spot purchase and during mini-competitions.

5. The Council will spot purchase directly from the Provider that achieved the best score at ITT stage. Should this Provider lack capacity, the Council will approach the next best scoring provider within the lot. The winners of mini-competitions will be awarded a contract for that particular Lot and Accommodation Model.
6. This project aims to ensure the most suitable provision of supported accommodation for young people. One of the key drivers is to ensure young people feel safe in their home. Service-user data showed that a quarter of care leavers do not currently feel safe in their home. This will be improved through the re-commissioning process ensuring that a young person 'feeling safe' is a key outcome of all services.
7. The new service model devised as part of this process is fit for purpose to reduce the need to spot purchase supported accommodation elsewhere or place a vulnerable young person in inappropriate accommodation such as bed and breakfast accommodation.
8. This re-commissioning project also provided an opportunity to redesign Surrey's supported accommodation services ensuring they are delivered to meet the needs of Surrey's young people in a holistic way. This should enable young people to move on and achieve independence. A strengthened outcome focussed service specification and one set of Terms and Conditions will ensure consistency of services.

Background and options considered.

9. The Council currently commissions supported accommodation services in a variety of ways. Existing contracts for supported accommodation for Looked After Children and Asylum Seeking Young People expire on 31 March 2014 and come under the budget of Children's services. Other supported accommodation for young people is contracted as part of the Supporting People budget, and these contracts also expire on 31 March 2014. Additional to this, the Council spot purchases supported accommodation for a number of other young people including care leavers and asylum seeking young people.
10. The Children's, Schools and Family Directorate, Commissioning and Procurement identified a need for the consolidation of supported accommodation for young people under one framework agreement.
11. After a full and detailed options analysis, consultation process and various events with market providers, it was decided to go out to tender for a range of supported accommodation services for young people which would be captured within one supported accommodation framework agreement.
12. Several options were considered prior to commencing the procurement activity. Tenders were invited for a number of different accommodation models based on the five geographical areas. This demonstrated best value for money and consistency and providers were able to bid for different accommodation models in one or more of the five area lots.
13. A multifunctional project team was set up and includes representatives from Procurement, Children's Commissioning, Children's Social Care, Youth Support Service, Finance and Districts and Borough housing representatives.

Use of market management activities

14. Market engagement events were used in order to stimulate interest in the new service delivery model and help attract current and new providers to tender. Contact was also made with bordering Local Authorities to engage with their current supported accommodation providers. The In-Tend tendering platform was used to ensure the procurement process was as efficient as possible for both providers and the Council.

Key Implications

15. By awarding contracts under this Framework Agreement, the Council will be meeting its statutory duties and ensuring the delivery of safe and appropriate supported accommodation. Providers performance will be monitored against the following outcomes:
- a) Improvement in Independent Living Skills
 - b) Improvement in a young person's pro-social behaviour
 - c) Improvements in a young person's physical, emotional wellbeing and mental health
 - d) Improvement in a young person feeling safe in their accommodation
 - e) Young people achieving through participation in Education, Training and Employment and pre-tenancy accreditation
 - f) Improvement in a young person's relationships with family and friends
 - g) Improvement in a young person's networks with their local community
 - h) Successful return (and remaining) to live with family or friends where it is safe and appropriate for them to do so
 - i) Timely move-on to appropriate, safe and secure accommodation
 - j) Evictions to be minimised along with the number of young people that are deemed intentionally homeless through eviction
16. Performance reviews will focus on the outcomes highlighted in the specification and take place on a quarterly basis.
17. Performance information will be shared by the Council with the relevant District and Borough housing leads to ensure alignment and collaborative working.

CONSULTATION

18. Consulted: Head of Youth Support Service; Children's Placement Team, Head of Children's Commissioning; Head of Leaving Care Service; Children's Safeguarding, housing representatives from Surrey's District and Boroughs, Children's Finance and Procurement.
19. A stakeholder consultation event also took place on 1 August 2013 which was well attended by external stakeholders.
20. Service users informed the commissioning intentions through taking part in representative groups, surveys and feedback. A care leavers specific focus group also took place.

RISK MANAGEMENT AND IMPLICATIONS:

21. This Framework Agreements includes termination provisions which protect the Council in the case of an unsatisfactory performance and/or any significant changes in legislation or Council Policy which may impact on the existing services. These provisions allow the Council to amend the contract or if termination is required, six months notice will be given to the provider/s.

Risk Description	Mitigation Activity
<p>If demand for the service increases in excess of numbers proposed within the service specification. This could lead to increased cost to deliver the service to Surrey County Council.</p>	<p>The service specification outlines reliable data which captures numbers of people accessing services.</p> <p>Quarterly contract review meetings will also be held to monitor the performance of the service and the numbers of people accessing the service in order to predict future demand.</p> <p>The hourly support cost is fixed and will not alter with demand for the service.</p>
<p>Poor quality of service and service does not deliver outcomes.</p>	<p>Strong contract management and quarterly contract review meetings will mitigate the risk of a poor quality service.</p> <p>Failure to meet the service outcomes and objectives will enable Surrey County Council to restrict payment based on performance and ultimately terminate the contract if performance does not improve.</p>
<p>Disengagement of service users due to changes resulting from a new service provider</p>	<p>To ensure service users do not disengage from the service Surrey County Council will closely monitor data from the Providers, enable partnerships with key stakeholders and gather service user feedback as part of the contract management process.</p>
<p>Risk that all five geographical lots and accommodation types required are not commissioned due to lack of capacity of providers.</p>	<p>This risk should be mitigated by market engagement exercise and tendering process itself. Market shaping events were used in order to stimulate interest in the new service delivery model and help attract current and new providers to tender. If any gaps in service occur throughout the duration of the Framework Agreement, Surrey County Council will work with existing providers to cover these gaps. The Council reserves the right to add new providers to the Framework following a further competitive process. This will be undertaken, at the Council's discretion, during the remaining period of the Framework Agreement.</p>

Financial and Value for Money Implications

22. Supported accommodation services are currently provided under both block contract and spot purchase arrangements resulting in a range of unit costs. This Framework Agreement will ensure consistency on price, quality and standards of care across all user groups. Providers were required to submit

indicative prices for both short term (under 12 weeks) and long term (over 12 weeks) placements guaranteeing value for money from all placements made.

23. Taking a strategic approach to purchase the right number and type of beds (based on a robust needs assessment), reduces the likelihood of the need to purchase more expensive options on a case by case basis and in emergencies.
24. Full details of the contract values and financial implications are set out in the Part 2 Annex 1 (agenda item 24).

Section 151 Officer Commentary

25. Through the competitive tendering process and price and quality evaluation, the Section 151 Officer confirms that the financial and business implications have been considered. Activity levels and costs of the framework will be monitored to ensure savings are realised.

Legal Implications – Monitoring Officer

26. There are no monitoring officer issues arising from this procurement as is reported above a full tender process has been undertaken in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed and an equalities impact assessment has been undertaken.

Equalities and Diversity

27. An Equalities Impact Assessment has been completed and no adverse impact was identified in carrying out the Review.
28. Once the mini competitions have been awarded we will update the Equalities Impact Assessment to reflect any changes to providers and the potential impact on children, young people and families and whether TUPE would apply.
29. The service specification has been developed with input from Children and Young People, families and providers and will be managed and monitored in line with the council's obligations under the equalities monitoring framework as part of the wider Public Sector Equalities Duty.

Corporate Parenting/Looked After Children:

30. This Framework Agreement captures the provision for Looked After Children and Care Leavers. The new service will ensure that safe, appropriate accommodation is in place which is in line with prices charged for all other client groups. The Assistant Team Manager for Looked After Children Placements has been fully involved in evaluation process and is satisfied with the quality of the providers awarded a place on the Framework.

Safeguarding responsibilities for vulnerable children and adults:
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31. All providers on the Framework have submitted their Safeguarding policies and procedures. Surrey Safeguarding procedures are also clearly highlighted in the service specification which providers have signed up to adhere to.

WHAT HAPPENS NEXT:

Action	Date
Cabinet decision to award	17/12/13
Call in and standstill period ends	31/12/13
Confirmation providers are on framework	Late December/early January
Mini Competitions	Mid January
Contract Signature	Early March
Framework Commencement date	01/04/2014

32. Procurement and Commissioning will work closely with the successful providers to ensure a smooth transition from the current provision to new services.
33. Following the Cabinet decision, Procurement will send out successful and unsuccessful award letters to providers, this will be in late December/early January. Mini-Competitions will start in January 2014.

Contact Officer:

Ian Banner – Head of Children’s Commissioning, 07917 590657
 Jo Lee – Senior Commissioner, 01372 833940
 Anna Tobiasz – Senior Category Specialist, 020 8541 7351
 Nick Woodward – Category Specialist, 01483 518861

Consulted:

Ian Banner – Head of Children’s Commissioning
 Ben Byrne – Head of Youth Support
 Jo Lee – Senior Commissioner, Children’s Services
 Donna Leedham – Housing Development Manager, Youth Support Service
 Anne Dickinson – Assistant Team Manager, Placements Team
 Christine Westwood – Team Manager, Care Leaving Service
 Kathryn Brooks – Area Manager, Youth Support Service
 Louise Simpson – Senior Principal Accountant, Finance
 Carmel McLoughlin – Principal Lawyer, Legal Services
 Laura Langstaff – Head of Procurement
 Christian George – Category Manager Adults and Children and Young People
 Anna Tobiasz – Senior Category Specialist

Annexes:

Part 2 Annex 1 attached as agenda item 24
 Annex 2 - Equalities Impact Assessments

Sources/background papers:

None

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1. Topic of assessment

EIA title:	Tendering of supported accommodation for vulnerable young people
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EIA author:	Jude Milan, Project Officer, Children’s Social Care and Wellbeing Commissioning Team
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2. Approval

	Name	Date approved
Approved by¹	Ian Banner	15/11/2013

3. Quality control

Version number	1	EIA completed	15/11/2013
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Jo Lee	Senior Commissioner, Children’s Social Care & Wellbeing Commissioning	Surrey County Council	Project Manager
Jude Milan	Project Officer Children’s Social Care & Wellbeing Commissioning	Surrey County Council	Project support

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The supported accommodation provision in the county is to be jointly recommissioned by Children’s Social Care and Youth Support Services. In Surrey, the purpose of supported accommodation is to ensure that all young people countywide have safe, suitable, supported accommodation that meets their needs and enables them to achieve effective move-on towards a productive, independent adulthood.</p> <p>Supported accommodation supports a range of vulnerable people within Surrey. This includes: Looked After Children, Care Leavers (including asylum seekers aged over 18), Unaccompanied Asylum Seeking Children (UASC), Single homeless 18-20 year olds, 16-17 year olds in need, young parents 16-21 years old, young people in the justice system including 16 and 17 year olds on bail and 18-35 year olds who are vulnerable/homeless with a housing need.</p> <p>Housing with care and support is a joint responsibility of Borough & District Councils, who hold the responsibility for meeting housing needs, and Surrey County Council, which is responsible for social care services for children and young people.</p> <p>There is an obligation to investigate the situation of any young person who presents as homeless. Applicants aged 16-17 years old will be assessed as Children In Need in line with the Southwark Judgement Ruling 2009, except if they are Looked After Children accommodated under Section 20 of the Children Act 1989. Young people aged 18+ who are homeless or likely to become homeless are entitled to apply to the local housing authority (Homelessness Act 2002) and receive a written decision. Care Leavers who are homeless or likely to become homeless will automatically be assessed as a priority need in line with the Children (leaving care) Act 2000.</p> <p>Service users will often access supported accommodation through the local housing authority or through a self or direct referral. Those young people who are Looked After Children, Care Leavers or UASC will usually access supported accommodation through social services.</p>
<p>What proposals are you assessing?</p>	<p>The recommissioning of supported accommodation provision provides an opportunity to design an integrated county-wide service. Gaps in current provision have been identified and the proposals for re-commissioning will seek to provide a comprehensive level of provision across Surrey, which is based on need.</p> <p>The recommissioning of this service has involved a thorough needs analysis and the service specification seeks to address current gaps in provision in order to provide an improved service. In particular, the project will seek to promote young people’s independence, reduce offending behaviour, promote health and wellbeing and achievement in education, employment or training, as well as social</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>connectedness. By equipping young people with these skills it is hoped that a better rate of move on will be achieved. Furthermore, it is proposed that collaboration between agencies, restorative practice and comprehensive provision across the county will aid further improvements to this service.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The key aspect of this recommissioning project is that it aims to positively impact the service that supported accommodation service users receive. The project aims to address gaps highlighted in the needs assessment in order to provide a more comprehensive service for vulnerable young people. In this respect the service users should find that their needs are better met by the new service as provision will be tailored to that young person, with a range of accommodation and support packages in locations across the county available. The recommissioning process also aims to involve service users throughout the process to ensure providers are meeting the needs of users.</p> <p>A key aspect of the recommissioning project is also a greater focus on move on, which has been limited in the past. By equipping young people with the right tools, such as cooking and parenting skills, this project aims to improve rates of move on and enable young people to take control of their lives and achieve independence.</p> <p>Tailored support packages which better support young people aims not only improve outcomes for young people, but also for their families, who will feel more involved in the support and progress of the young person. This will be complimented by the focus on better collaboration between all parties working with the young person.</p> <p>Council staff, such as young people’s social workers and personal advisors, should also be positively impacted as they will be more easily able to provide suitable accommodation for the young people that they work with due to a greater range of supply. Moreover, a focus on collaboration between agencies will assist these employees in supporting their young people, ultimately leading to better outcomes for supported accommodation service users.</p> <p>Providers of supported accommodation would undoubtedly be affected by the proposals. Providers may need to reconfigure their services and/or reporting frameworks to ensure their service will meet the specified outcomes for young people. For example, providers may need to provide training and guidance for staff to ensure that they are able to provide adequate support for young people with complex needs, as it has been identified that insufficient support is currently provided for these service users.</p> <p>The recommissioning of supported accommodation has also linked outcomes to a young person’s social capital. This focus may require providers to be more innovative in their support for young people in order to illustrate that service users’ social capital has been amassed.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

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Supported accommodation providers will also now be allocated contracts for lots which are based on four quadrants in Surrey. This is a new way of procuring this service and may affect providers as it will require them to decide upon which area(s) within Surrey they can provide services, meaning they may wish to procure new properties and increase staff levels.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Full engagement has been carried out with a wide range of stakeholders. Current providers were invited to attend several stakeholder events where they had the opportunity to provide feedback on the proposals which was listened to and, where appropriate, responded to; for example, providers requested that lots be based on area rather than support need, which was the original proposal.</p> <p>The North East Looked After Children Team, Care Leavers Team and Children’s Commissioning Placement Team were integral to the whole commissioning process and enabled the Project Team to understand the current picture, and to ensure the Project Team was aware of any challenges and unmet needs.</p> <p>District and Borough housing representatives and Surrey County Council staff from Children’s Social Care and Youth Support Services have been involved throughout as members of the Project Team, and have worked on the needs assessment and the service specification, providing information and advice where necessary, and helped to evaluate bids from applicants. All of the parties aforementioned were involved in evaluating written bids and presentations from providers. This enabled a wide range of viewpoints to come together to ensure a comprehensive evaluation process.</p> <p>Consultation with Adult Social Care Commissioning has also been conducted in order to understand and learn from their use of social capital within the commissioning process.</p> <p>Feedback regarding the current supported accommodation provision from service users was requested through a questionnaire, which will help to shape the newly commissioned services.</p>
Data used

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

In the tables below you should bring together your equality analysis and set out how the new/amended policy, service or function will affect service users (including their carers as appropriate) and/or staff. This analysis should consider how the policy, function or service will:

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

You should think about the potential equality impact on all of the protected characteristics listed. Carers are also listed for consideration, although they are not a protected characteristic under the Public Sector Equality Duty. This is because we need to consider the potential impact on carers to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). Remember that:

EQUALITY IMPACT ASSESSMENT TEMPLATE

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- Analysis and evidence gathered should be **proportionate** to the likely scale of impact on residents and staff sharing protected characteristics.
- Analysis should be based on the information you gathered from the data and engagement activities that you listed in section six. **It is essential that the results of any consultations are taken into account in the EIA and inform subsequent reports when a decision is taken. Specific details and comments that are relevant for protected characteristics should be included in the EIA.**
- **You do not need to list every possible way the change might conceivably impact on a protected group.** It is appropriate to focus on those impacts that are most obvious and most significant.
- Your analysis may identify that the proposal needs to be amended in order to deal with the equalities implications identified in this EIA. You should provide more detail about this in section nine.
- Your analysis may also identify that mitigating actions or ongoing monitoring are required when the policy, function or service are implemented. You should provide more detail about any amendments you make in section 9.
- It is entirely appropriate to conclude that there will be no impact on particular protected characteristics. If this is the case, you need only explain briefly what evidence supports this conclusion. For example data on Surrey-i and/or findings from engagement work with groups may have told you that the proposed changes will not present an issue for residents with certain protected characteristics. **If you conclude from your assessment in this section that there are no impacts for any protected characteristics, skip sections 8-10 and complete section 11.**

Annex 1 contains more guidance about the issues you should consider when assessing impact.

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	Supported accommodation is provided for young people in order to help them on their journey to independence. As this will be a more person-centred service (meaning people are supported to make informed decisions about and to successfully manage their own lives), provision should be tailored to individuals' needs which should therefore have a positive impact on all of the young people involved.	None identified.	Service specifications have been designed having taken into consideration the comments from service users and service users will be involved in evaluating the bids. Such engagement ensures that this service tailored to individual need and will therefore not have any negative impacts.
Disability	A focus on improving support for young people with complex needs will help to ensure that this service user group is more effectively supported in future.	None identified	Insufficient support for young people with complex needs was one of the issues identified in early needs assessment work.
Gender reassignment	A more person-centred approach which is central to the new service will ensure individual service users' needs are met in the most appropriate way for that individual	None identified	No comments were made in relation to this protected characteristic during engagement or research stages. However, supported accommodation providers will be expected to ensure that all service users are treated as individuals and their needs are met through adopting a person-centred approach.
Pregnancy and maternity	Supported accommodation can provide support to young parents. This service user	None identified	Through ensuring providers give a minimum level of provision and types of provision upon submitting a bid for the contract it will be ensured that adequate levels

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

	group has been identified in the service specification and providers will need to illustrate how they will support the needs of these young people.		of provision for this type of accommodation will be provided.
Race	Providers will be required to adopt a person-centred approach to their provision. This will involve taking into account any cultural needs of that individual and responding to these to ensure that person's needs are met.	None identified	No comments were made in relation to this protected characteristic during engagement or research stages. However, supported accommodation providers will be expected to ensure that all service users' cultural needs are met.
Religion and belief	Providers will be required to respond to a young person's religion and/or beliefs. A greater spread of provision across Surrey will also increase the likelihood of increased opportunities for service users to be more closely involved in any activities related to these beliefs due to the closer proximity to these institutions/communities. This could also positively impact the service users' social capital and social connectedness.	None identified	No comments were made in relation to this protected characteristic during engagement or research stages. However, supported accommodation providers will be expected to ensure that all service users' needs are met in relation to their religion and/or beliefs.
Sex	None identified	None identified	N/a
Sexual orientation	None identified	None identified	N/a

EQUALITY IMPACT ASSESSMENT TEMPLATE

Marriage and civil partnerships	None identified	None identified	N/a
Carers³	It is hoped that carers of young people that access supported accommodation will be more involved in that person's pathway/support plan.	None identified	Comments relating to this group were not made during the research and engagement phase. However, through involving all agencies and important people in that young person's life it is hoped that the young person living in supported accommodation will feel as supported as possible.

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None identified	None identified	None identified
Disability	None identified	None identified	None identified
Gender reassignment	None identified	None identified	None identified
Pregnancy and maternity	None identified	None identified	None identified
Race	None identified	None identified	None identified

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³ 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.'

EQUALITY IMPACT ASSESSMENT TEMPLATE

Religion and belief	None identified	None identified	None identified
Sex	None identified	None identified	None identified
Sexual orientation	None identified	None identified	None identified
Marriage and civil partnerships	None identified	None identified	None identified
Carers	None identified	None identified	None identified

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
n/a	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
n/a	n/a	n/a	n/a

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
n/a	n/a

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Comprehensive engagement with a range of stakeholders in order to understand current levels of need and ensure any unmet needs are met in the future.
Key impacts (positive and/or negative) on people with protected characteristics	Through focusing on a person-centred approach positive impacts may be felt by some people with protected characteristics.
Changes you have made to the proposal as a result of the EIA	N/a

EQUALITY IMPACT ASSESSMENT TEMPLATE

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Key mitigating actions planned to address any outstanding negative impacts	N/a
Potential negative impacts that cannot be mitigated	N/a

SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 2013

REPORT OF: MR TONY SAMUELS, CABINET MEMBER FOR ASSETS AND REGENERATION PROGRAMMES

LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER

SUBJECT: MERSTHAM REGENERATION PROJECT



SUMMARY OF ISSUE:

This report is seeking approval to enter into a Memorandum of Understanding between Surrey County Council, Reigate and Banstead Borough Council and Raven Housing Trust to facilitate the regeneration of Merstham.

Previous Cabinet decisions in 2010 confirmed support for a new community hub, subject to a full business case. In 2012 the potential disposal of the existing Merstham library site to the Diocese of Southwark at market value in exchange for the proposed Battlebridge school site was also agreed in principle. The need to re-provide Merstham library in the community hub has been identified in the Medium Term Financial Plan capital programme since 2010 at an estimated cost of £1.2m.

The proposal is to seek approval to include a new youth service facility in the community hub, subject to a full business case that identifies the revised total capital costs.

RECOMMENDATIONS:

It is recommended that:

1. The Cabinet approves, in principle, entering into a Memorandum of Understanding with Raven Housing Trust and Reigate and Banstead Borough Council to progress the Merstham Regeneration Project as outlined in the report. Delegated authority is sought for the Strategic Director for Business Services in consultation with the Leader to sign the final Memorandum of Understanding.
2. The Cabinet approves the estimated total capital expenditure of no more than £2.3m and gives delegated authority to the Strategic Director for Business Services in consultation with the Leader to approve expenditure in relation to this project, subject to full business case approval.

REASON FOR RECOMMENDATIONS:

The Merstham estate is one of the most deprived areas in Surrey with comparatively high levels of poverty, some poor housing and significant health needs. It remains an area with a high concentration of young people not in education, employment or training. The inclusion of youth services and library services within an integrated community hub in Merstham will significantly enhance the facilities available to young

people and the local community.

DETAILS:

Background

1. The Merstham estate is one of the most deprived areas in Surrey with comparatively high levels of poverty, poor housing and significant health needs.
2. A range of activities by the partners who include Surrey County Council and Reigate and Banstead Borough Council have been under way for a number of years and these are starting to have an impact. However it has long been recognised that the area would benefit from:
 - A modern integrated community hub from which a range of services, both new and existing, can be delivered;
 - The removal of the Portland Drive block of shops and flats which has provided a focus for antisocial behaviour and served to affect peoples perception of the area; and,
 - The provision of new retail shops, managed by Reigate and Banstead Borough Council, which will increase the availability of fresh food.
3. The Merstham Regeneration Project will deliver a new integrated community hub, an improved retail offer, the removal of existing shops and, the demolition of existing social housing homes of poor quality replaced with 50 new homes as follows:
 - 10 shared ownership flats at the Iron Horse Site
 - 11 social/affordable rented units
 - 19 Shared equity units
 - 10 open market units

An additional 110 new open market homes are proposed for future redevelopment on the Portland Drive site by Raven Housing Trust.
4. The proposed new community Hub will include a library, community café, youth services, supported IT facilities, office space and a range of training and community rooms available for hire. The Hub will also have space for local agencies such as the Police, Raven Housing Trust and Reigate and Banstead Borough Council to provide services at a local level. It will provide a base for a range of community services including: training, IT 'drop in', job clubs, benefits advice and for Raven Housing Trust to operate a contact centre.
5. The existing youth facility in Merstham that was sited at the Oakley (Merstham) had to close due to structural problems in 2011. Since then a reduced Youth Service offer has been operating out of temporary premises in the locality but this is not sustainable in the medium term as Merstham is a key area of need for young people not in employment, education or training.
6. Given the current commitment to Merstham, there is now an opportunity to integrate modern facilities to develop young people's skills alongside the community facilities in a more central position. Further work is being

undertaken to ensure that the design allows for flexible future use by the community while still ensuring young people have a dedicated space. The flexible design of the building will enable officers to progress opportunities to be explored with Adult Social Care and Health colleagues for improving and integrating services within the hub.

7. The market and affordable housing led residential development will, together with, the new retail and community hub, seek to change the core area of the Merstham estate providing it with new opportunities that will lead to a far more vibrant and integrated community.
8. In summary the key elements that will be delivered are as follows:
 - The provision of an integrated community hub, comprising of a café, library and youth facility designed to benefit the entire community.
 - The provision of a 'mainstream' convenience store and 6 other shops which will improve access to fresh food and improve the quality of the 'retail offer' on the estate.
 - The demolition of the Portland Drive shops and flats
 - The provision of shared ownership housing to encourage first time buyers including key workers who would support current infrastructure provision.
9. This Regeneration Project relies on retaining a common vision across the whole area. Each of the main partners has a key role to play. These include: funding the schemes; designing new facilities and infrastructure; managing construction and managing the ultimate assets/services.
10. It is important that there is a shared understanding at the outset of each partner's contribution. It is therefore proposed to agree a Memorandum of Understanding that will set out the following:
 - Scope of development, timescales and outcomes for each site
 - Financial contributions of each partner to Merstham regeneration
 - Details of property exchanges
 - Construction and purchase agreement between Reigate and Banstead Borough Council and Raven Housing Trust for the shared equity flats on Iron Horse site
 - Construction and property agreements between Reigate and Banstead Borough Council and Surrey County Council for the new community facilities including associated management arrangements
 - Standard S106 funding clause covering requirements for shared equity housing
 - Contingency arrangements covering major risks
11. The proposed Memorandum of Understanding which has been agreed in principle by the partner organisations is included as Annex 1. At this stage the costs to Surrey County Council in delivering library and youth facilities within the proposed community hub are still being developed, once agreed these will be finalised in the Annexes to the Memorandum. The Annexes to the Memorandum of Understanding have not been included at this stage and

the Memorandum should be seen as indicative until the full business case is agreed.

12. Reigate and Banstead Borough Council is leading on the delivery of the building project and it was originally envisaged that they would maintain the freehold with Surrey County Council facilities operated on a leasehold basis. The inclusion of youth facilities increases the proportion of the building funded by Surrey County Council and the option of acquiring the freehold of the building can be actively pursued once the inclusion of the Youth Services is agreed.
13. Merstham Community Facility Trust will be actively involved in delivering community services within the Hub, with lettings from activities supporting their income stream. Merstham Community Facility Trust is in a good position to engage actively with the local community and support sections of the community with limited ability to access public services. Discussions are ongoing in relation to the future management arrangements for the Hub in terms of facilities management and room bookings going forward and the management arrangements will form part of the business case.
14. The detailed funding of this Regeneration Project is still being developed amongst the partners; to date Reigate and Banstead Borough Council have identified funding of £2.02m to invest alongside S106 Contributions of £570,000. Raven Housing Trust are investing £4m to deliver the affordable housing and they will contribute the land for the new community hub.
15. It should be noted that a request for funding from Raven Housing Trust may be made to Surrey County Council in the future to assist with the wider regeneration of Merstham. Any request will need to be considered as part of the business case.

CONSULTATION:

16. Partner organisations have been consulted on the proposed Memorandum of Understanding. The proposals form part of Reigate and Banstead Borough Council's local development plans for the area which have been the subject of local community consultation.

RISK MANAGEMENT AND IMPLICATIONS:

17. Good cost control of the building design and effective redevelopment of the surplus sites will be key to minimising financial risks. While Reigate and Banstead Borough Council will lead on the procurement and build of the community hub, Surrey County Council will need to put in place resource to ensure costs are appropriate and the project is delivered within the agreed estimates.
18. Delivery: The development of the sites as individual opportunities reduces the risk of trying to secure and rely on a single provider. However the partners will need to secure providers who can deliver the projects within agreed budget envelopes.
19. Reputation: The project has been the subject of discussion for a number of years. If Surrey County Council withdraws its support for the project it will have a negative impact on its reputation with partners and more importantly

the residents of Merstham. While this project cannot in isolation resolve all the local challenges it is a visible commitment to residents and will help to raise community aspirations and skills.

Financial and Value for Money Implications

- 20. The estimated costs in relation to including youth services in the integrated community hub are still being developed and will be subject to a full business case. It is intended that the partners work to an affordable design which provides flexible accommodation for the longer term and that these designs should result in a capital spend that is substantially less than the £2.3m estimate. Furthermore, it is expected that full business case approval will be subject to clarification of the type of tenure being offered to the County Council.

Section 151 Officer Commentary

- 21. The Section 151 Officer notes that the in principle agreement being sought in the recommendations does not commit the council to further expenditure at this stage. The in principle agreement to revise the scope of the project to include Youth Services provision is subject to a full business case which should aim to produce an affordable solution for less than the estimated spend of £2.3m.
- 22. The full business case for the capital expenditure requested will be agreed by the Strategic Director for Business Services in consultation with the Leader and following establishment of the intended ownership structure and a full financial appraisal which has been validated by the Section 151 Officer.

Legal Implications – Monitoring Officer

- 23. A Memorandum of Understanding does not create a contractual relationship between the parties, but it may give rise to a legitimate expectation that it will be honoured. This is of particular relevance when the parties are committing resources based on that expectation. The Council has power to enter into such a Memorandum of Understanding to secure improvement and economic benefits for the area.
- 24. The report is not clear as to the interests in land that the Council will either acquire or dispose of but the circumstances described in the report would suggest that Local Government Act powers are sufficient for the purposes identified.

Equalities and Diversity

- 25. The new community hub will be open to the local community to access and no adverse impact in respect of protected characteristics of staff or residents is anticipated. An Equalities Impact Assessment is therefore not necessary.

Safeguarding responsibilities for vulnerable children and adults implications

- 26. The provision of the community facility will provide opportunities for preventative services to support vulnerable children and adults in the local community and reduce social isolation.

Public Health implications

27. Reigate and Banstead Borough Council's provision of improved retail sites as part of the scheme is intended to help increase the availability of fresh food to the local community.

Climate change/carbon emissions implications

28. The provision of a new community facility and retail units should help to reduce the need for residents to travel outside the local area. The demolition of the existing library and youth centre and re-provision in a new shared use building will improve energy efficiency and reduce the overall carbon footprint of Surrey County Council services.

WHAT HAPPENS NEXT:

29. A business case including arrangements for ownership, management and project delivery arrangements for the hub will be drawn up in consultation with partners.
30. Once the Memorandum of Understanding has been finalised the project will proceed to tendering.

Contact Officer:

Emily Boynton, Asset Investment & Regeneration Manager
Tel: 020 8541 7207

Consulted:

Local member: Councillor Bob Gardner
Reigate and Banstead
Raven Housing Association
Community consultation on local development by Reigate & Banstead
Strategic Director Business Services – Julie Fisher
Assistant Director for Young People – Garath Symonds
Head of Cultural Services – Peter Milton

Annexes:

Annex 1: Draft Memorandum of Understanding
Annex 2: Location and Site plan

Sources/background papers:

Cabinet decision 5.1.2010
Cabinet decision 25.9.2012

DATED

DRAFT

MEMORANDUM OF UNDERSTANDING

between

REIGATE & BANSTEAD BOROUGH COUNCIL

and

SURREY COUNTY COUNCIL

and

RAVEN HOUSING TRUST LIMITED

DRAFT

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ANNEX

ANNEX A. THE PROJECT - TO BE PROVIDED

ANNEX B. SPONSORS' BOARD TERMS OF REFERENCE - TO BE PROVIDED

ANNEX C. INDICATIVE CONTRIBUTIONS - TO BE PROVIDED

The above annexes will be provided subject to the approval of a full business case.

PARTIES

The parties to this memorandum of understanding (**MoU**) are:

- (1) REIGATE & BANSTEAD BOROUGH COUNCIL of Town Hall Castlefield Road Reigate RH2 0SH (**RBBC**).
- (2) SURREY COUNTY COUNCIL of County Hall Penrhyn Road Kingston Upon Thames KT1 2DN (**SCC**).
- (3) RAVEN HOUSING TRUST LIMITED an Industrial/ Provident company Reg. No. IP30070R whose registered office is at Raven House 29 Linkfield Lane Redhill RH1 1SS (**Raven**).

1. BACKGROUND

- 1.1 The Merstham Estate has been identified by the Surrey Strategic Partnership as one of four Priority Places in Surrey. The Merstham Estate Regeneration Plan sets out a detailed vision and objectives for the future of Merstham. These achievements rely heavily on effective collaborative working between the relevant authorities. The vision is to secure for the residents of the Merstham Estate the provision of appropriate and effective services and facilities and a cleaner and safer community. Vulnerable people will be helped to lead positive lifestyles, and families will be supported to break the cycle of deprivation. Local people will be empowered to develop their skills, confidence and self-esteem. Joint working aims to reduce health inequalities, improve the educational attainment and skills base amongst local residents, reduce anti-social behaviour and improve feelings of community safety. In addition, public and voluntary service providers will pursue opportunities to deliver shared services to maximise local benefits.
- 1.2 The regeneration of the Merstham Estate is a corporate priority for each of the parties and regarded as the basis for any positive outcomes. It could only be achieved by working in collaboration to achieve the wider aims and objectives as set out in this MoU.
- 1.3 The parties have agreed to work together on regeneration of the Merstham Estate as detailed in Annex A to this MoU (**Project**).
- 1.4 The parties wish to record the basis on which they will collaborate with each other on the Project. This MoU sets out:
 - (a) the key objectives of the Project;
 - (b) the principles of collaboration;
 - (c) the governance structures the parties will put in place; and
 - (d) the respective roles and responsibilities the parties will have during the Project.

2. KEY OBJECTIVES FOR THE PROJECT

- 2.1 The parties shall undertake the Project to achieve the key objectives set out in Annex A to this MoU (**Key Objectives**).
- 2.2 The parties acknowledge that the current position with regard to the Project is as detailed in Annex A to this MoU.

3. PRINCIPLES OF COLLABORATION

The parties agree to adopt the following principles when carrying out the Project (**Principles**):

- (a) collaborate and co-operate. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
- (b) be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MoU;
- (c) be open. Communicate openly about major concerns, issues or opportunities relating to the Project;
- (d) learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
- (e) adopt a positive outlook. Behave in a positive, proactive manner;
- (f) adhere to statutory requirements and best practice. Comply with applicable laws and standards including EU procurement rules, data protection and freedom of information legislation;
- (g) act in a timely manner. Recognise the time-critical nature of the Project and respond accordingly to requests for support;
- (h) manage stakeholders and residents effectively;
- (i) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MoU. In particular the parties agree to make the indicative contributions detailed in Annex C which is still subject to full business case.
- (j) act in good faith to support achievement of the Key Objectives and compliance with these Principles.
- (k) Support each other's planning applications and planning objectives in any formal, or informal planning approval procedure held by the local planning authority in respect of each planning application; it being recognised that in the event that the conditions applied to any residential development planning consent render it financially unviable or unattractive to market as a

residential development site the affected party may need to withdraw financial and land resources from the Project.

4. KEY AGREEMENTS

4.1 The parties will negotiate in good faith and agree terms and conditions for the various legal Agreements and deeds required to be entered into to affect the Project and detailed at Annex A as per each Site.

4.2 RBBC and Raven hereby agree that the Development Clawback Agreement dated 25 March 2002 and made between (1) RBBC and (2) Reigate & Banstead Housing Trust Limited shall not apply to the transactions to be undertaken under the Project.

5. PROJECT GOVERNANCE

5.1 Overview

The governance structure defined below provides a structure for the development and delivery of the Project.

5.2 Guiding principles

The following guiding principles are agreed. The Project's governance will:

- (a) provide strategic oversight and direction;
- (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level;
- (c) align decision-making authority with the criticality of the decisions required;
- (d) be aligned with Project scope and each Project stage (and may therefore require changes over time);
- (e) leverage existing organisational, group and user interfaces;
- (f) provide coherent, timely and efficient decision-making; and
- (g) correspond with the key features of the Project governance arrangements set out in this MoU.

5.3 Sponsors' Board

(a) The **Sponsors' Board** provides overall strategic oversight and direction to the Project. This group will consist of:

RBBC: Graham Cook.

SCC: John Stebbings.

Raven: J Higgs.

- (b) The Sponsors' Board shall be managed in accordance with the terms of reference set out in Annex B to this MoU.

5.4 Project Team

- (a) The Project Team will provide strategic management at Project and workstream level. It will provide assurance to the Sponsors' Board that the Key Objectives are being met and that the Project is performing within the boundaries set by the Sponsors' Board.
- (b) The Project Team consists of representatives from each of the parties. The Project Team shall have responsibility for the creation and execution of the project plan and deliverables, and therefore it can draw technical, commercial, legal and communications resources as appropriate into the Project Team. The core Project Team members are:
- [J Reed; N Porter; S Evans; P Trowbridge].

The Project Team shall meet monthly or more if necessary to deliver the project.

5.5 Reporting

Project reporting shall be undertaken at three levels:

- (a) **Project Team:** Minutes and actions will be recorded for each Project Team meeting and circulated to members of the Sponsors' Board and Project Team. Any additional reporting requirement shall be at the discretion of the Project Team.
- (b) **Sponsors' Board:** Reporting shall be monthly, based on the minutes from the Project Team highlighting: Progress this period; issues being managed; issues requiring help (that is, escalations to the Sponsors' Board) and progress planned next period and/or aligned with the frequency of the Sponsors' Board meetings.
- (c) **Organisational:** the Project Team members shall be responsible for drafting reports into their respective sponsoring organisation as required and shall notify the other members of the Project Team that they are being issued.

6. ROLES AND RESPONSIBILITIES

6.1 The parties shall undertake the following roles and responsibilities to deliver the Project:

Activity	RBBC	SCC	Raven
Triangle Site	Lead	Assure	/

Iron Horse Site	Lead	/	Assure
Purbeck Close Site	Assure	/	Lead
Portland Drive Site	Assure	/	Lead
CPO (Portland D)	Lead	/	Assure
Ext. Library Site	Assure	Lead	/
Oakley	Assure	Lead	/

6.2 For the purpose of the table above:

Lead: the party that has principal responsibility for undertaking the particular task, and that will be authorised to determine how to undertake the task. The Lead must act in compliance with the Objectives and Principles at all times, and consult with the other party in advance if they are identified as having a role to assure the relevant activity;

Assure: the party that will defer to the Lead on a particular task, but will have the opportunity to review and provide input to the Lead before they take a final decision on any activity. All assurance must be provided in a timely manner. Any derogations raised must be limited to raising issues that relate to specific needs that have not been adequately addressed by the Lead and/or concerns regarding compliance with the Key Objectives and Principles or the need to meet statutory or other Government requirements.

6.3 Within 3 months of the date of this MoU the party with the lead role for any aspect of the Project shall develop a delivery plan for that part of the Project they are a Lead for which shall identify the following:

- (a) the key milestones for the delivery of the Key Objectives;

Each delivery plan must be approved by the Project Team prior to being implemented. For the avoidance of doubts this shall not include actions taken by the parties prior to entering into this MoU.

7. ESCALATION

7.1 If any party has any issues, concerns or complaints about the Project, or any matter in this MoU, that party shall notify the other parties and the parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Project Team, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Project Team within 20 days, the matter may be escalated to the Sponsors' Board for resolution.

- 7.2 If any party receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to, claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to, and which directly impacts the Project, the matter shall be promptly referred to the Project Team (or its nominated representatives). No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect the Project, without the prior approval of the Project Team (or its nominated representatives).

8. INTELLECTUAL PROPERTY

- 8.1 The parties intend that any intellectual property rights created in the course of the Project shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of both parties in the party that is lead party noted in clause 6 above for the part of the project that the intellectual property right relates to).
- 8.2 Where any intellectual property right vests in either party in accordance with the intention set out in clause 8.1 above, that party shall grant an irrevocable licence to the other party to use that intellectual property for the purposes of the Project
- 8.3 Subject to the above in this clause, the parties shall endeavour to develop a common 'strapline' and/or logo to be used on hoardings and all other project advertising and publications to ensure that the integrity of the Project is maintained over the schemes within the Project.

9. COMMUNICATION

- 9.1 The parties intend to ensure residents, Councillors, internal stakeholders and other interested parties are properly and regularly informed about the Project and its progress.
- 9.2 The parties will coordinate consultations (where appropriate) and the dissemination of information through the Project Team and their respective press offices or communication teams.

10. TRAINING

- 10.1 The parties shall endeavour where commercially viable to create opportunities for local construction training within the Project including apprenticeships, work experience and the use of local labour.

11. TERM AND TERMINATION

- 11.1 This MoU shall commence on the date of signature by all parties, and shall expire on completion of the Project.

12. VARIATION

This MoU, including the Annexes, may only be varied by written agreement of the Sponsor's Board.

13. CHARGES AND LIABILITIES

13.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.

13.2 The parties agree to share the costs and expenses arising in respect of the Project between them in accordance with the Indicative Contributions Schedule set out in Annex C which is still subject to full business case.

13.3 All parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and no party intends that any other party shall be liable for any loss it suffers as a result of this MoU.

14. STATUS

14.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.

14.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party.

15. GOVERNING LAW AND JURISDICTION

This MoU shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause7, each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

SEE END FOR ADDITIONAL CLAUSES

Signed for and on behalf of RBBC

Signature:
Name:
Position:
Date:

Signed for and on behalf of SCC

Signature:
Name:
Position:

Date:

Signed for and on behalf of RAVEN

Signature:

Name:

Position:

Date:

CONTACT POINTS

RBBC

Name:

Office address:

Tel No:

E-mail Address:

SCC

Name:

Office Address:

Tel No:

E-mail Address:

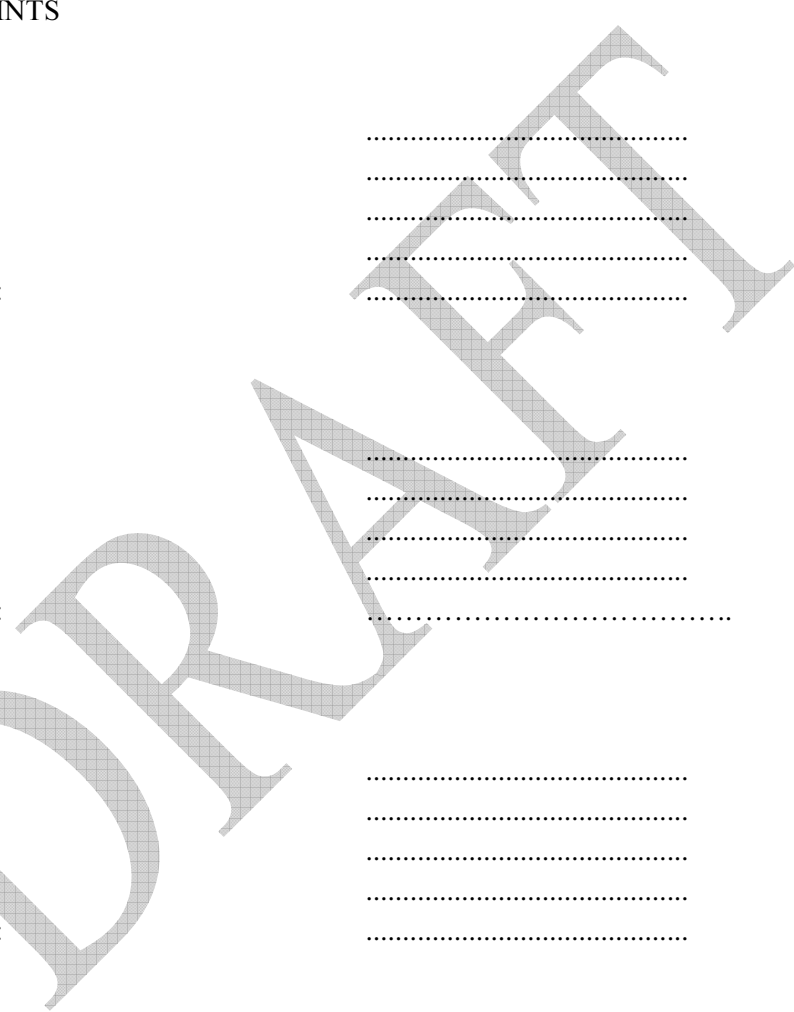
Raven

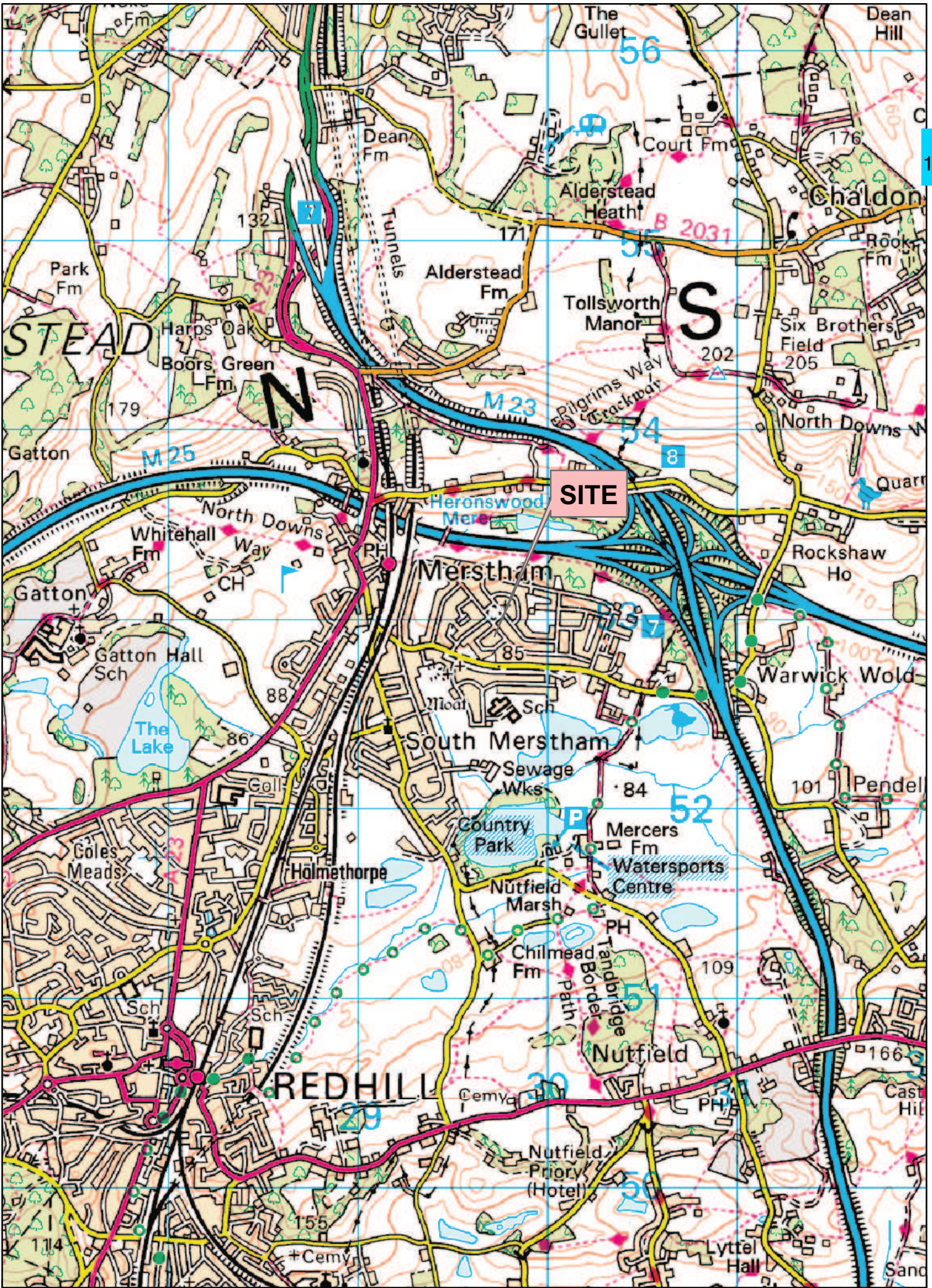
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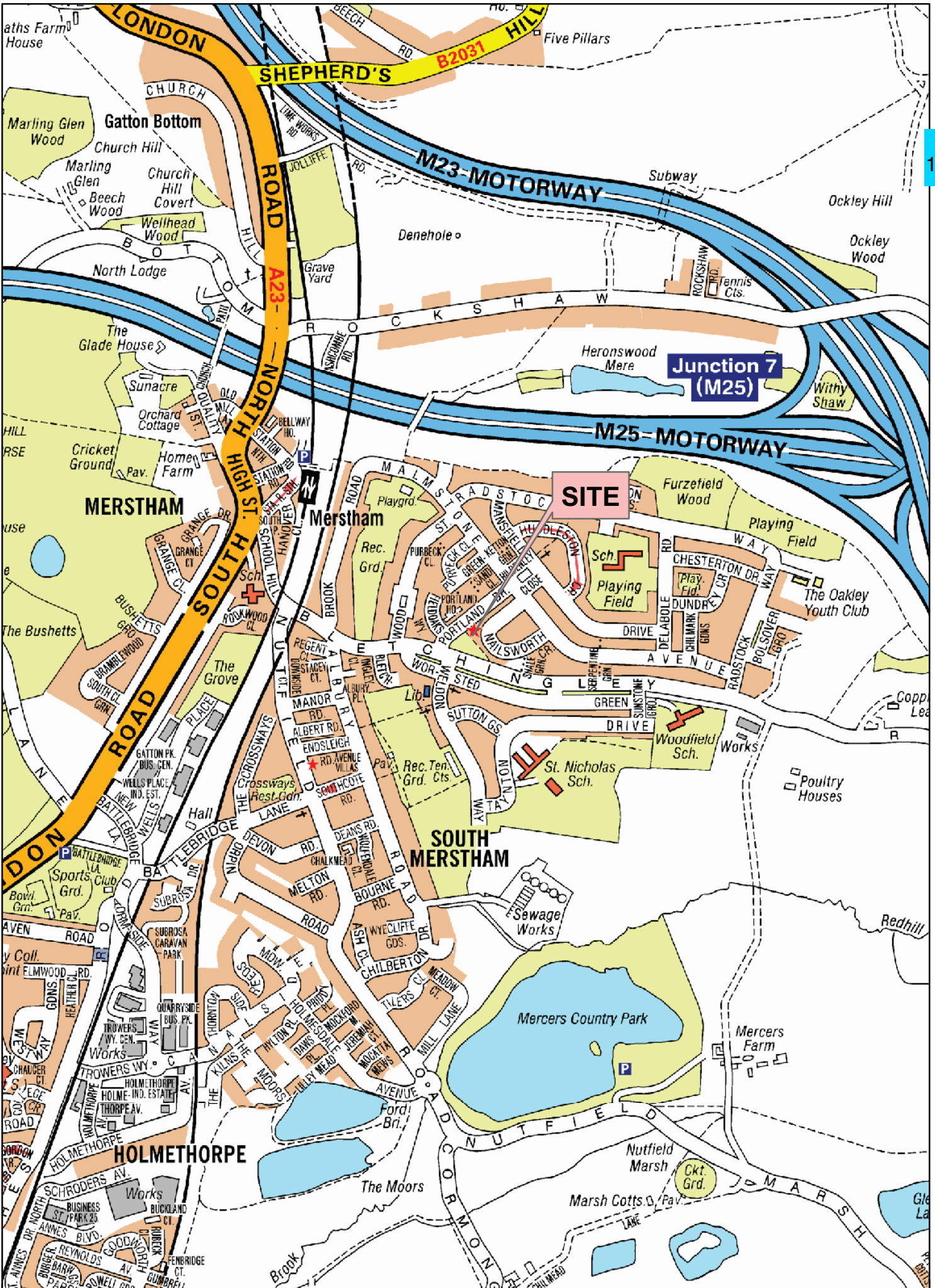
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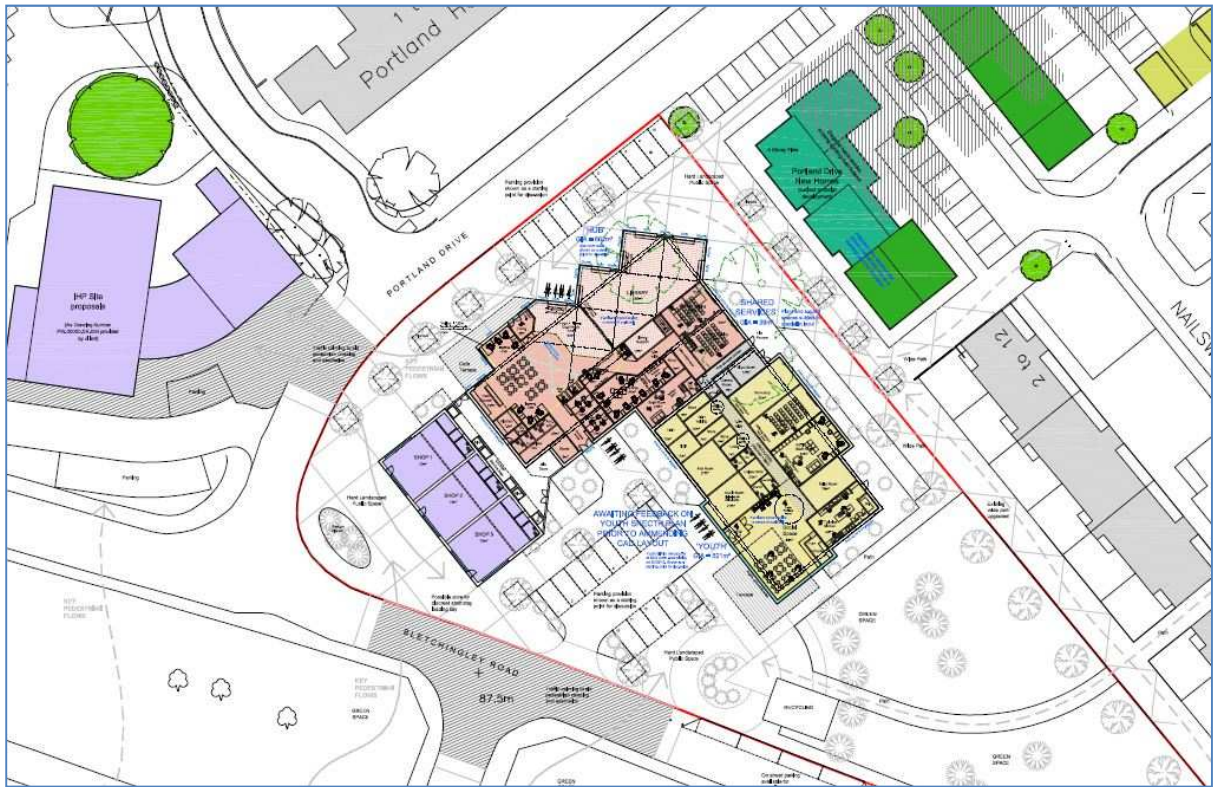


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SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 2013****REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR FOR CHILDREN'S, SCHOOLS AND FAMILIES****SUBJECT: 2013 PROVISIONAL EDUCATION PERFORMANCE OUTCOMES****SUMMARY OF ISSUE:**

This report presents an overview of the provisional educational outcomes of children and young people in early years, primary, secondary, post 16 and special school phases for the academic year ending in the summer of 2013.

An education data glossary is included as Annex 1. Provisional results briefings containing results for Surrey and regional comparators at each key stage is included as Annex 2. Results are provisional and subject to change.

Based upon the provisional data, there have been improvements in attainment at both key stage 2 and 4. The percentage of pupils achieving level 4 or above in reading, writing and maths at the end of key stage 2 has increased this year, and Surrey has climbed in the national rankings for this measure.

There has also been an increase of three percentage points in the proportion of key stage 4 pupils who achieved five or more GCSEs or equivalent at grades A* to C including English and mathematics, to 67.2%. Surrey is ranked 15th out of 151 local authorities for this measure. Of those LAs above Surrey in the rankings, none is comparable in size (all have fewer than 5,600 pupils compared with Surrey's 10,660).

RECOMMENDATIONS:

It is recommended that:

1. the Cabinet notes the 2013 Provisional Education Outcomes (as set out in the report and annexes), which will be confirmed following publication of the final key stage 4 data in January 2014.
2. a further report be brought to Cabinet in February 2014 with an update on more recently published Ofsted inspection results and performance headlines.

REASON FOR RECOMMENDATIONS:

To ensure that Cabinet is fully informed of the latest education outcomes.

DETAILS:

1. Surrey pupils continue to perform well at all key stages compared with their peers nationally. The great majority of performance measures are above the national average.

Early Years (ages 2-4)

2. The method of assessment at the end of Foundation Stage changed significantly this year. As a result, no trend data is available. A child is defined as achieving a Good Level of Development (GLD) if they achieve at least the expected level within the three prime area of learning: communication and language, physical development and personal, social and emotional development, and in the early learning goals within the literacy and mathematics areas of learning.

Early Years: Strengths

3. The proportion of pupils achieving a GLD in Surrey is in line with the national average this year. This echoes the results from the first year of reporting in the Early Years Foundation Stage Profile in 2005, when our results were close to the national average (+2 percentage points) before improving to become first among our statistical neighbours within three years.
4. Results for Surrey exceed the national average across all seven areas of learning. The gender gap in favour of girls is also much narrower in Surrey than nationally in all seven areas.

Early Years: Key Priorities

5. The changes to the method of assessment have increased the expectations of children in some areas, notably mathematics. A Good Level of Development (GLD) is now defined as achieving at least the expected level in twelve specific aspects of the early years curriculum. This compares with a previous requirement to achieve 6 points in two prescribed areas (Communication, Language and Literacy and Personal and Social Development) with the remainder of the 78 required points coming from across all other areas, thus making it more difficult to achieve. This is reflected in the drop seen nationally in the percentage of children achieving a good level of development.
6. The impact of these changes appears to have been greater in Surrey than nationally. Investigation into this has identified that there were a number of issues around standardisation sessions that were not fully effective in responding to teachers concerns about making a best fit judgement and clarifying judgements. As a result, judgements against the profile have been inconsistent across the authority this year. Adjustments have been made to the standardisation programme to address this in future years.

Key Stage 1 (ages 4-7): Strengths

7. Last year saw the introduction of phonics testing for year 1 pupils. This year 71 percent of pupils were judged to have reached the expected level, ten percentage points higher than last year and two percentage points above the national level.

8. Overall Surrey's key stage 1 performance compared to all authorities nationally and to statistical neighbours remains strong. Performance improved or was maintained in all subjects and at all thresholds this year.
9. Surrey is in the top twenty in the national rankings across all subjects at both the expected (level 2+) and higher (level 2b+; level 3) thresholds. In particular, Surrey is in the top ten out of 152 authorities nationally for mathematics at all thresholds.

Key Stage 1: Key Priorities

10. Surrey's attainment at key stage 1 remains high at all thresholds (88% or more of pupils achieve level 2 and above in all subjects). As a result, improvements in performance in Surrey at the expected level 2 threshold have not been as great as those seen nationally, where the baseline was lower. This has caused the gap between national and Surrey performance to reduce again this year. Surrey has also slipped downwards in the national rankings. This will continue to be monitored but is not a cause for concern at this stage.

Key Stage 2 (ages 7-11)

11. The Department of Education announced a number of changes to key stage 2 for 2013. They no longer calculate an English level but report the reading test and writing teacher assessment levels individually. As a result the floor targets indicator is now based on progress in reading, progress in writing, progress in maths and achievement of level 4+ in reading, writing and maths.

Key Stage 2: Strengths

12. The proportion of pupils attaining level 4 and above in reading, writing and maths remains above national.
13. Surrey is ranked 30th out of 150¹ local authorities and 5th out of 11 statistical neighbours for level 4 and above in reading, writing and maths. These rankings are improvements on last year.
14. The proportion of pupils attaining level 5 in reading, writing and maths remains higher than national and Surrey is ranked 20th out of 150¹ local authorities.
15. The percentage of pupils attaining Level 4+ in the new grammar, punctuation and spelling test is four percentage points above both the national and south east averages. Surrey is ranked 22nd out of 150¹ local authorities.

¹ Figures for City of London and Isles of Scilly local authorities for 2013 have been suppressed due to low school numbers. All key stage 2 national rankings for 2013 are against the remaining 150 local authorities

Key Stage 2: Key Priorities

16. Although some improvements have been seen this year in the percentage of pupils making expected progress, Surrey's national rankings in the progress measures remain considerably lower than those for attainment.
17. The percentage of pupils who made expected progress in writing has improved this year. Surrey is ranked 114th nationally for expected progress in writing. This is an improvement of 14 places on last year. The gap between the percentage of pupils making expected progress in writing nationally and in Surrey has narrowed from two percentage points in 2012 to one percentage point.
18. Surrey remains below the national average for the percentage of pupils making expected progress in mathematics. Surrey is ranked 116th nationally for expected progress in maths, a drop of 19 places.
19. The percentage of pupils making expected progress in reading fell by two percentage points this year. This mirrors the national picture. Surrey is in line with the national average.
20. The percentage of children that start key stage 2 below the expected level of attainment that make expected progress reading, writing and mathematics, is lower than for the similar group nationally. This is a key priority given that these children often qualify for Pupil Premium. Information about achievement of children that are in receipt of Pupil Premium is not yet available.
21. Improving the attainment and progress of pupils in receipt of the Pupil Premium remains a key priority at key stage 2. Information about achievement of children that are in receipt of Pupil Premium is not yet available. The key stage 2 data is due to be published in mid-December 2013.
22. There are 16 schools this year where less than 60% of pupils attain a level 4 and above in reading, writing and maths. This is likely to mean that a substantial number of these schools will be below the government's floor standards when school level data is published in mid-December.
23. It is expected that the school improvement measures currently in place will continue to improve outcomes at key stage 2. These include partnering weaker settings with stronger schools that are able to assist them to improve their practices.

Key Stage 3 (ages 11-14)

24. In October 2008, the requirement for schools to run national tests at the end of key stage 3 was ended with immediate effect. Since this date, schools have assessed outcomes at the end of key stage 3 using teacher assessment only.

Key Stage 4 (ages 14-16): Strengths

25. There has been an increase of three percentage points in the proportion of pupils who achieved five or more GCSEs or equivalent at grades A* to C

including English and mathematics, to 67.2%. Surrey remains above south east and national comparators.

26. Surrey is ranked 15th out of 152 local authorities (an improvement from 2012) and 4th out of 11 statistical neighbours for the percentage of pupils achieving five or more GCSEs or equivalent at grades A* to C including English and mathematics. Of those local authorities above Surrey in the rankings, none is comparable in size- all have fewer than 5,600 pupils compared with Surrey's 10,660.
27. There has been a small improvement in the proportion of Surrey young people who achieved five or more GCSEs at grades A* to C, to 83.2%. This brings Surrey above the national average for the first time since 2010.
28. Surrey is ranked 19th nationally for the proportion of pupils achieving the English Baccalaureate. Just under one third of Surrey pupils (30%) achieved the English Baccalaureate, seven percentage points higher than the national figure.
29. The percentage of Surrey pupils making expected progress in English has increased by five percentage points compared to last year. Surrey is ranked 3rd out of 11 statistical neighbours, and has climbed 15 places in the national rankings to 27th.
30. The percentage of Surrey pupils making expected progress in mathematics has increased three percentage points compared to 2012. Surrey has climbed one place to 4th in the statistical neighbour rankings and is ranked 27th nationally.

Key Stage 4: Key Priorities

31. Improving the attainment and progress of pupils in receipt of the Pupil Premium remains a key priority at key stage 4. Information about achievement of children that are in receipt of Pupil Premium is not yet available. The Key Stage 4 data is due to be published in January 2014.

Key Stage 5 (age 16+): Strengths

32. For all post 16 providers in Surrey (schools, academies and colleges), Surrey remains above the national average for two of the three key measures at key stage 5 (points per entry and % achieving two or more A* to E grades).
33. For all state funded students, Surrey has remained 34th in the national ranking of local authorities for average DfE performance points per entry and risen one place to 56th for DfE performance points per candidate.

Key Stage 5: Key Priorities

34. Provisional results for all three key measures in Surrey dropped compared with 2012 (for both sixth forms and all post 16 providers). However, this pattern was also reflected in national results and all measures typically rise on publication of the final data.
35. For school sixth forms only, Surrey has fallen in the statistical neighbour rankings compared with the previous year for all three key measures. Surrey

is now ranked 10th out of 11 statistical neighbours for the percentage of pupils achieving two or more A* to E grades. However, it should be noted that 96.6% of pupils achieve this measure in Surrey. The range amongst out statistical neighbours is from 96.2% to 99.3%.

Children looked after by the local authority

36. The goal of the Surrey Virtual School is to improve educational attainment and achievement and secure better outcomes for children and young people in care. This is accomplished by close monitoring and tracking of children, working with a range of stakeholders to add value to the achievement of our pupils from an assessed starting point. Surrey strives to place all pupils in the best performing schools, looking for an Ofsted judgment of at least 'Good' to best support and accelerate opportunities for learning.
37. The DfE have not yet published the figures showing 2013 outcomes for children looked after by local authorities. Surrey's provisional data suggests that outcomes for those pupils in care for 12 months or more have improved at Key Stage 4 but have not sustained the exceptional performance seen last year at Key Stage 2. A further, more detailed update will be provided to Cabinet once the official figures are published in mid-December 2013.
38. It should be noted that, due to the small size of the cohorts, the outcomes for children in care of the local authority are subject to a great deal of fluctuation from year to year. The proportion of pupils with a statement of special educational needs (SEN) also has an impact upon the results.

Ofsted

39. Inspection results for all state funded schools within Surrey to the end of the 2012/13 academic year were as follows:

Total good or outstanding schools		
	Surrey	National
Nursery	100%	96%
Primary	77%	78%
Secondary	85%	71%
Special	93%	87%
Pupil Referral Units	90%	78%
Total	79%	78%

40. The proportion of Surrey schools that were good or outstanding as at the end of the 2012/13 academic year is 79%. This is above both the national (78%) and south east figures (77%).
41. The proportion of secondary, special and short stay schools that are judged to be good or better are notably higher than both nationally and in the south east as a whole. In particular, 85% of all secondary schools are judged to be good or outstanding compared with 71% nationally. There are no Surrey secondary schools in a category of concern.
42. The proportion of primary schools judged to be good or outstanding remains an area of concern and is lower than that found nationally (78%), although

higher than in the south east as a whole (76%). The issue is particularly around those schools that are borderline Grade 2 (good) to 3 (requires improvement). The proportion of primary schools that are outstanding (24%) remains considerably higher than the national and south east figures (both 17%).

43. Official figures on the percentage of pupils attending a good or outstanding school are not yet available. Our own provisional data indicates that, since September 2012, the percentage of pupils attending a good or better school has increased.
44. In particular, 89% of secondary pupils attended a good or outstanding school at the end of August 2013 compared with 69% in 2012, an increase of 20 percentage points. 75% of primary pupils attend a good or outstanding school compared to 68% at the end of August 2012.

School Improvement: Every School a Good School

45. The new School Improvement Strategy launched on 1 April 2013. Schools are identified as either Focussed Support Schools or Overview Schools. Focused Support Schools are defined by one or more of the following criteria:
 - The most recent Ofsted S5 inspection judges the school's Overall Effectiveness as Grade 3 (requires improvement) or Grade 4 (inadequate)
 - There are concerns about performance data using current and three year trend data including the achievement of vulnerable groups
 - There are concerns about leadership and governance, in particular the leadership of learning.
46. 114 schools are identified as Focussed Support Schools (FSS) and are receiving intensive monitoring and support. In addition, a number of Grade 1 (outstanding) and 2 (good) schools have been recently placed on Focus Support as concerns have been raised from the recent summer 2013 exam and test results. This number has been enabled due to additional funding from the Local Authority.
47. All schools have now been visited at least once and there have been 67 Leadership Reviews. Teaching and learning consultants are continuing to work with focused support schools. Feedback from Headteachers who have experienced the Leadership Review Process continues to be very positive. Ofsted acknowledge that highly effective support is being provided by the local authority in their evaluations in their reports and letters
48. Teaching Schools and National Support Schools have been brokered to provide all the support to 17 schools. In many cases these are ones that are in process of converting to sponsored academy status with the support school or Diocese.
49. Where schools are not making reasonable progress towards becoming a secure good school and leadership is considered to be inadequate in driving improvement, a range of action is taken by the Local Authority.

50. A key focus of the new school improvement strategy is a focus on improving outcomes for vulnerable groups. The following actions are in place:

- Primary Vision has decided to make narrowing the gap the key priority for 2013/14 to ensure all schools accept responsibility.
- A strategy is in place and actions implemented including a key foci of the achievement of children entitled to FSM in all visits, additional visits to identified schools and updating of data
- HMI have conducted a 'good practice' survey in six Surrey primary schools and will report on these in January 2014
- Additional research into Surrey context of FSM is being undertaken, due to be published in January 2014.
- Letters sent to schools with highest and lowest gaps from LA
- Additional headteacher quadrant meetings with a Free-School Meal focus are taking place in January 2014

CONSULTATION:

51. A formal consultation process was not required for this report. This report has been shared with Peter-John Wilkinson, Assistant Director for Schools & Learning, the CSF Directorate Leadership Team and with the Children and Education Select Committee on 12th December.

RISK MANAGEMENT AND IMPLICATIONS:

52. There are no risk management implications of the information contained in this report, it is for information only.

Financial and Value for Money Implications

53. The additional funding from the Local Authority has enabled a much larger number of schools to be supported and challenged in an intensive manner. Currently 29% of all schools (including academies) are supported.

54. At the point when a school converts to an academy the Local Authority's funding for its school improvement ceases, and transfers to the new academy. Therefore to ensure the proper use of public funds and to demonstrate there is no double-funding of one sector at the expense of another, the local authority cannot fully fund the school support. The Schools Forum approves an allocation of approximately £1.2m for support for all schools (including academies), top-sliced from all schools budgets. This equates to approximately 20% of the total school improvement budget. Therefore, academies identified as Focused Support Schools will be able to access a proportion of the identified support from this budget.

Section 151 Officer Commentary

55. The financial and business implications have been considered as part of this report. The Section 151 Officer expects the spend on school improvement to remain within the overall funding which is allocated from various sources.

Legal Implications – Monitoring Officer

56. There are no legal implications of the information contained in this report; the report is for information only.

Equalities and Diversity

57. An EIA was not needed for this report as no proposals are being made; the report is for information only.

WHAT HAPPENS NEXT:

58. A further report will be brought to Cabinet in February 2014 with an update on more recently published Ofsted inspection results and performance headlines.

59. A report will be produced for each of the local committees in January 2014 showing how their education outcomes compare to the Surrey and national results. This will be based upon the revised 2013 data.

Contact Officer:

Maria Dawes, Head of School Effectiveness, Babcock 4S, 01372 834 434
Kirstin Butler, Performance & Knowledge Management Team, 0208 541 8606

Consulted:

Peter-John Wilkinson, Assistant Director for Schools & Learning, CSF
CSF Directorate Leadership Team
Children and Education Select Committee

Annexes:

Annex 1: Education data glossary
Annex 2: Provisional education results briefings 2013

Background papers:

None

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Education data glossary

Education phases, assessments and expected thresholds

Phase	Key Stage	Year Group	Age at end of year	Test / Teacher Assessment	Expected Thresholds
Nursery	Early Years Foundation Stage	Early Years	2		
			3		
			4		
Primary	1	R	5	EYFS Teacher Assessment	Achieving at least the expected level in 12 specific aspects of the early years curriculum
		1	6	Teacher Assessment Year 1 Phonics	
		2	7	Key Stage 1 Teacher Assessments	Level 2+
		3	8		
		4	9	Teacher Assessment	
		5	10		
		6	11	Key Stage 2 SATs & Teacher Assessment	Level 4+ 2 levels of progress in reading, in writing and in maths from KS1
		7	12		
		8	13	Teacher Assessment	
		9	14	Key Stage 3 Teacher Assessment	Level 5+
Secondary	3	10	15		
		11	16	GCSE & Equivalents	5+ A*-C including English & maths (Level 2) 3 levels of progress in English and in maths from KS2
		12	17		
		13	18	A-Level & Equivalents	2 or more A-level or equivalent at A*-E (Level 3)
HE	Higher Education	1 st	19		
		2 nd	20		
		Final	21	Degree Finals	

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Early Years Foundation Stage - 2013 Initial Findings

Note: The information below is based on Provisional Results

Initial Messages:

- In 2013, 52% of children achieved a Good Level of Development (GLD). This is the same as the National average.
- More girls achieved a Good Level of Development than boys, 59% girls (60% nationally) compared with 45% boys (44% nationally).
- The average score achieved on the EYFSP is 32.9 points, with the National average at 32.8. 34 points is the equivalent of children achieving the expected level across all early learning goals.
- In each of the 17 early learning goals, a higher proportion of girls than boys achieved at least the expected level.

GLD	
Surrey	52
England	52
Stat Neighbour Ave	55
Stat Neighbour Rank	8 th /11

Average Score	
Surrey	32.9
England	32.8
Stat Neighbour Ave	33.8
Stat Neighbour Rank	10 th /11

1. Number achieving a Good Level of Development (GLD)

52% of children in Surrey (same as National average) achieved a Good Level of Development (those achieving at least the expected level within the three prime area of learning: communication and language, physical development and personal, social and emotional development and in the early learning goals within the literacy and mathematics areas of learning).

At a local Authority level, the proportion achieving a GLD ranged from 28% in Leicester to 69% in Greenwich (Isles of Scilly have 100% achieving a GLD but may be viewed as an outlier due to their very small numbers of children included).

2. Number achieving at least the expected level in all early learning goals within an Area of Learning

The proportion of children achieving at least the expected level in all early learning goals within an Area of Learning.

Figure 2.1

	Surrey	National	Difference
Communication & Language	74	72	+2
Physical Development	85	83	+2
Personal, social & Emotional Development	77	76	+1
Literacy	64	61	+3
Mathematics	70	66	+4
Understanding the World	80	75	+5
Expressive Arts and Design	83	78	+5

Please note: calculations are rounded and based on pupil level data imported into Keyphas by 152 LAs. Data is not validated or published. Data as of 11/09/13.

The lowest proportion of children achieved at least the expected level in the literacy and mathematics Areas of Learning. 64% (61% nationally) of children achieved at least the expected level in all early learning goals in Literacy and 70% (66% nationally) in mathematics. In comparison 85% (83% nationally) of children achieved at least the expected level in all the early learning goals within the physical development Area of Learning. Surrey follows the same trend as National in these areas.

Girls outperformed boys in all areas of learning which was also the case nationally. Figure 1.2 shows the percentage point difference in achievement between girls and boys. Surrey's gender gap is much narrower than the national.

Figure 2.2 Gender Gap

	Surrey Girls	Surrey Boys	Surrey Gender Gap	National Gender Gap
Communication & Language	80.1	74.1	6	13
Physical Development	91.0	85.2	5.8	12
Personal, social & Emotional Development	83.2	76.9	6.3	13
Literacy	71.4	64.1	7.3	16
Mathematics	71.6	69.6	2	7
Understanding the World	83.4	80.2	3.2	8
Expressive Arts and Design	91.9	83.2	8.7	17

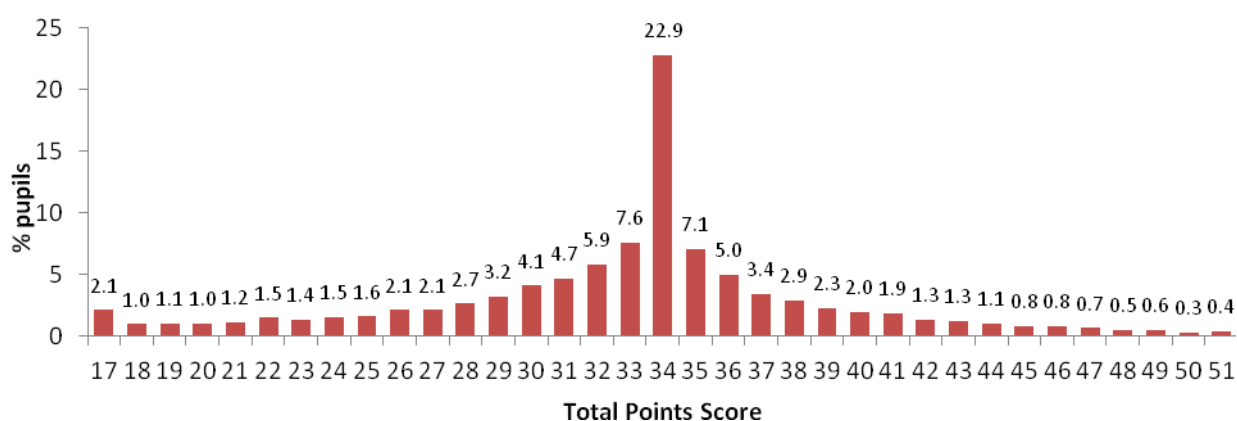
Please note: national calculations are rounded.

Girls performed best in the expressive arts and design and physical development (nationally this is the other way around) where 92% and 90% respectively achieved at least the expected level in all the early learning goals. Boys performed the best in physical development with 85% and expressive arts and design with 83%. Nationally boys performed best in physical development with 77% and understanding the world with 72%.

3. The total points score across all the early learning goals

The National average score was 32.8 points. Surrey was 32.9 points (boys 32, girls 33.9 points). 34 points is the equivalent of children achieving the expected level across all early learning goals. Figure 3.1 illustrates the distribution of points across the whole profile; it shows that the greatest proportion of children 22.9% (18.7% nationally) achieved 34 points which is the equivalent to children achieving the expected level across all the early learning goals. Only 2.1% of children achieved 17 points (equivalent to emerging in each early learning goal), nationally this is 3.8%. Only 0.4% of children achieved the maximum of 51 points which is lower than national at 1%.

Figure 3.1 Total Points Score distribution



4. Narrowing the Gap

The achievement gap between the lowest attaining 20% of children and the mean

At a National level, the achievement gap between the lowest attaining 20% of children and the mean is 36.6%, within Surrey this is 31.2% (smaller being better). 91 Local Authorities including Surrey have an achievement gap which is less than the national figure; the remaining 61 are above.

The percentage of children who achieved at least the expected level in the Areas of Learning, by national deprivation status of child residency.

Of those children in the 30% most deprived Super Output Areas (SOA) in England, 44% achieved a Good Level of Development. This compares with 56% of children resident in other areas and shows a gap of 12 percentage points. Within Surrey 35% of children in these deprived SOA's achieved a Good Level of Development, with a statutory neighbour average of 40%. This is a gap of 17% and 15% respectively to children resident in the other areas.

Surrey is under the national average scores for all areas of learning for this 30% SOA cohort.

Figure 4.1 Achievement of pupils in the 30% most deprived Super Output areas

	Surrey	National	Stat Neigh. Average	SN Rank (Out of 10*)
Communication & Language	58	64	63	8
Physical Development	76	77	77	5
Personal, social & Emotional Development	68	70	70	5
Literacy	43	53	48	9
Mathematics	50	58	56	9
Understanding the World	64	66	68	6
Expressive Arts and Design	69	70	74	7
% achieving a good level of development	35	44	40	8

*Bracknell Forest data suppressed.

5. Vulnerable Groups in Surrey

Figure 5.1 The number and percentage of Surrey pupils in vulnerable groups not achieving GLD

Pupil Numbers in Vulnerable Groups	GLD	Not GLD	% Not GLD
Service Children	36	32	47%
EAL	563	835	60%
FSM	322	827	72%
EAL & FSM	22	66	75%
Traveller Children	18	85	83%
Action	72	429	86%
Action Plus	36	311	90%
SEN & FSM	11	207	95%
EAL & SEN	4	117	97%
Statement	5	224	98%
EAL, SEN & FSM	0	18	100%

SFR National results on this group is expected 21 Nov 2013

2013 Key Stage 1 Provisional Results Briefing

Key Messages

- Reading and writing improved Level 2+ both improved by one percentage point. National increases were greater further narrowing the gaps on Surrey. As a result our national ranking in reading has dropped five places and one place respectively.
- Maths Level 2+ remained the same nationally and in Surrey. Our national rank also dropped on place.
- There is a similar picture at Level 2B+ with modest improvements in all subjects in Surrey maintaining a higher than national performance. However, greater levels of increase nationally has narrowed the gap between Surrey and the national percentage and led to a slight fall on our national ranking (5 places for reading, 4 places for writing and 2 places for maths)
- Last year saw the introduction of phonics testing for Year 1 pupils. This year 71 percent of pupils were judged to have reached the expected level, ten percentage points higher than last year. This is two percentage points above the national level.
- Forty six percent of pupils known to be eligible for Free School Meals reached the expected level in the phonics test at the end of Year 1 in Surrey. This compares to 56% nationally.
- Pupils who were not at the required standard at the end of Year 1 were tested again at the end of year 2. Eighty-four percent of pupils in Surrey met the expected standard in phonics testing by the end of year 2 compared to 85% nationally.

% Level 2+	2011	2012	2013	Change '12 to '13	Gap to national	SN Rank	National Rank
Reading	89	90	91	+1	+2	6	13
Writing	86	87	88	+1	+3	5	11
Maths	93	94	94	-	+3	3	4

% Level 2B+	2011	2012	2013	Change '12 to '13	Gap to national	SN Rank	National Rank
Reading	79	82	83	+1	+4	4	9
Writing	67	69	71	+2	+4	5	19
Maths	81	82	83	+1	+5	3	7

% Level 3+	2011	2012	2013	Change '12 to '13	Gap to national	SN Rank	National Rank
Reading	39	39	41	+2	+12	1	2
Writing	18	18	19	+1	+4	3	15
Maths	31	33	33	-	+10	1	2

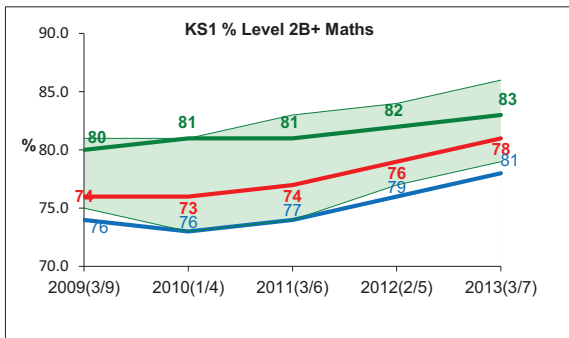
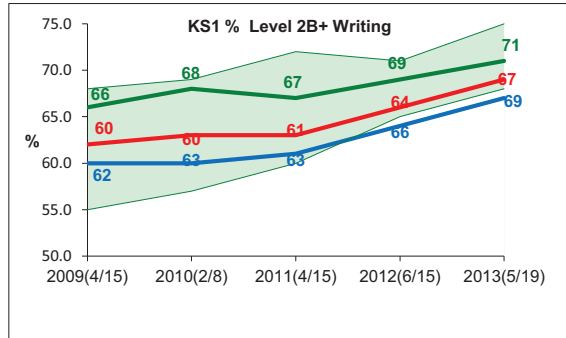
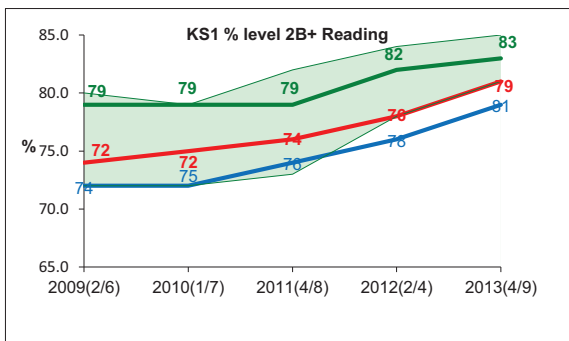
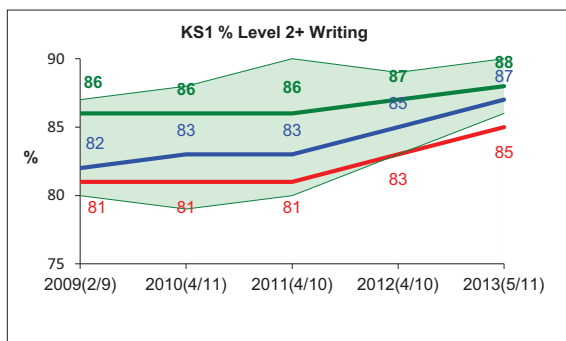
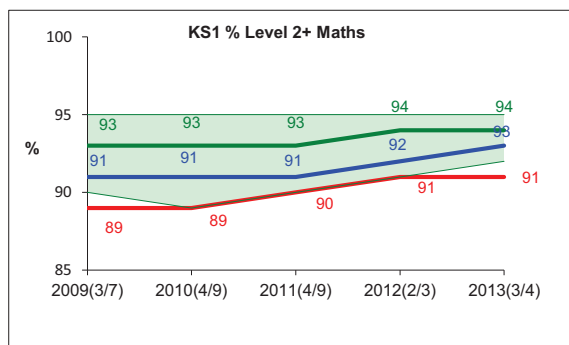
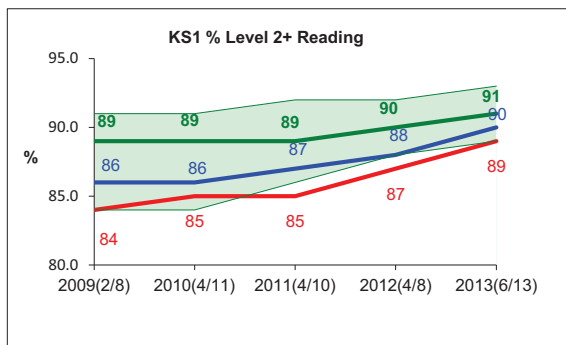
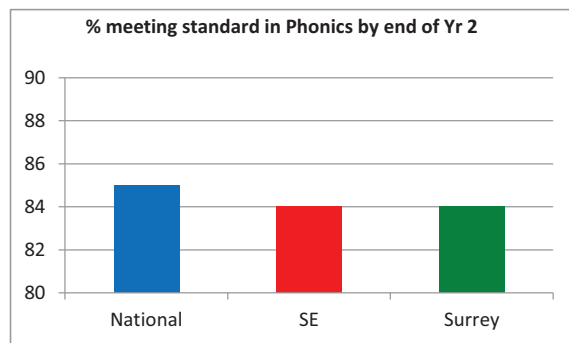
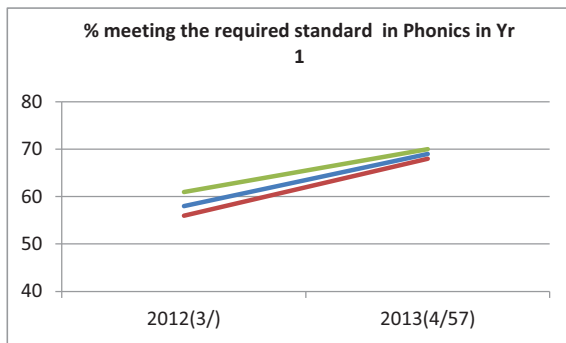
Technical Notes

The DfE recommend that children reach Level 2B or higher at Key Stage 1 to have the best chance of gaining Level 4+ at Key Stage 2.

Children are normally aged seven when they are assessed, although a minority may be slightly younger or older.

The tables based on DfE Statistical First Releases are rounded to 0 decimal places. Reports in the appendices are taken from Keypas which are rounded to 1 decimal places. This may results in slight variations between the tables.

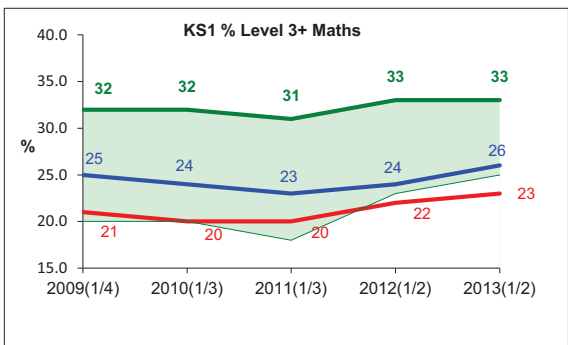
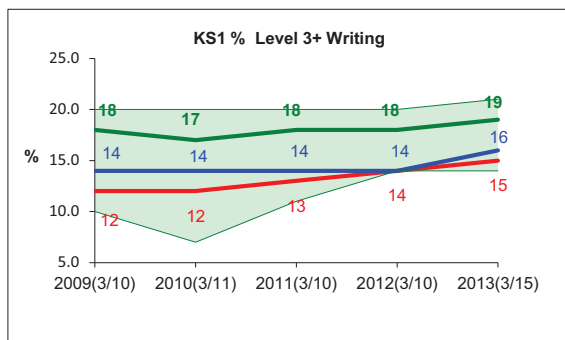
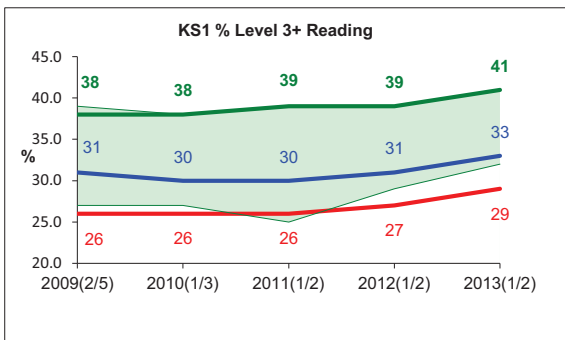
Key Stage 1 Dashboard



— National	Minimum and maximum statistical neighbours (Bucks, Bracknell Forest, Cheshire East, Cambs, Hampshire, Herts, Oxon, Windsor & Maidenhead, West Berkshire and Wokingham). Note that these may not be the same from year to year.
— South East	
— Surrey	
Figures in brackets represent Surrey's ranking (statistical neighbour/national)	

NOTES

General - All years are academic year. i.e. 2011 results are for children taking tests/ examinations/ assessments in Summer 2011.
 All figures are DfE FINAL data except where 'p' denotes provisional results.
 TA = Teacher Assessment



2013 Key Stage 2 Provisional Results Briefing

The Department of Education announced a number of changes to Key Stage 2 for 2013. They no longer calculate an English level but report the reading and writing TA levels individually. As a result the floor targets indicator is now based on progress in reading, progress in writing, progress in maths and Level 4+ in reading, writing and maths. We have tried to provide trends in this document wherever possible.

DfE announced an error in the first release of their Statistical First Release report. The updated version impacted on the 2012 Reading progress figure for Surrey

Key Messages

- Surrey's results remain above both national and south east attainment average.
- The percentage of pupils making the expected level of attainment ie Level 4 or above in reading, writing TA and maths is 78% (3 percentage points higher than national levels). This is one percentage point more than last year. A similar level of increase was made at Level 5+
- The percentage for Level 4+ has decreased by 1 percentage points in the reading test, increased by 2 percentage points in writing TA and remained the same in the maths test
- Surrey is ranked 5th place in the statistical neighbour ranking position for level 4 or above in reading, writing and maths, a place higher than last year
- Nationally, Surrey is ranked 30th out of 150 local authorities for Level 4 and above in both reading, writing and maths, three places higher than last year
- The percentage for Level 5+ has decreased by 4 percentage points in reading test, increased by 2 percentage points in writing TA and 1 percentage point in maths,
- The percentage for Level 6+ has increased by 4 percentage points in maths
- The percentage of pupils attaining Level 4+ in the new grammar, punctuation and spelling test is 77%, 70% attaining Level 4B+ and 53% attaining Level 5
- The percentage of pupils who made expected progress in reading is 88%, this is a drop of two percentage points on last year. Surrey is ranked 77th out of 150 local authorities. This is a drop of 14 places on last year. The Surrey and national average have both decreased two percentage points since last year.
- The percentage of pupils who made expected progress in writing is 90%, two percentage points higher than last year. Surrey is ranked 114th out of 150 local authorities for expected progress in writing. This is an improvement of 14 places on last year. The gap between the percentage of pupils making expected progress nationally and the percentage in Surrey has narrowed from two percentage points in 2012 to one percentage point
- The percentage of pupils who made expected progress in maths is 86%, the same as last year. Surrey is ranked 116th out of 150 local authorities for expected progress in maths. This is a drop of 19 places on last year. The gap between the percentage of pupils making expected progress nationally and the percentage in Surrey has widened from one percentage point in 2012 to two percentage points

% Level 4+	2011	2012	2013	Change '12 o '13	Gap to National	SN Rank	National Rank
Grammar, Punctuation, Spelling			77		+4	6	29
Reading	87	90	89	-1	+4	3	9
Writing (TA)		83	85	+2	+2	6	30
Maths	82	86	86	-	+2	7	45
RWM		77	78	+1	+3	5	30

% Level 4B+	2011	2012	2013	Change '12 o '13	Gap to National	SN Rank	National Rank
Grammar, Punctuation, Spelling			70		+6	5	22
Reading			80		+6	4	11
Maths			75		+2	7	47

% making expected progress	2011	2012	2013	Change '12 o '13	Gap to National	SN Rank	National Rank
Reading		90	88	-2	-	7	77
Writing		88	90	+2	-1	7	114
Maths	81	86	86	-	-2	9	116

Technical Notes

The 2013 information has been taken from the provisional Department for Education Statistical First Release, which was published on 19th September 2013.

Changes of ± 1 percentage point are not necessarily indicative of a change in attainment. This is because the differences between these figures and the revised figures released alongside the performance tables later in the year are historically between ± 1 percentage points.

The tables based on DfE Statistical First Releases are rounded to 0 decimal places.

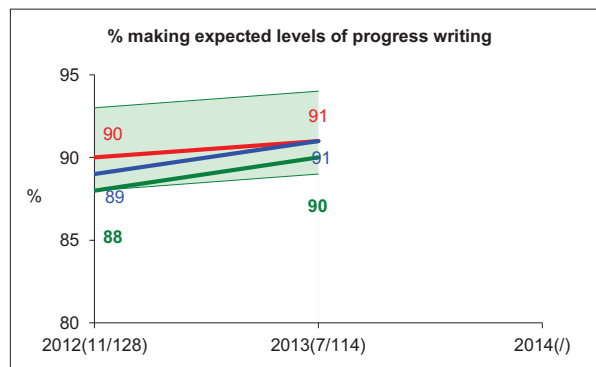
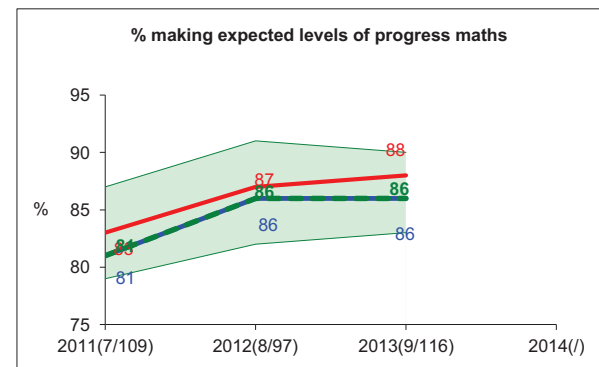
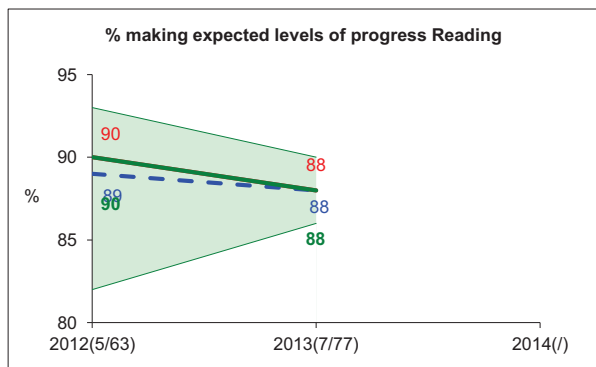
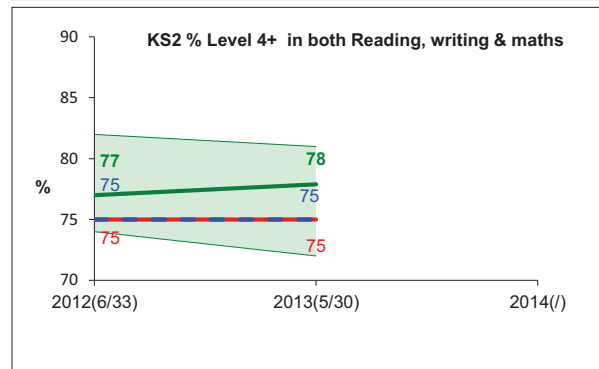
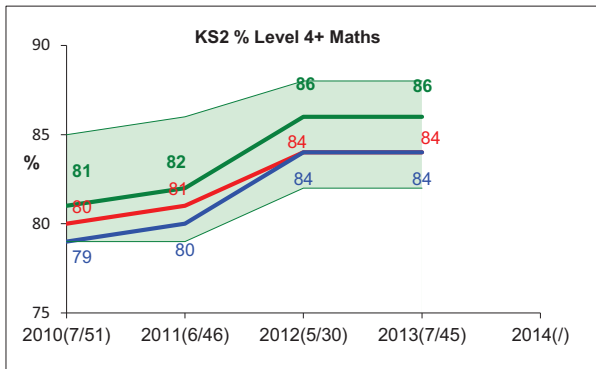
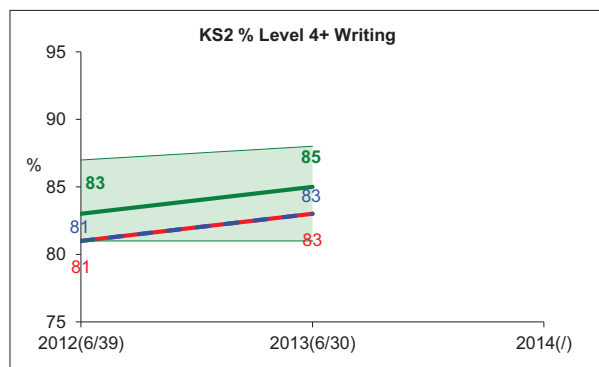
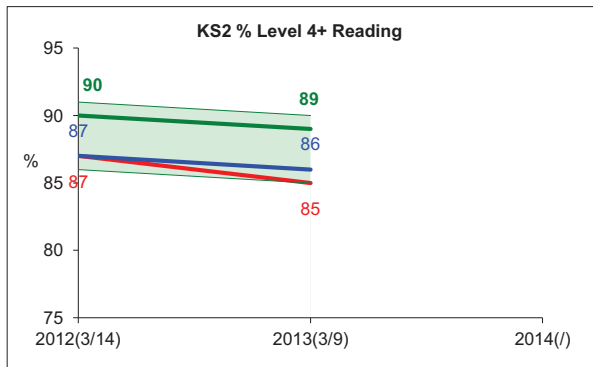
DfE no longer calculate an English grade based on reading tests and writing teacher assessments. These are now reported separately. The main indicator has changed this year from Level 4+ in English and Maths to Level 4+ in reading, writing TA and maths.

Similarly, expected progress in English is now reported as expected progress in reading and expected progress in writing.

DfE will be reporting the percentage of 'good' Level 4+ in the performance tables this year – this is Level 4B+.

Key Stage 2 Dashboard

13



— National	Minimum and maximum statistical neighbours (Bucks, Bracknell Forest, Cheshire East, Cambs, Hampshire, Herts, Oxon, Windsor & Maidenhead, West Berkshire and Surrey)
— South East	
— Surrey	
Figures in brackets represent Surrey's ranking (statistical neighbour/national)	

NOTES
KS2 - In 2010 around 25% of schools boycotted the KS2 tests. Figures reported here do not include results for these schools.
General - All years are academic year. i.e. 2011 results are for children taking tests/ examinations/ assessments in Summer 2011.
 All figures are DfE Final data except for 2012 which is based on

2013 Key Stage 4 Provisional Results Briefing

Key Messages

- The percentage of Surrey pupils achieving 5+ A*-C including English and mathematics increased by 3 percentage points compared to 2012/13, up to 67.2%.
- National results for pupils achieving 5+ A*-C including English and mathematics increased by 1.4 percentage points, up to 60.4%.
- Surrey has climbed four places in the national rankings for the percentage of pupils achieving 5+ A* - C including English and mathematics, from 19th in 2011/12 to 15th in 2012/13. Compared with statistical neighbours, Surrey has maintained its position of 4th (out of 11) for this measure.
- The proportion of pupils making expected progress in English has risen by 5.2 percentage points to 76.1% in 2012/13. Surrey has risen in the national rankings, from 42nd to 27th. Compared to its statistical neighbours, Surrey has maintained its position of 3rd (out of 11).
- The proportion of pupils making expected progress in mathematics has increased by three percentage points from 2011/12 to 77.0%. Surrey has climbed one place to 4th position in the statistical neighbour rankings. Surrey is ranked 27th nationally for this measure.
- Forty-six percent of pupils in Surrey were entered for all components of the English Baccalaureate in 2012/13 compared with just over one third nationally. Of those who were entered, 30% of pupils in Surrey achieved this measure compared with 23% nationally.
- Surrey is ranked 3rd compared to statistical neighbours and 19th nationally for the percentage of pupils achieving the English Baccalaureate.
- There has been a small improvement in the proportion of Surrey young people who achieved five or more GCSEs at grades A* to C to 83.2%. This brings Surrey above the national average for the first time since 2010.

ALL PUPILS - SURREY	2011	2012	2013p	Change '12 to '13	Gap to National	SN Rank	National Rank
% 5+ A* - C inc. English and mathematics	63.5	64.2	67.2	3.0	6.8	4	15
% 5+ A* - C	79.9	82.8	83.2	0.4	0.5	7	78
% 5+ A* - G	95.4	95.8	96.1	0.3	0.3	8	67
Any Passes	99.3	99.3	99.3	0.0	0.0	6	76
% making expected progress English*	75.2	70.9	76.1	5.2	5.9	3	27
% making expected progress maths*	71.0	74.0	77.0	3.0	6.4	4	27
% EngBacc	22.0	22.8	30.0	7.2	7.3	3	19

*Includes all pupils in state-funded schools. DfE have also published results for state-funded mainstream schools only

BOYS - SURREY	2011	2012	2013p	Change '12 to '13	Gap to National	SN Rank	National Rank
% 5+ A* - C inc. English and mathematics	60.5	59.7	62.9	3.2	7.5	3	14
% 5+ A* - C	76.5	79.4	79.9	0.5	0.6	5	76
% 5+ A* - G	94.9	95.3	95.4	0.1	0.6	7	49
Any Passes	99.2	99.2	99.3	0.1	0.2	4	55
% making expected progress English*	70.1 [#]	64.3 [#]	70.8 [#]	6.5			
% making expected progress maths*	69.3 [#]	71.2 [#]	75.3 [#]	4.1			
% EngBacc	17.9 [#]	19.2 [#]	25.0 [#]	5.8			

*Includes all pupils in state-funded schools. DfE have also published results for state-funded mainstream schools only

[#] Provisional data taken from NCER EPAS (not available in DfE SFR)

GIRLS - SURREY	2011	2012	2013p	Change '12 to '13	Gap to National	SN Rank	National Rank
% 5+ A* - C inc. English and mathematics	66.6	69.0	71.8	2.8	6.3	3	17
% 5+ A* - C	83.6	86.5	86.8	0.3	0.5	6	75
% 5+ A* - G	95.9	96.5	96.9	0.4	0	9	83
Any Passes	99.4	99.4	99.4	0.0	-0.1	7	81
% making expected progress English*	79.5 [#]	76.2 [#]	81.5 [#]	5.3			
% making expected progress maths*	72.2 [#]	76.0 [#]	78.4 [#]	2.4			
% EngBacc	26.1 [#]	26.4 [#]	35.1 [#]	8.7			

*Includes all pupils in state-funded schools. DfE have also published results for state-funded mainstream schools only

[#] Provisional data taken from NCER EPAS (not available in DfE SFR)

Technical Notes

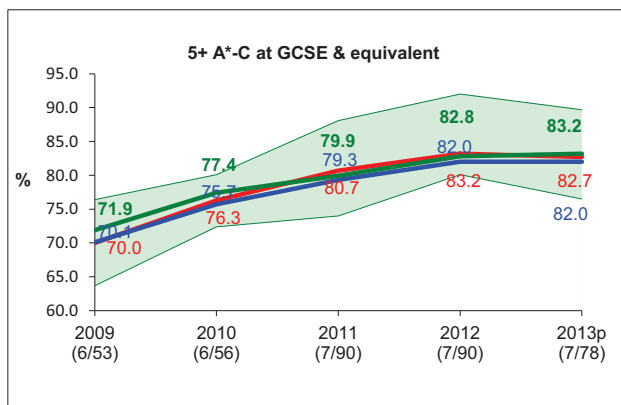
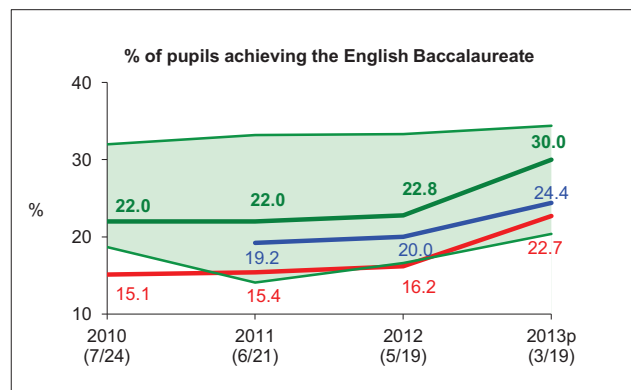
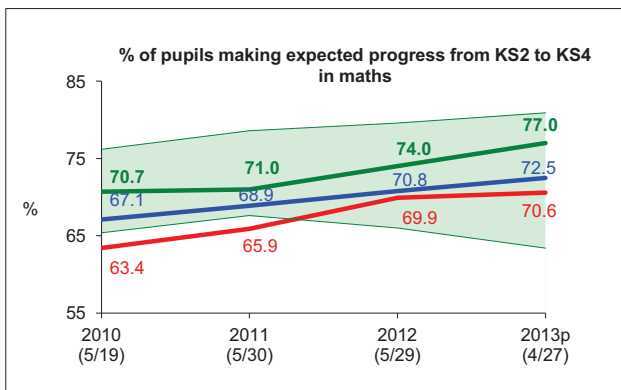
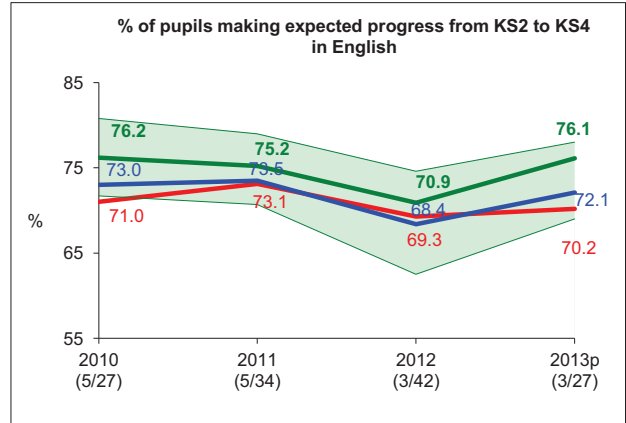
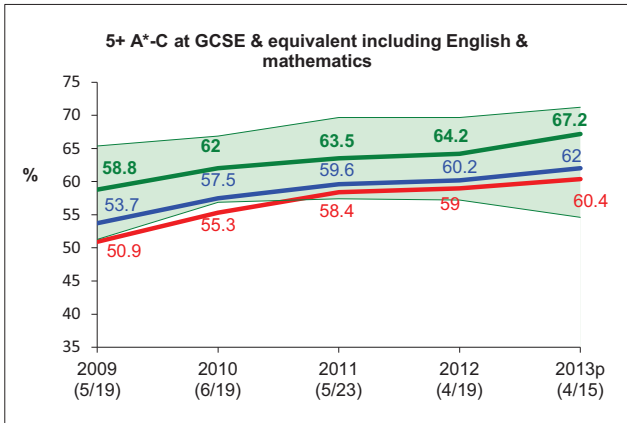
These tables provide a summary of the GCSE and equivalent results for pupils at the end of key stage 4 in state-funded schools (mainstream schools, special schools and academies) in the 2012/13 academic year. The latest results have been taken from the provisional Department for Education (DfE) Statistical First Release (SFR), which was published on 17 October 2013.

The total number on roll in Surrey for this academic year was 10,666.

The English Baccalaureate (EBacc) was announced in the Education White Paper in 2010. This is based on pupils achieving A*- C in the following subject areas: English, mathematics, science, humanities and modern foreign languages

Data for previous years is taken from the revised SFRs published by the DfE.

Key Stage 4 Dashboard



	National	Statistical neighbour range. (Statistical neighbours: Bucks, Bracknell Forest, Cheshire East, Cambs, Hants, Herts, Oxon, Windsor & Maidenhead, West Berks and Wokingham)
	South East	
	Surrey	
Figures in brackets represent Surrey's ranking (statistical neighbour/national)		



Introduction

The following briefing provides a summary of the **provisional** key stage 5 A level and equivalent results for the academic year 2012/13, released by the DfE on 17th October 2013. Final data will be released in January 2014. The position of Surrey's maintained schools is presented separately from all state funded students; maintained schools and FE-sector colleges (Sixth Form Colleges and FE Colleges). Surrey's performance is compared with previous years, statistical neighbours and national.

Comparisons with previous years are with final figures from earlier years. DfE identify a tendency for performance to increase between provisional and final data so care should be taken interpreting time series. This excludes candidates from independent schools.

There were 8,454 pupils in the 2012/13 cohort in Surrey entered for level 3 qualifications at least equivalent to one GCE/Applied GCE A Level in Surrey, of which 3,051 were at sixth forms of maintained schools.

Headlines

- In Surrey the percentage achieving at least 2 GCE A levels or equivalent qualifications in 2012/13 fell by 1.8 percentage points compared to 2011/12 to 91.3 percent. This is above the national average of 90.4 percent and a lower reduction than the 3.2 percentage points drop nationally.
- Considering maintained school sixth forms only, in Surrey 96.6% achieved at least 2 GCE A levels or equivalent compared to 97.7% nationally; Surrey maintained school sixth forms dropped from 6th to 10th compared with last year against the group of statistical neighbours on this measure.
- For all state funded students and for maintained schools only, the percentage of girls achieving two or more passes at GCE A level or equivalent in Surrey is higher than the percentage of boys achieving this level. This reflects the national picture, although the percentage point gap between girls and boys is larger in Surrey than nationally.

Key Messages

- In Surrey the average point score (APS) *per candidate* for students at the end of two years of post 16 study for all state funded students in 2013 decreased by 17 points to 702.6 points, less than the 24.2 point drop nationally. Comparable figures for maintained schools only are a decrease of 20.7 points to 765.5 points, more than the 4.5 point drop nationally.
- The average point score per candidate for all state funded students is approximately equivalent to candidates achieving 3 A-levels at grade C and an AS level at grade D. For maintained schools only, it is approximately equivalent to 1 A level at grade B, 2 A levels at grade C and an AS level at grade C.
- In Surrey the APS per entry for all state funded students was almost unchanged at 213.0 (an increase of 0.1 on 2011/12); the national picture was also dropped by 0.1 points to 212.7. For maintained schools the APS per entry increased by 0.9 points to 214.2 points.
- The average point score per entry is equivalent to an A Level grade C.
- In Surrey the percentage of all state funded students achieving two or more passes (A*-E grades) has dropped 1.9 percentage points to 91.3% this year, less than the 3.2 percentage point drop nationally. For Surrey maintained schools only, the percentage of pupils achieving this level dropped 1.4 percentage points to 96.6 percent.
- For all state funded students and for maintained schools only, the percentage of girls achieving two or more passes in Surrey is higher than the percentage of boys achieving this level, this is the same nationally.
- For all state funded students and for maintained schools only, the percentage point gap between boys and girls is larger in Surrey than nationally.

2013 Key Stage 5 Provisional Results Briefing – National and Surrey

- Compared to national results, for all state funded students and for maintained schools only, Surrey is above the national average for points per entry, but below the national average points per candidate. For the percentage of pupils achieving two or more passes at A Level or equivalent Surrey is above the national average for all state funded students, but below the national average for maintained school sixth forms.
- For all state funded students, compared with last year Surrey has remained 34th in the national ranking of local authorities for average points per entry and risen one place to 56th for points per candidate.
- In terms of ranking against the group of statistical neighbours compared to last year, for all state funded students Surrey remained 5th in points per entry and 7th in points per candidate but has risen from 10th to 7th in the percentage achieving 2+ passes at A level or equivalent. For maintained schools only, Surrey dropped from 5th to 7th in points per entry, 3rd to 5th in points per student and 6th to 10th in percentage achieving 2+ A level passes or equivalent (A*-E). Across all measures the range across local authorities for all state funded students is larger than for maintained school sixth forms, so it is likely a similar change across both groups for a local authority will impact on rankings more for maintained school sixth forms only.
- For all state funded students in Surrey, the percentage achieving grades AAB or better fell slightly and is 2.6 percentage points below the national average. The comparable figure for Surrey maintained schools also dropped slightly, with Surrey one percentage point above the national average.

A Level Points⁺

A* = 300 A = 270 B = 240 C = 210 D = 180 E = 150

+ Grades at AS level are worth half the points of the corresponding grade at A level

Surrey and Statistical Neighbours	All State Funded Students				Maintained Schools			
	% achieving 2+ A level passes or equivalent (A*-E)			SN RANK	% achieving 2+ A level passes or equivalent (A*-E)			SN RANK
	Boys	Girls	Total		Boys	Girls	Total	
Surrey	90.5	92	91.3	7	95.1	98	96.6	10
Bracknell Forest	86.6	86.4	86.5	11	94.1	98.1	96.2	11
Buckinghamshire	93.8	94.7	94.3	3	98.3	98.8	98.5	4
Cambridgeshire	88.4	91.2	89.9	10	96.7	97.1	96.9	9
Cheshire East	90.4	92.0	91.2	8	99.2	99.4	99.3	1
Hampshire	89.5	92.1	90.8	9	95.5	99.0	97.4	7
Hertfordshire	93.2	92.7	92.9	6	98.8	99.2	99.0	2
Oxfordshire	91.7	94.3	93.0	5	96.0	98.7	97.4	7
West Berkshire	93.2	93.1	93.2	4	98.5	98.9	98.7	3
Windsor and Maidenhead	94.8	97.7	96.3	2	97.6	99.4	98.4	5
Wokingham	97.1	98.5	97.8	1	97.1	98.5	97.8	6
SOUTH EAST	88.8	91.2	90.0		96.7	98.1	97.4	
TOTAL ENGLAND	89.9	90.9	90.4		97.2	98.2	97.7	

DfE note that previous experience indicates that the percentage of students achieving the equivalent of 2 or more A levels will increase between the provisional and final data.

2013 Key Stage 5 Provisional Results Briefing – National and Surrey

Total Maintained and FE sector

Surrey and Statistical Neighbours	Points per Entry			SN RANK	Points per Candidate			SN RANK
	Boys	Girls	Total		Boys	Girls	Total	
Surrey	206.5	219.2	213	5	673.9	730.4	702.6	7
Bracknell Forest	197	209.2	203.7	11	618.2	651.7	636.5	11
Buckinghamshire	223.5	229.4	226.5	1	788.4	794.0	791.3	1
Cambridgeshire	201.9	213.5	208	8	677.8	732.2	706.2	6
Cheshire East	209.2	218.2	213.8	4	660.4	712.3	686.8	10
Hampshire	203.7	216.4	210.4	7	697.0	763.5	731.4	3
Hertfordshire	213.5	220.9	217.4	3	696.5	725.2	711.5	5
Oxfordshire	202.6	212.9	208	8	671.0	722.1	697.3	9
West Berkshire	207.2	217.3	212.5	6	703.0	742.3	723.8	4
Windsor and Maidenhead	200	209.2	204.6	10	680.6	718.7	699.4	8
Wokingham	212.7	224.8	219.2	2	735.7	788.3	763.8	2
SOUTH EAST	206	216.3	211.4		678.7	730.2	705.3	
TOTAL (Maintained & FE Sector)	208.4	216.5	212.7		689.3	727.1	709.1	

Total Maintained

Surrey and Statistical Neighbours	Points per Entry			SN RANK	Points per Candidate			SN RANK
	Boys	Girls	Total		Boys	Girls	Total	
Surrey	209.2	219.3	214.2	7	741.1	795.4	767.5	5
Bracknell Forest	208.1	215.5	212.1	8	718.2	778.5	750.1	9
Buckinghamshire	227.4	232.1	229.8	1	846.8	841.6	844.1	1
Cambridgeshire	196.5	200.9	198.8	11	702.6	725.9	714.7	11
Cheshire East	212.5	219.3	216.1	4	769.6	809.1	790.6	2
Hampshire	210.1	218	214.3	6	759.8	804.7	783.5	4
Hertfordshire	218.6	224.6	221.8	2	770.5	796.9	784.5	3
Oxfordshire	205.7	214.2	210.2	9	729.4	773.6	752.3	8
West Berkshire	209.5	219.1	214.7	5	743.9	782.5	764.9	6
Windsor and Maidenhead	200.8	209.5	204.9	10	712.3	762.3	735.4	10
Wokingham	212.7	224.8	219.2	3	735.7	788.3	763.8	7
SOUTH EAST	212.3	219.2	215.9		763.0	802.5	783.6	
TOTAL (Maintained)	209.8	216.6	213.5		757.9	790.9	775.5	

All data for 2013 is PROVISIONAL and taken from DfE Statistical First Releases - data for 2010– 2011 is FINAL,
Data Source: DfE SFR (SFR 02-2010, SFR02-2011, SFR01-2012, SFR26-2012)

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Total Maintained and FE sector

ALL PUPILS (all providers)	2010	2011	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	725.6	727.4	719.6	702.6	-17	-6.5	7	48
Average point score per entry	213.5	214.9	212.9	213	0.1	0.3	5	34
% achieving 2+ A level passes or equivalent (A*-E)	95.5	94.1	93.2	91.3	-1.9	0.9	7	56
% achieving grades AAB or better	n/a	17.5	18.0	17.1	-0.9	-2.6	8	41
% achieving grades AAB or better in facilitating subjects	n/a	n/a	7.2	7.3	0.1	-2.1	8	50

BOYS (all providers)	2010	2011	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	702.2	703.6	692.3	673.9	-18.4	-15.4	8	54
Average point score per entry	207.9	209.6	206.2	206.5	0.3	-1.9	6	43
% achieving 2+ A level passes or equivalent (A*-E)	94.9	94.3	92.8	90.5	-2.3	0.6	7	67
% achieving grades AAB or better	n/a	14.7	15.9	15.7	-0.2	-3.8	9	51
% achieving grades AAB or better in facilitating subjects	n/a	n/a	8.6	8.5	-0.1	0.6	8	62

GIRLS (all providers)	2010	2011	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	746.6	749.4	743.9	730.4	-13.5	3.3	6	44
Average point score per entry	218.5	219.8	218.8	219.2	0.4	2.7	4	15
% achieving 2+ A level passes or equivalent (A*-E)	95.9	93.9	93.6	92	-1.6	1.1	8	57
% achieving grades AAB or better	n/a	19.9	19.7	18.4	-1.3	-1.2	7	35
% achieving grades AAB or better in facilitating subjects	n/a	n/a	6.1	6.1	0	-1.8	9	49

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Maintained schools only

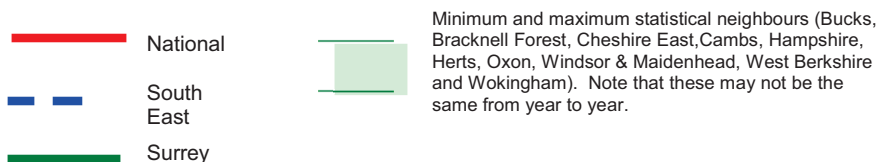
ALL PUPILS (6th forms)	2010	2011	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	774.1	785.7	788.2	767.5	-20.7	-8.5	5	61
Average point score per entry	212.8	214.2	213.3	214.2	0.9	0.7	7	55
% achieving 2+ A level passes or equivalent (A*-E)	n/a	98.3	98.0	96.6	-1.4	-1.1	10	110
% achieving grades AAB or better	n/a	n/a	19.4	18.6	-0.8	1.0	5	43
% achieving grades AAB or better in facilitating subjects	n/a	n/a	9.6	9.2	-0.4	0.6	6	42

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BOYS (6th forms)	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	762.7	741.1	-21.6	-16.9	6	70
Average point score per entry	207.5	209.2	1.7	-0.6	7	63
% achieving 2+ A level passes or equivalent (A*-E)	96.9	95.1	-1.8	-2.1	10	125
% achieving grades AAB or better	18.0	17.5	-0.5	0.1	5	49
% achieving grades AAB or better in facilitating subjects	11.3	10.5	-0.8	0.1	6	49

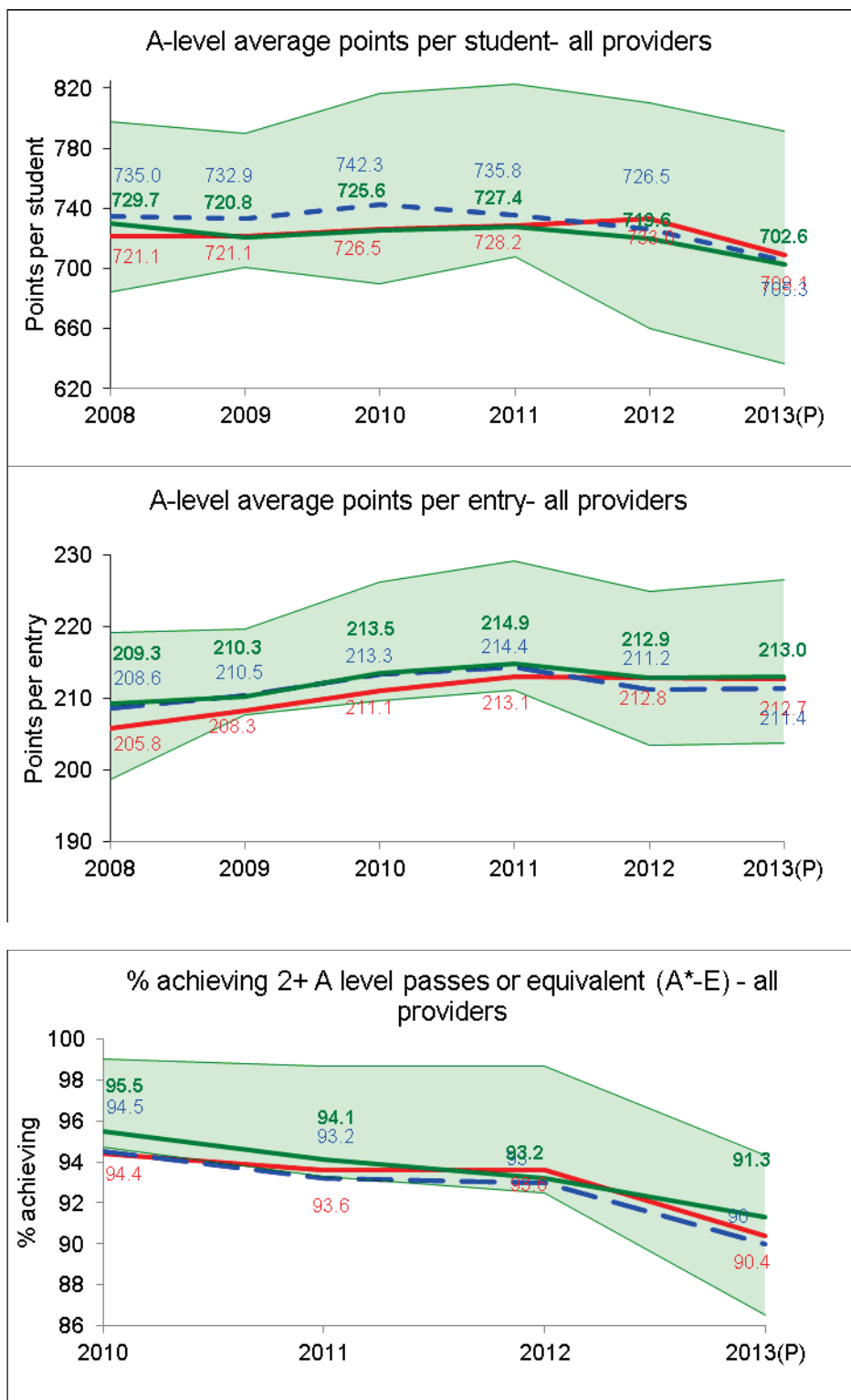
Girls (6th forms)	2012	2013	Change from '12 to '13	Gap to National	SN Rank	National Rank
Average point score per candidate	812.7	795.4	-17.3	4.5	5	54
Average point score per entry	218.9	219.3	0.4	2.7	4	35
% achieving 2+ A level passes or equivalent (A*-E)	99.1	98	-1.1	-0.2	10	93
% achieving grades AAB or better	20.8	19.7	-1.1	1.9	5	41
% achieving grades AAB or better in facilitating subjects	8.0	7.8	-0.2	0.8	5	39

2013 Key Stage 5 Provisional Results Briefing – National and Surrey



Total Maintained and FE sector

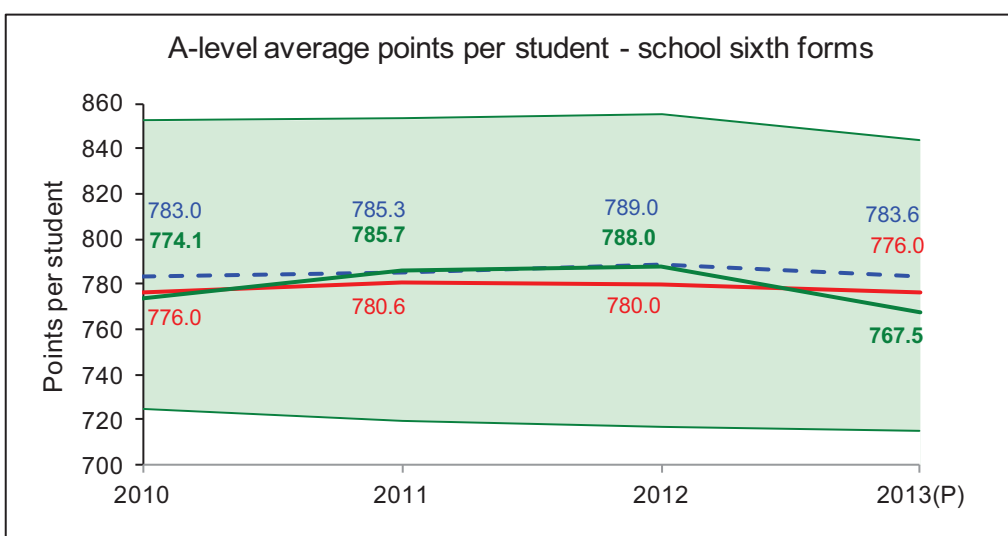
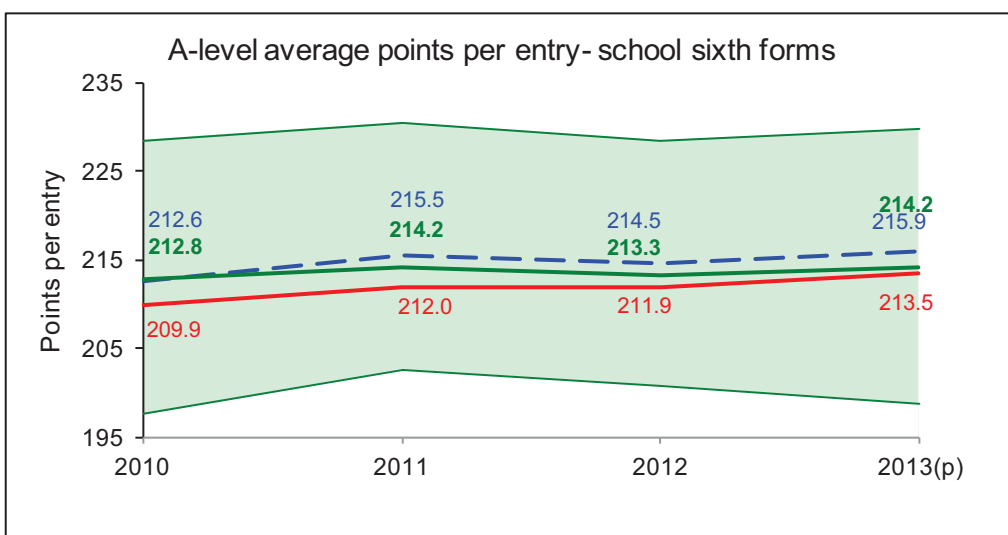
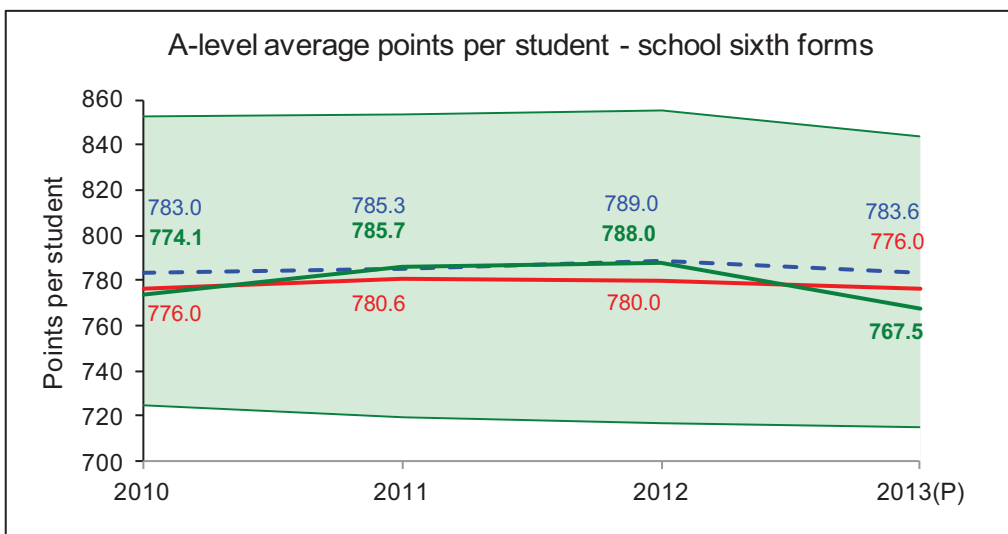
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Maintained schools only

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SURREY COUNTY COUNCIL**CABINET****DATE: 17 DECEMBER 2013****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE****LEAD OFFICER: SARAH MITCHELL, STRATEGIC DIRECTOR, ADULT SOCIAL CARE****SUBJECT: ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE****SUMMARY OF ISSUE:**

Adult Social Care presented an Options Appraisal to Cabinet on 22 October 2013 recommending that a Local Authority Trading Company (LATC) could be the preferred model for the future delivery of day services and community support options for people with disabilities and older people. Cabinet gave its support to the Cabinet Member for Adult Social Care to prepare a business case to confirm the feasibility of an LATC to ensure financial benefits and service outcomes are achieved while retaining the public sector ethos and values of the Council.

This report and annexes together set out that business case, present an assessment of the benefits to the Council, the expected revenue streams and profitability of the company, along with a draft business plan and consultation and engagement proposal, to be co-designed with stakeholders.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Approves the creation of a Local Authority Trading Company (LATC) limited by shares and owned wholly by the Council to deliver the services within the scope of this report.
2. Delegate authority to the Shareholder Board to approve the relevant steps set out in this report to form the LATC, appoint its Directors and put in place appropriate governance arrangements to commence trading activities in April 2014.
3. Approves the award of a contract to the LATC for an initial five year period with a break point after three years to deliver the services in scope on behalf of the Council.
4. Approves debt financing to the LATC to enable it to purchase operational assets from the Council, pay for start-up costs and provide working capital, as set out in paragraph 42.
5. Agrees that officers will commence consultation with staff, Trade Unions, partner organisations and stakeholders.

REASON FOR RECOMMENDATIONS:

The LATC is expected to deliver benefits of £1.437m to the Council over the five year contract term. As explained in the Financial and Value for Money Implications section of this report, £1.068m of this relates to actions which, though the LATC might facilitate their progress, are in principle achievable under current arrangements.

Those benefits which could not be obtained without setting up the LATC total £369,000 (net of additional costs) over five years. Essentially, those benefits arise from price reductions which the LATC will be able to make by spreading its fixed costs over a wider base (by means of more trading than would be possible from within the Council); and from surpluses derived from that trading activity.

There is also potential to develop additional and alternative business opportunities - both within the services in scope, and by expanding into other areas - in the longer term, which could lead to substantial profits beyond the five year period covered by this proposal. These longer term gains would not be available if services remained in-house.

Central to the recommendation to create a LATC is that it will deliver benefits to Surrey residents by ensuring the sustainability and continued improvement of existing services. The benefits of the proposal include:

- continued commitment to the Personalisation Agenda
- delivery of high quality, well-regarded services for local people
- responsiveness to the requirements of commissioning plans
- the ability to meet current and projected demand
- responsiveness to the increased take-up of personal budgets and privately purchased services
- flexibility to deliver a new model of services embedded in local communities.

Trading on something close to an “as is” basis will ensure the continued stability and viability of existing services. This LATC provides a relatively low-risk environment in which to establish and take forward the principles and practice of running a trading company, which could feed positively into the broader trading developments which are an integral part of the Council’s longer term financial strategy.

DETAILS:

Background

1. Building on the extensive Day Services consultation in 2009 and associated Public Value Reviews, on 22 October 2013 Cabinet received a report from the Cabinet Member for Adult Social Care which outlined the options available to the Council regarding the future of in-house day services and community support for people with disabilities and older people. The in-house services under consideration were:
 - **Day Services**, which provide approximately 790 people with learning and physical disabilities with a range of opportunities for leisure, activities, training, volunteering and work in a variety of settings; current annual cost £6.8m (direct costs only, excluding property)
 - The **AboutUs Team**, who support people using day services with accessible learning programmes and communications projects; direct annual cost £0.2m

- **EmployAbility**, which supports approximately 650 adults and young people with disabilities who are seeking or engaged in work, volunteering or training; direct annual cost £0.9m
 - **Shared Lives Service**, which matches Shared Lives carers with people with disabilities and older people, offering short or long term care in a family home environment; direct annual cost £0.2m
 - The **Personalisation Team**, which works with adults with learning disabilities to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks; direct annual cost £0.4m.
2. It is anticipated the services in scope will be traded from “day one” of the proposed LATC. These services have a total current cost of £13.7m (2013/14 – including all support services, property costs and overheads), which is similar to the Year One value of the proposed contract. There are approximately 273 full time equivalent (FTE) posts, including management, and 294 staff in post (including 26 bank staff). The services represent a small proportion of the £400m Adult Social Care cash limit and overall spend, and their separate treatment will not impact significantly on the remainder of the Directorate.
 3. In-house accommodation and supported living services for older people and people with learning disabilities were not considered due to the level of investment required to make these services commercially viable.
 4. Three options were assessed in terms of their potential to meet both current and future needs of customers, secure the long-term sustainability of services, and provide the potential to trade:
 - stay “as is”
 - de-commission services and re-commission in the market
 - adopt a different model of delivery.
 5. The report concluded that a different model of delivery, potentially a LATC, was the preferred option for the following reasons:
 - *Sustainability*: The LATC model offers service continuity, 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
 - *Flexibility*: The LATC will provide an agile means of delivering adaptable services, aligned to the Council’s objectives
 - *Employment*: Retaining a skilled workforce and links to the Council’s trusted brand
 - *Influence*: By retaining ownership, the Council can continue to shape a significant proportion of the market offer.
 6. On that basis, the Strategic Director was asked to proceed with developing a detailed business case for creating a LATC.

The proposal

7. The Council's long term strategy to develop its approach to trading is to (i) safeguard the quality of services and value for money for Surrey residents and businesses and (ii) generate income to support council services for the benefit of Surrey residents and businesses.
8. This LATC proposal is based upon ensuring the sustainability of services, which has been a consistent theme of successive conversations with people who use our services, their families and carers. The proposal does not in itself mean the services will change on day one, or that income alone is the rationale for creating an LATC. Instead the proposal takes a conservative approach to commercial projection but seeks to capture the ambition of Adult Social Care staff to retain existing service levels, to grow and develop additional service offers to support a wider range of people across Surrey, and to engage stakeholders and people using services in the design and implementation of this new model of delivering high quality, valued local services.

The benefits

9. Creating an LATC to deliver the services in scope of this proposal will deliver the following benefits to people who use services, Surrey residents and the Council:
 - Continued high quality services for people with disabilities, with increased freedom to change and respond to meet people's needs
 - Greater flexibility to offer services to a wider market, including people who do not meet current eligibility criteria, enabling the services to grow and respond to the needs of their local community
 - Services will operate in a commercial environment, further promoting innovation and a culture of continuous improvement
 - Continued transformation of Adult Social Care, furthering the Personalisation Agenda and complementing commissioning strategies
 - Financial projections show a profit over an initial five year period, which could be used to meet other council priorities, service developments, or efficiencies
 - The LATC will have additional opportunities to evolve its customer offer to generate profit in the longer term
 - Following establishment of this LATC for the services in scope, the Council will be well placed to consider the benefits of expanding the scope to include other services
 - The LATC will continue to deliver the efficiencies projected within the Council's Medium Term Financial Plan (MTFP) and has the potential to exceed those efficiencies over its five year business plan.
 - The LATC will buy support services from the Council as a customer; this approach provides the Council with an opportunity to develop its customer offer for support services through a structured commercial approach to establishing requirements and evaluating costs.
10. In addition, the commercial proposal represents a low risk to the Council, as the LATC:
 - requires no additional capital investment from the Council
 - will be commissioned by the Council for the vast majority of its business
 - will proceed to the market with a stable core business.

11. A five year contract with a break clause after three years is proposed on the basis that this commissioning arrangement will:
- provide a sufficient period of initial stability for the LATC without committing the Council as commissioner on too long-term a basis
 - give enough time for the LATC to move towards a second phase of expanding provision and finding new market opportunities before its core business is subject to potential competition
 - afford flexibility to change arrangements – with appropriate account taken of procurement / competition issues – after three years, should circumstances indicate that is appropriate.

The vision

12. Adult Social Care’s aspiration for this LATC is to support people throughout their lives when they need it, where they need it, underpinned by the belief that people with disabilities should be able to live as they wish, with access to employment, relationships, friendships and able to contribute to their communities.
13. The LATC will deliver day and community support opportunities, as well as assessment, planning and coordination services, for all people, of whatever age, and whatever level of support they need. The LATC will:
- create a flexible offering so that people can purchase services that most meet their needs – when and wherever they need them
 - work with stakeholders in Surrey to create sustainable, quality and person-centred services fit for the future
 - lead the way in developing innovative models of social care that achieve excellence, and support staff to do their best work.
14. The values of the LATC are consistent with the Council’s values, and will be:
- **Personal** – offering choice and control for individuals; maximising their autonomy
 - **Flexible** – innovative support options; responding to people’s needs and aspirations
 - **Local** – we will support people to get involved in and contribute to their communities
 - **Trusted** – safe, reliable services delivered by skilled staff
 - **Value for money** – cost-effective and sustainable, without compromising quality
 - **Collaborative** – working with partners and local communities; supporting them to support people

The opportunity

15. By diversifying and developing the services on offer, the LATC will be able to reach more people, creating services that are sustainable, flexible, potentially profitable, and focused on meeting the needs of people in Surrey.
16. The approach to business development will be to:
- focus on retaining our existing customer base – driving up quality and bringing down unit costs

- build customer bases and income streams at a modest initial rate with a view to more substantial development in the long term
- develop new community support services.

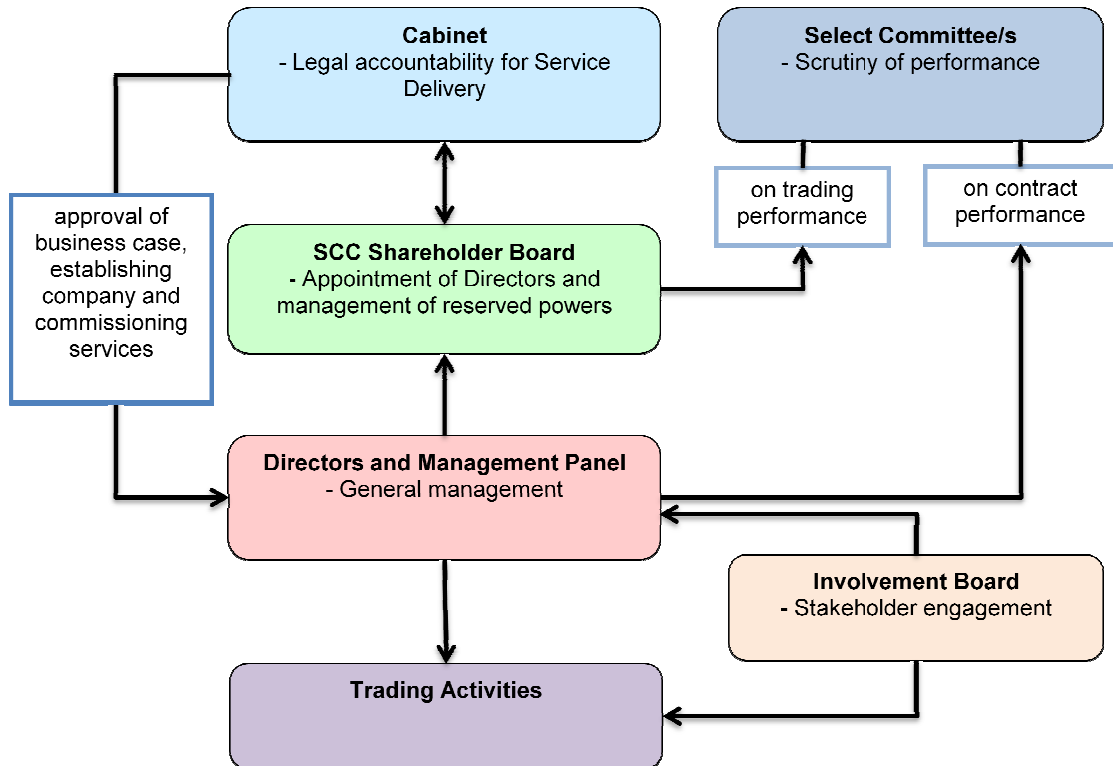
17. Below is a brief summary of market opportunities we have identified and ideas for products and services the LATC could develop for these customers.

Potential Customers	Products and Services
People who are funded by SCC or other local authorities (OLAs) but do not currently access our services: <ul style="list-style-type: none"> • 100 young people with high support needs leaving school each year • Growing demand: dementia, autism, profound and multiple disabilities, older people • 2000 adults with a learning disability known to SCC are not yet supported by council services 	<ul style="list-style-type: none"> • Bespoke group activities designed in partnership with Personalisation & Assessment Team • Stronger focus on employment and volunteering projects • Extend evening and weekend activity options • Greater flexibility in how people access facilities, e.g. 'drop in' • Menu of assessment, planning and coordination options
People who are not funded by SCC or OLAs) but can afford to purchase services: <ul style="list-style-type: none"> • Significant and growing self funder market in Surrey – older people • 55,000 adults in Surrey with a physical disability 	<ul style="list-style-type: none"> • Menu of assessment, planning and coordination options • Short breaks • Bespoke day opportunities • Registered personal assistance service • Travel training
Commissioners and other organisations <ul style="list-style-type: none"> • Increased assessment responsibilities for local authorities following the Care Bill • NHS roll-out of personal budgets • Increased scrutiny on assessments and care planning post Winterbourne View 	<ul style="list-style-type: none"> • Assessment, planning and coordination services • Independent safeguarding investigations • Accessible communication services and products • Training and supervision for personal assistants
Local communities	<ul style="list-style-type: none"> • Strong geographical presence providing: <ul style="list-style-type: none"> • Local area coordination • Community brokerage • Best use of Family, Friends and Community support

18. The Draft Business Plan attached as **Annex One** outlines in more detail the vision for the development of the LATC. This is subject to further consultation and co-design with staff, people who use services and other stakeholders during the implementation phase. The Business Plan will be signed off by the Council's Shareholder Board following consultation.

Governance arrangements

19. The LATC will be a company limited by ordinary share capital wholly owned by the Council. The proposed relationship between the executive functions of the Council and the LATC is shown on the diagram below.



20. The Shareholder Board exercises the Council's shareholding powers over all Council trading activities. The Board will act with the delegated authority of Cabinet to oversee the performance of the LATC. The Shareholder Board will appoint Directors of the LATC.

21. All decisions regarding the day to day operation of the LATC, its business developments and commercial opportunities, staff terms and conditions and the development and implementation of its internal procedures, rest with the Directors of the LATC. The shareholder board will retain responsibility for significant decision making which will be described under the reserved matters of the Articles of Association for the company. This includes, for example, any proposed changes to share capital or share ownership, approval of dividend payments, the appointment and removal of directors of the company and approval of any significant capital investment proposed.

22. The LATC aims to become an exemplar by involving customers and stakeholders in the design, delivery and development of the business. This will include working with the LATC Board to influence and assist with overall strategy, management and product development, by means of an Involvement Board. The Involvement Board will include representatives of:

- people with disabilities who use services
- family carers and personal advocates
- LATC staff and volunteers.

23. The LATC will consult with relevant external advisors when deemed appropriate or necessary.

The proposed model

24. In the first instance the LATC will be contracted by the Council contract terms issued by the Council, with all associated requirements regarding reporting, performance, quality assurance and payment terms. Contracted services will include:

Service Type	People who use services
Provider Services	
Day Opportunities: <ul style="list-style-type: none"> Specialist Support Community based activities Evening breaks and holidays Volunteering Projects AboutUs Accessible Learning and accessible Technology Transport to/from activities 	Adults (18+) with: <ul style="list-style-type: none"> Learning disabilities Physical disabilities and sensory impairment People who are eligible for support from the Council
EmployAbility: <ul style="list-style-type: none"> Job finding / job coaching and support Supported volunteering Job clubs 	Any adults who are eligible for support from the Council, except for people with mental health as their primary support need Young people in schools and colleges
Shared Lives Service	Any adults who are eligible for support from the Council, including older people
Assessment and Support Planning	
Reassessment, Reviews and Support Planning	All adults who currently access the Council's in-house provider services

25. The overall approach to establishing the LATC will be to:

- transfer staff and services into the LATC unchanged, with a framework to enable changes over time
- minimise the impact on services and staff remaining in the Council.

26. This approach is intended to give stability to both the LATC and the Council, but with flexibility to enable to the LATC to make changes once it is operational and has a fuller understanding of what is required to deliver the business objectives.

27. The LATC proposal and financial projections are based on an assumption that the LATC will have admitted body status within the Local Government Pension Scheme, which will remain open both to Council employees transferring to the LATC and to new employees joining it. This has advantages in terms of maximising staff morale, avoiding a two tier workforce and potentially providing a recruitment and retention advantage in a market driven by the quality of staff. However, although the financial impact of this assumption is minimal over the five year business plan of the LATC, the treatment of pensions is a matter of principle with greater potential impacts looking across the whole council over the long

term. This matter will, therefore, be considered further as part of the consultation and engagement process to prepare the final business plan of this LATC.

28. The Council will continue to provide support services to the LATC, including HR and Training, Procurement, Finance, Property, IMT, Legal, Shared Services and Communications. The business case financial model is based on estimated service level requirements and associated estimated cost. The LATC will establish contractual Service Level Agreements (SLAs) with each support service from its first day of trading. These will include measurable performance indicators, break clauses and remedies for non-performance.
29. Once the LATC is operational there will be a quarterly review process to develop a support offer that meets the changing needs of the LATC. This approach will also afford the Council an opportunity to develop its customer support offer.
30. The Council will retain ownership of all its freehold premises used by the LATC and rental arrangements will be established through lease or licence. The business case financial model includes charges for fully serviced office accommodation based on expected usage.
31. The LATC will review its use of office accommodation and day services premises on an ongoing basis to ensure premises are fit for purpose and cost effective.

CONSULTATION:

32. There are no specific proposals to change the services available to Surrey residents and as a result there is no requirement for formal public consultation. However, building on the approach undertaken by the learning disability Public Value Review there is an ongoing platform for stakeholder dialogue built into formal governance arrangements and the success measures of the proposed LATC. In addition, a digital platform to support various methods of communication will complement easy-read materials.
33. A high level communications and engagement proposal is attached as **Annex Two** outlining how the service intends to engage with key stakeholders to (a) develop a process for consultation and engagement for the LATC in keeping with the principles of co-design and (b) follow that process to contribute to the final business plan.
34. Engagement regarding the preparation of this business case has included:
 - Briefing staff in affected services and creating a Questions and Answers document responding to questions raised in these sessions
 - Personalisation Team away day
 - Meetings with Trade Union representatives
 - Meeting with the Learning Disability Partnership Board on 7 November to discuss the proposal and future communication needs/ideas
 - Circulating a link to the 22 October Cabinet Report to affected staff, ASC managers and all stakeholders on the Learning Disability Partnership Board and Empowerment Boards email lists
35. Subject to approval of the recommendation to create a LATC, there will be a formal consultation with staff and trade unions as part of the TUPE process.

RISK MANAGEMENT AND IMPLICATIONS:

36. Risks and issues during the implementation phase will be managed by Project Team, which will report to the Project Board initially, followed by the Shareholder Board once the LATC exists as a legal entity. Risks during the implementation include:

- Potential challenge to the business case or contract award
- Change management, such as the loss of key staff and/or organisational development capacity
- Insufficient capacity in the Council to deliver the implementation plan to the proposed timescale
- Negative impact on business as usual service delivery due to large scale change and a period of transition to the new model
- The VAT status of certain services and the relationship between regulated and non-regulated services will need to be resolved prior to trading
- Properties not owned freehold by the Council will need to be reviewed to establish the most effective means by which the LATC could continue to occupy them and mitigate against any associated liabilities and costs

37. The impact of these risks would be primarily delays to go live, or adjustments to be made to the Business Plan. Risks will be mitigated primarily through:

- The Implementation Plan, which will identify work streams and resources required to successfully implement the LATC.
- A robust Communication and Engagement Plan, which identifies key stakeholders and approaches to engaging with them based on principles of co-design.

38. Ongoing risks and issues once the LATC is operational will be managed by the Directors and management team. These will include:

- Managers transferring from the Council to the LATC may not have experience of running a commercial enterprise and will take time to adjust
- Capability of the new leadership to deliver the business plan objectives, including the development of new services to generate income
- The Draft Business Plan makes no contingent provision for unforeseen circumstances
- Any significant delays or changes to the Care Bill could have an impact on the proposed Personalisation and Assessment services.

39. This will be the first significant LATC to be created by the Council and there are risks associated with both the delivery of the business plan and the provision of support services.

Financial and Value for Money Implications

40. This report explains how the Council's finances will be affected, in order to demonstrate that it is in the Council's interests to set up a LATC. The Draft Business Plan explains how the LATC's accounts are expected to look, in order to demonstrate its viability.

41. The direct financial gains to the Council during the initial five year period are modest, £369,000 over five years, however there are other potential benefits, including:
- the company itself, once set up, will have additional opportunities to generate profit in the longer term. The initial setup is predicated on stability of service and minimising risk, but once in place and potential markets are fully understood, additional benefits can be expected
 - following establishment of this LATC for the services in scope, the Council will be well placed to consider the benefits of expanding the scope to include other services.
42. The LATC will be established with share capital of £100. The Council will provide the following debt financing to the LATC:
- a fixed five year interest bearing loan of up to £700,000 to cover set-up costs and the purchase of operational assets from the Council
 - a revolving loan facility of £2m to provide working capital requirements.
43. The cost of loan financing in terms of interest payments is included in the LATC profit and loss forecast.
44. The model as set up is low risk, and in particular the continuation of existing pension arrangements at least in the short term, avoids the potential necessity of setting aside a reserve for the potential obligations arising should shortfalls occur in a separate scheme. Nonetheless, it would make sense for any available profits to be used to build up some contingency ready for when business expansion increases the risks taken.
45. The table below shows a summary of Value for Money analysis over the five year period:

<u>LATC driven benefits</u>	<u>£000s</u>
Reduced unit costs	648
Profit and contribution to SCC internal set-up costs	316
Less: Additional costs	(595)
Total	369
<u>Benefits delivered with more certainty via an LATC:</u>	<u>£000s</u>
Staff turnover - new staff paid at grade minimum	388
Staff mix changes	280
Shared Lives - economies of scale	400
Total	1,068
Grand Total	1,437

46. There are opportunities to make savings which, as explained at (ii) below, could also be made within current arrangements. Those are not relevant to making the business case for setting up a LATC, but are of potential future benefit to the

LATC and the Council. In order to understand those opportunities, it is important to distinguish between the different cost impacts:

- i. Firstly, there are costs which fall to the LATC, but which provide an offsetting benefit to the Council. For example, the LATC is required to purchase its operational assets from the Council in order to ensure that it is not inappropriately subsidised, which is a cost to the LATC and a factor to be taken into account in assessing its viability, but, from the Council's point of view, is income that would not otherwise have been received. The same is true of rental payments made by the LATC, for example. Such flows – the Council charging the LATC – are neutral in evaluation terms.
- ii. Secondly, there are savings the LATC can potentially make, but which might also have been made within the existing Council arrangements. The creation of the LATC might facilitate such opportunities, but, in principle, it does not create them. For example, the LATC may be able to make better use of its property portfolio and reduce the amount of space it occupies by remodelling its approaches to service delivery. Those actions could be taken without setting up a LATC, and so are not seen as a reason for setting up a LATC. In practice, such opportunities will directly improve the long term viability and competitiveness of the LATC, which will in turn improve the Council's financial position through higher profits or lower prices.
- iii. Thirdly, there are gains made as a result of setting up the LATC which could not have been achieved under current arrangements. The table below identifies the surpluses generated by trading on a broader basis than is currently possible, and the ability to reduce unit costs by spreading overheads over a wider base as external business increases. Those financial advantages, net of any internal reinvestment required, will flow to the Council.

47. Looking across these three categories of cost impact:

- The Draft Business Plan takes account of the first category, which reduces the LATC's ability to make a profit, but advantages the Council in equal and opposite ways.
- The second category may well benefit both the LATC and the Council, but those opportunities are not taken into account because they cannot be said to result purely from setting up a LATC.
- The third category benefits both the company (directly) and the Council (through profit share). Projections are modest over the five year period, in the context of an untested market.

48. The effects of the factors above can be summarised as follows; £1.4m of benefit can be expected over five years in the services to be provided by the LATC, but only £369,000 of that can be attributed to the setting up of the LATC. A Value for Money analysis is attached as **Annex Three**.

49. Overall, the direct effects over the five year period from setting up a LATC are modest but positive. Setting up a LATC is consistent with achieving further financial advantages and will better place the Council beyond the contract term. Given these wider considerations, the proposal provides good Value for Money for Surrey residents and for the Council.

Section 151 Officer Commentary

50. All relevant business and financial matters and risks have been assessed in terms of the effects on both the Council and the proposed LATC. One issue - that of how pensions should be treated - is flagged as a matter which may require further consideration due its importance in principle.

51. The figures show that:

- existing plans to make savings in the services covered will continue to the Council's advantage (£1.068m over five years)
- the LATC is expected to make a modest profit (£163,000 over five years), demonstrating its viability
- the overall advantage to the Council as a result of setting up the LATC is assessed at £369,000 over five years.

52. Given that the risks are low, current services are protected and the Council needs to make no capital investment, this position is acceptable. However, it is not in itself a compelling demonstration of Value for Money. That requires the broader context than these services over five years:

- there is good potential for trading to escalate significantly in the longer term
- once set up, the infrastructure could potentially be used to trade additional ASC services
- this would be the first LATC to explore how best to trade, and as such would usefully inform taking forward trading to greater advantage in any of the Council's services.

53. Looked at as a first step in the long term plan of generating trading surpluses as an alternative to the more restricted income sources of grant and council tax, this proposal therefore represents short term consolidation and long term Value for Money.

Legal Implications – Monitoring Officer

54. The Council is empowered, by the Local Government Act 2003, to set up a company to provide services and/or undertake trading activities. There are however procedural requirements that must be met. A full business case in support of the proposal must be prepared and approved by Cabinet. This must be a 'comprehensive statement' as to:

- the objectives of the business;
- the investment and other resources required to achieve those objectives;
- any risks the business might face and how significant these risks are; and
- the expected financial results of the business, together with any relevant outcomes that the business is expected to achieve.

This report together with the draft business plan contained in the annex provides a statement of the requisite information. The business case is intended to assist Cabinet in exercising its fiduciary duty to Surrey taxpayers, by providing the information Members need to ensure that their decision will result in a prudent use of the Council's financial and other resources.

55. In considering these proposals Cabinet also needs to keep in mind the public sector equality duty contained in the Equality Act 2010. This requires Cabinet 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; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This duty applies both in respect of the people who are accessing Adult Social Care services and the workforce providing those services.

56. It is proposed that, initially at least, the Council would commission services from the company without embarking on a competitive tender process. Provided that the company met certain tests, principally relating to the Council's control over it and its reliance on the Council for the 'essential part' of its business, the Council would be permitted to do this. All such commissioning by the Council should be underpinned by a properly documented contractual arrangement. The company would also be able to offer some services to the wider market identified above, but could not embark on wide scale trading activity. The business plan assumes that the income derived from external trading activities will grow throughout the five years of the plan, but the level of income anticipated would still require the company to rely on the Council for the essential part of its business.

57. It is predicted that the draft Care Bill currently making its way through Parliament will have an impact upon the activities carried out by the Personalisation Team. At present, the Council cannot delegate its assessment functions, such as those undertaken by the Personalisation Team, to external bodies. However, by virtue of section 79 of the Care Bill (as currently drafted), a local authority will be able to do this in the future. Until those provisions take effect as law, any assessments made by the Personalisation Team will need to be checked and approved internally by the Council. A process for this will need to be reflected in the contract between the Council and the LATC.

58. As the company will be a distinct legal entity from the Council, the Council cannot provide it with any unfair or anti-competitive advantage. Any accommodation, services, staff or other support provided by the Council must be charged for. This is important in the context of competition law and state aid.

59. The company will be responsible for the disclosure of information under the Freedom of Information Act 2000 in its own right. It will be required to comply with the relevant legislation and guidance and liaise with the Council as necessary. The company will also need to comply with the relevant legislation and guidance concerning Data Protection.

60. No formal consultation process has been undertaken in relation to the proposed transfer of services to the company. This is because the proposals is for an 'as is' transfer without any material changes to service delivery. As such, there is no requirement to consult at this stage. A full Equalities Impact Assessment (EIA) is still required, however. If services are to be developed or changed in the future an appropriate consultation and new EIA will need to be undertaken at that time.

61. Legal Services will continue to be involved in the proposals to ensure all the legal requirements are met.

Equalities and Diversity

62. A draft Equalities Impact Assessment is attached as **Annex Four**. The summary table is below.

<p>Information and engagement underpinning equalities analysis</p>	<p>Information:</p> <ul style="list-style-type: none"> • Data regarding current customers from service data collection September 2013 • Staff data from Surrey County Council Payroll and Organisational Management databases. • Data regarding potential future customers from the LATC Draft Business Plan. <p>Engagement:</p> <p>While developing the proposals we have engaged early on with affected staff and key stakeholder groups to identify their initial concerns and questions.</p> <p>Wider consultation and engagement with staff and other stakeholders is planned as part of the next phase of the project and will include specific engagement regarding equalities impacts.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The Draft Business Plan identifies a number of opportunities to improve and develop services for existing customers and other potential customers – in particular older people, young adults with disabilities, and a wider range of people with disabilities.</p> <p>No specific negative impacts on people with protected characteristics have been identified with regard to the proposals themselves. (The Cabinet Report addresses general benefits and risks of the proposals.)</p> <p>The potential negative impacts that have been identified with regard to the process of implementing the proposals will be addressed through the HR and Communications work stream of the project team.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>Incorporated ideas from early engagement into the draft Communications and Engagement Plan.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>The Communications and Engagement Plan will ensure that staff and other stakeholders are fully informed and consulted throughout the process of creating the LATC, particularly the development of the business plan.</p> <p>Once the LATC is established, the Involvement Board will ensure that people who use services, families, and carers, as well as staff and volunteers, will be actively involved.</p>

Potential negative impacts that cannot be mitigated	None identified

WHAT HAPPENS NEXT:

63. A project team is in place to lead the implementation of the LATC if approved by Cabinet. The Implementation Plan will include the following work streams:

- Operational Preparation
- Commercial and Legal
- Finance
- Systems and Infrastructure
- HR
- Communication

64. Critical steps will include:

Action	Target dates	Responsibility
Co-design process to develop a consultation and engagement approach with stakeholders	Dec 2013-Jan 2014	Service / Comms Leads
Full consultation with staff and Trade Unions	Jan – March 2014	HR / Service Leads
Prepare Articles of Association and create the LATC as a legal entity	Jan 2014	Legal Lead / Shareholder Board
Appointment of Director/s	Jan – March 2014	Shareholder Board
Preparation of contract and schedules for LATC services	Jan – March 2014	Commissioning / Procurement Leads
Preparation of Managed Services Agreement for support services provided by the Council	Jan – March 2014	Procurement / Service Leads
Establish financial management arrangements	Jan – March 2014	Finance Lead
Formalise contractual arrangements	By 31 March 2014	LATC Director/s
'Go Live'	1 April 2014	n/a
Ongoing consultation and engagement	1 April onwards	LATC Management Team

Contact Officers:

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Consulted:

- Council Leadership Team
- Adult Social Care Leadership Team
- New Models of Delivery Programme Board
- Senior Managers in Adult Social Care
- Team Managers and Staff – in-scope services
- Learning Disability Partnership Board
- Trade Union representatives

Annexes:

Annex 1: Draft Business Plan

Annex 2: Communications and Engagement Approach

Annex 3: Value for Money Analysis (part 2)

Annex 4: Draft Equalities Impact Assessment

Sources/background papers:

- 26 March 2013 Cabinet Report 'Strengthening the Council's Approach to Innovation'
 - 22 October 2013 Cabinet Report 'Options Appraisal: in-house support services for working age adults and older people with disabilities'
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Adult Social Care Local Authority Trading Company

Five Year Business Plan 2014-2019 DRAFT

December 2013

DRAFT

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Foreword

This Draft Business Plan outlines a vision for current and future services, to be provided by a new LATC created by Surrey County Council.

The vision, values and service development ideas in this document have been collated from work over the past four years, including:

- Day Services Consultation 2008/09
- Learning Disability Public Value Review 2012
- Day/Community Opportunities project planning and strategy development 2012/13, including workshops with team managers and assistant team managers
- Service Delivery Management Team business planning sessions 2012/13
- Operational Project Team planning workshops during preparation of the business case for the LATC

If the business case for the LATC is approved, we will use this draft plan as the basis for consultation, engagement and co-design with staff and other stakeholders during the implementation of the LATC, with a view to presenting an updated plan to the Shareholder Board for approval prior to the LATC going live.

Mission Statement

Core Purpose

The LATC will deliver day and community support opportunities, as well as assessment, planning and coordination services, for all people, whatever age, whatever level of support they need. We will:

- create a flexible offering so that people can purchase services that most meet their needs – when and wherever they need them
- work with our stakeholders to create sustainable, quality and person-centred services fit for the future
- lead the way in developing innovative models of social care that achieve excellence, and support staff to do the best work of their lives.

We believe that by diversifying and developing the services that we offer, we will be able to reach more people, creating services that are sustainable, flexible and focused on meeting the needs of people in Surrey.

Offering an assessment and planning function, as well as front line delivery services, our aspiration is to support people through their life long journey in social care – by building longer term relationship with individuals and their families and working in joined up and holistic ways we can ensure people are heard and understood, maximise their skills, abilities and independence. To be empowered and supported to articulate their choices and to take as much control in their lives as they want and are able to.

Vision

We believe that people should have opportunities to live the life of their choosing and be supported to be the best that they can and want to be. We believe people with disabilities should be able to have the lives they want to live – access to homes of their own, employment, relationships, friendships and to be contributors to the communities that they live in.

Our services will support people to achieve, celebrating people's strengths and providing support where people need it, to enable people to maximise their independence and stay safe, well and an integral part of their community.

Values

Our services will be:

- **Personal** – offering choice and control for individuals; maximising their autonomy
- **Flexible** – innovative support options; responding to people's needs and aspirations
- **Local** – we will support people to get involved in and contribute to their communities
- **Trusted** – safe, reliable services delivered by skilled staff
- **Value for money** – cost-effective and sustainable, without compromising quality
- **Collaborative** – working with partners and local communities; supporting them to support people

Strategic Objectives

- Continue to deliver high quality services for people with disabilities, that can change and respond to meet people's needs
- Offer services to a wider market, including people who do not meet current eligibility criteria, enabling services to grow and respond to the needs of their local community
- Successful transition of services to a commercial environment, promoting innovation and further developing a culture of continuous improvement
- Support the transformation of Adult Social Care, by promoting the Personalisation Agenda and complementing commissioning strategies
- Be a leader in our field - especially in relation to involvement of stakeholders in the running and development of the organisation
- Be an employer of people with disabilities
- Find ways to actively promote models of 'community development' that build resilience and bring community members together to take collective action and generate solutions to common problems.
- Be a campaigning organisation that offers opportunities for people with or without a disability
- Deliver efficiencies and generate new income in order to sustain and develop services

Policy Context

National Context

Key features of the national context for adult social care services are:

- The Personalisation Agenda
- The Care Bill
- Financial pressures

There are significant financial challenges facing adult social care due to demographic change and the need for reduced expenditure. Local Authorities are reducing adult social care budgets significantly. Councils have reduced their adult social care budgets by £800m in 2013-14, bringing the total level of real-terms spending cuts to £2.68bn since 2011.¹

A national assessment of funding options culminated in the Dilnot report (2011), which outlined future funding proposals for adult social care through an insurance system. However, the exact timing and nature of what will be implemented following this report is still uncertain.

A Laing and Buisson press release accompanying the report Social Care Services for Younger Adults with Learning Disabilities & Mental Illness stated that the overall value of public and private sector supply of specialist care services for learning disabilities and mental health for younger adults (18-64) is estimated at over £8 billion in the UK. The independent sector dominates supply with 79% of the market value. £4.4 billion of this £8 billion is the specialist residential services market and £3.8 billion is the non-residential care market.²

Local Authorities' gross spending on social care for adults (18-64) with learning disabilities is estimated at £5 billion (2012-13). This is 30% of Adult Social Care spending and represents a spend per head of approximately £30,000. Nine per cent of Adult Social Care spending (£1.5 billion) is spent on adults with physical disabilities.

Significant changes are occurring in the adult social care market due to the national personalisation agenda and the move towards self-directed support and personal budgets. Services need to be increasingly focused on independence and choice. The Laing and Buisson press release notes significant developments in England in supported living arrangements, shared lives schemes, and extra care housing

¹ <http://www.communitycare.co.uk/2013/05/07/20-wiped-off-adult-care-budgets-in-three-years-report-directors/#.UnzIVvm-2So>

² Press release accompanying Social Care Services For Younger Adults With Learning Disabilities & Mental Illness UK Market Report 2013, Laing and Buisson

options which are giving clients more choice than previous residential options.³ Councils are also increasingly focused on community provision of services, and moving away from static settings.

Local Context

Excerpt from Surrey County Council's Adult Social Care Strategy for 2013/14-2017/18

The next five years will be exceptionally challenging and will necessitate a radical strategic shift in the way in which Adult Social Care delivers services and a refocus of available resources. We need to make this radical strategic shift because of:

- An unprecedented financial environment in which the Directorate needs to deliver significant efficiency savings and to generate income.
- The need for a collaborative approach with health partners, particularly Clinical Commissioning Groups, to develop our plans and commission more seamless care and support, through the Integration Transformation Fund.
- Radical changes in national policy with the introduction of the Care Bill - we will need to increase our offer to people who fund their own care, give carers the same rights to assessments and services as those they care for and support a new model of paying for long-term care – all of which will have far-reaching impacts for Surrey with a very high proportion of people who fund their own care.
- The demographic pressures presented by an ageing population, with a high incidence of dementia.

Our strategy will be to:

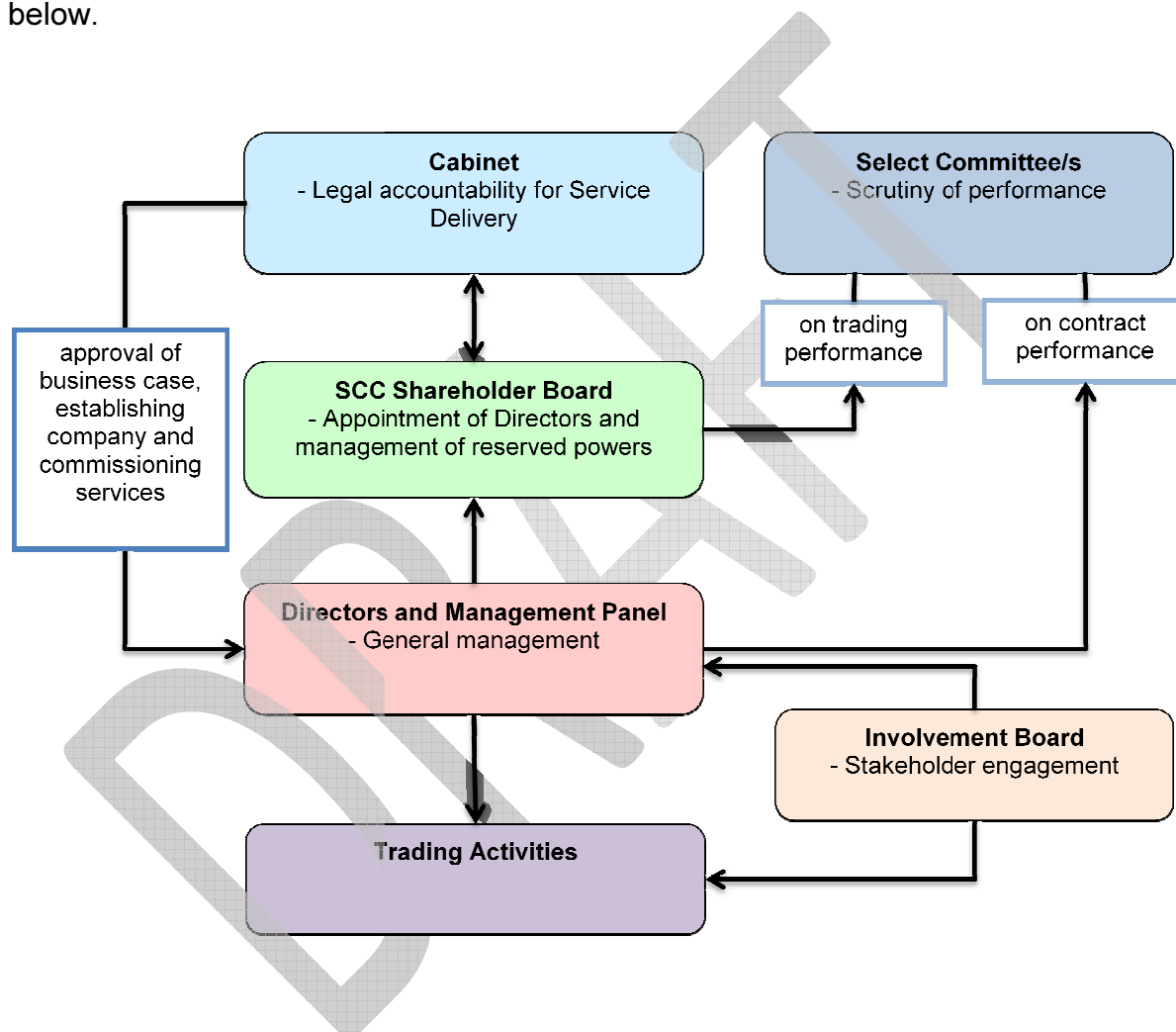
- Connect **family, friends and community support** so people can live independently and prevent/postpone the need for care and support services
- **Collaborative working with health** and other partners to deliver integrated community health and primary care services to improve the health and social care for people
- Provide leadership in the **joint commissioning** of health and social care services to ensure diversity, quality, cost effective and sustainable services
- Offer **universal advice and information services** to all local people to promote their independence and wellbeing
- Continue our commitment to **personalisation**, with all systems, processes, staff and services giving people choice and control over their lives

³ Press release accompanying Social Care Services For Younger Adults With Learning Disabilities & Mental Illness UK Market Report 2013, Laing and Buisson

Governance

The LATC will be limited by ordinary share capital wholly owned by SCC. What the LATC can do and how it is structured depends upon its Articles of Association (“the Articles”). These Articles will be prepared in accordance with this section and the general legal requirements.

The LATC will be a separate legal entity from SCC. The proposed relationship between the executive functions of SCC and the LATC are shown on the diagram below.



Roles within Governance Structure

Role of Cabinet

Cabinet has the decision making powers to approve the LATC’s business case, establish the company and commission services from it in accordance with the usual procurement processes.

Cabinet is responsible for the provision of all of SCC’s executive functions, such as its statutory duties relating to Adult Social Care. The legal responsibility for the performance of statutory services remains with SCC at all times, irrespective of who

actually carries them out on SCC's behalf. Cabinet must ensure (through Adult Social Care Personal Care and Support and Commissioning Services) that the relevant statutory functions are undertaken in accordance with the legislative requirements for such services.

Once the LATC has been established, Cabinet delegates its shareholder controls and responsibilities to the Shareholder Board.

Role of the Shareholder Board

The Shareholder Board ("SHB") is made up of the Leader, the Deputy Leader, the Cabinet Member for Business Services and the Chief Executive. The s151 Officer, the Monitoring Officer, the Strategic Director for Business Services and the relevant Cabinet Portfolio Holder act as advisors to the SHB.

The SHB acts with the delegated authority of Cabinet to:

- a) Assess the financial performance of the LATC and make decisions concerning the issue of any dividends.
- b) Exercise any reserved powers contained in the LATC's Articles. These reserved powers could include, for example, a maximum spend limit on directors, the ability to raise additional finance and the winding up of the LATC.
- c) Make decisions concerning proposed changes to the LATC's business plan, such as the way it delivers statutory services on behalf of SCC or new areas of business. The SHB will also ensure that all the relevant legal requirements have been met for such proposals.

The SHB will be responsible for approving the appointment of any directors and will have the power to remove directors from their post.

The LATC's director(s) will be expected to update the SHB as to progress with the business and any future proposals being considered. The SHB can call the director(s) to account for their management of the LATC.

Role of the Director(s) and Management Panel

Directors

The LATC is required to have at least one executive director. The appointment of the initial and any subsequent director(s) of the LATC will be made by the SHB.

It is the director(s) that will manage the day to day running of the LATC. They will make all of the routine decisions and provide the necessary leadership. The

director(s) will be subject to the standard legal requirements and duties of a company director. For example, they will be expected to obtain appropriate legal, financial and tax advice to enable them to make informed decisions concerning the running of the LATC.

If the LATC has more than one executive director they will be required to manage the LATC jointly as part of a 'Board of Directors'. However, each director may have their own defined roles and areas of responsibility. The Articles will set out the arrangements for voting rights, quorum and other aspects concerning the running of a Board meeting.

The director(s) are responsible to the LATC's shareholders (SCC) and will report to the SHB on a routine basis. This will include the production of an annual report for each financial year of the LATC's operation. The regularity of meetings between the director(s) and the SHB will vary depending on the present circumstances of the LATC.

Non-executive directors with particular expertise or independent views may be appointed to the LATC. These non-executive directors would not have voting rights but could attend and contribute to the Board of Directors meetings they were invited to. Any appointments would be made by the SHB.

The LATC is not required to have a nominated 'Company Secretary'. The director(s) will be responsible for ensuring all filing requirements with Companies House are complied with (such as annual accounts and change of directors notifications, etc).

The Articles will set out in detail the powers (and limits) of the director(s).

Management Panel

It is proposed to create a Management Panel ("the Panel") to assist the director(s) in business planning for the LATC. This Panel is distinct from the 'Board of Directors' and would not be able to bind the director(s) to a certain course of action.

The Management Panel will likely consist of the director(s), senior management of the LATC (as appropriate) and an elected representative(s) from the Involvement Board. The Panel is intended to provide a structured forum for the director(s) to engage with these groups concerning the running of the LATC. This would include feedback about the LATC's operations and a chance for proposals to be put to the director(s) for consideration.

Role of Select Committees

Select Committees will retain their scrutiny functions in relation to two distinct aspects of the LATC:

a) The Council's Overview and Scrutiny Committee will be able to call the SHB to account for the overall success of the LATC and progress in relation to SCC's investment in the LATC and any returns it is making; and

b) The Adult Social Care Select Committee will be able to call the director(s) of the LATC to account for the quality and ability of the LATC to deliver those statutory services it has been commissioned to provide.

The Select Committees report to Cabinet with their findings and make such recommendations as appropriate.

Role of the full Council

The full Council may question and provide input to the Cabinet's exercising of its executive functions in accordance with SCC's constitution.

Stakeholder Engagement and Partner Involvement

Greater stakeholder involvement in the governance and day-to-day operation of the LATC is seen as an essential part of the business.

Stakeholders will include:

- people with who use the LATC's services
- family carers and personal advocates
- staff and volunteers working within the organisation.

Representatives from these groups will form an active planning and steering group called the 'Involvement Board'. This group will develop its own constitution and will elect a representative (or co-representatives if so necessary in the future) to attend the Advisory Panel. This will enable stakeholders to have an active part in the LATC.

The involvement of service partners and other interested parties will also be actively sought.

Services

The LATC will be initially contracted by the Council via Adult Social Care commissioners and will be expected to provide services according to the standard contract terms issued by the Council, with all associated requirements regarding reporting, performance, and quality assurance.

The LATC will continue to offer the following services on its first day of trading:

- **Day Services**, which provide approximately 790 people with learning and physical disabilities with a range of opportunities for leisure, activities, training, volunteering and work in a variety of settings.
- The **AboutUs Team**, which supports people using day services with accessible learning programmes and communications projects.
- **EmployAbility**, which supports approximately 650 adults and young people with disabilities who are seeking or engaged in work, volunteering or training.
- **Shared Lives Service**, which matches Shared Lives carers with people with disabilities and older people, offering short or long term care in a family home environment.
- The **Personalisation Team**, which works with adults with learning disabilities to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks.

Service type	People who use services (customers)
Provider Services	
Day Opportunities: <ul style="list-style-type: none"> • Specialist Support • Community based activities • Evening breaks and holidays • Volunteering Projects • AboutUs Accessible Learning and accessible Technology • Transport to/from activities 	Adults (18+) with: <ul style="list-style-type: none"> • Learning disabilities • Physical disabilities and sensory impairment People who are eligible for support from the Council Majority Surrey residents, some customers from other local authorities (OLAs)
EmployAbility: <ul style="list-style-type: none"> • Job finding / job coaching and support • Supported volunteering • Job clubs • Work with schools and colleges 	Any adults who are eligible for support from the Council, except for people with mental health as their main support need Young people in schools and colleges Majority Surrey residents, some customers from other local authorities (OLAs)
Shared Lives Service	Any adults who are eligible for support from the Council, including older people Majority Surrey residents, some customers from other local authorities (OLAs)
Assessment and Support Planning	
Reassessment, Reviews and Support Planning	All adults who currently access the Council’s in-house provider services

Operating Model

The overall approach being taken to the creation of the LATC is to:

- transfer staff and services into the LATC more or less ‘as is’, with a framework to enable changes over time
- minimise the impact on services and staff remaining in SCC.

This approach is intended to give stability to both the LATC and SCC, but with enough flexibility to enable the LATC to make the changes it needs to once it is operational and the management team has an understanding of what is required to deliver the business plan.

Staffing

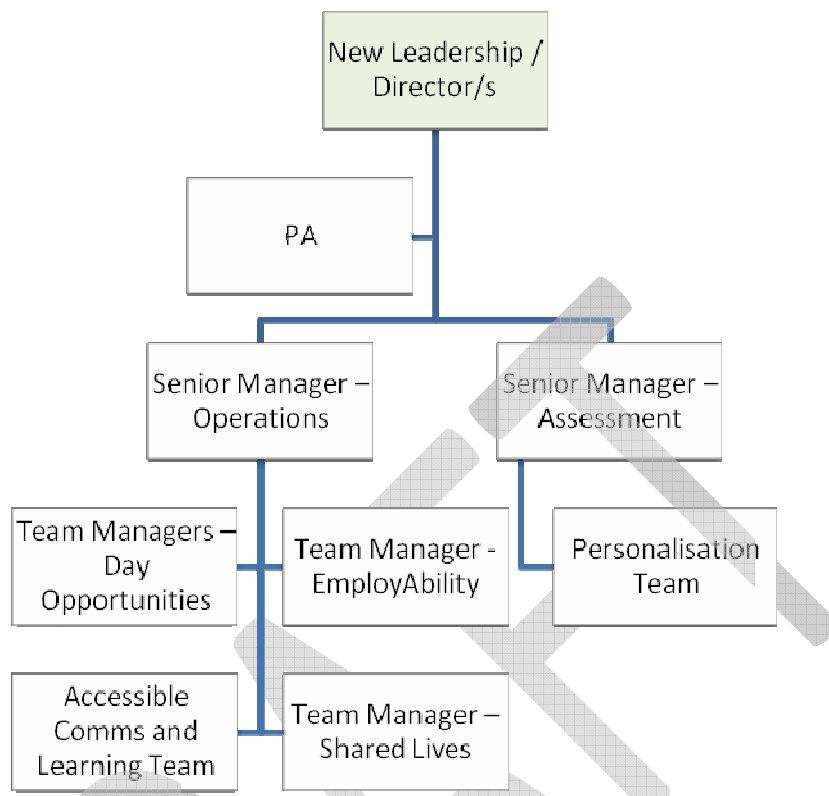
All posts within in-scope services will be transferred across to the LATC in accordance with TUPE (Transfer of Undertakings, Protection of Employment) regulations. The existing management structure will stay in place on day one, with the addition of the Shared Lives Team. Approximately 294 staff will be part of the transfer.

In addition to the posts transferring to the LATC, the financial model allows for the creation of a new leadership post. The Shareholder Board will be responsible for appointing the leadership of the LATC.

No other posts will be moved across to the LATC. Support functions such as HR and Finance will be provided initially through a Managed Services Agreement with SCC, as outlined below.

The LATC will have admitted body status within the Local Government Pension Scheme, which will remain open both to Council employees transferring to the LATC and to new employees joining it.

LATC Staffing Structure – Day One



Suppliers, Systems and Infrastructure

SCC will continue to provide support services to the LATC for the duration of the initial contract through a *Managed Services Agreement*.

The LATC will establish contractual Service Level Agreements (SLAs) with each support service from its first day of trading. These will include measurable performance indicators, break clauses and remedies for non-performance.

Once the LATC is operational there will be a quarterly review process whereby SLAs are refined to more accurately reflect the support the LATC needs.

Support services included

- HR support – transactional including safer staffing requirements and case management activities
- Recruitment services
- Training
- Payroll
- Finance– transactional finance functions and financial controller activities
- IMT – provision of IT equipment and services – including helpdesk support

- Insurance provision (buildings, vehicles, employers and public liability)
- Property management for the operational buildings
- Professional strategic support, on a per day basis, from HR, Finance, Procurement and Property (and other departments as required).
- Communications activities – on a per project basis
- Legal Support – on a per day basis as required
- Website support
- Adult Social Care and Service Delivery support services, including business support, project support, quality and assurance, safeguarding

Use of External Suppliers

At creation, the LATC will be subject to the same rules concerning procurement as SCC itself. The LATC can contract freely with SCC to acquire services from SCC without having to tender. The LATC will also be able use suppliers that SCC has approved for procurement purposes.

However, the LATC will not be bound by existing framework agreements and could contract with new suppliers. If the LATC wishes to award a contract to a new supplier and it exceeds the procurement financial thresholds, the LATC will need to comply with the EU procurement laws.

As part of the implementation phase, a Partnership Sharing Agreement will be developed between SCC and the LATC, enabling the LATC to use SCC's IMT suppliers.

Property and Assets

The Head Office of the LATC will be at Fairmount House, Leatherhead.

LATC services currently use a range of different premises, which are either owned or leased by SCC, or hired on a casual basis for service activities.

We will review our use of office accommodation and day services premises on an ongoing basis to ensure premises are fit for purpose and cost effective.

Priorities for review:

- Office accommodation requirements – more mobile working, utilise capacity in operational buildings
- Continue move towards local community bases and specialist support – reshape large day centres to meet local need
- Where there is existing capacity in operational buildings, rent or hire space to partner organisations

Approach to hiring or leasing premises

Premises Type	Details	Approach
Office Accommodation	Fairmount House – Senior Management, Shared Lives Service, Personalisation Team, AboutUs Quadrant Court - EmployAbility	Maintain status quo – Managed Services agreement between SCC/LATC based on current usage
Day Services – SCC owned	6 day centres for learning disability services 2 physical disability resource centres 1 office project	Leases/licences to be agreed between SCC and LATC. SLAs for facilities management, maintenance etc. as part of managed services agreement
Day Services – leased by SCC	Lockwood Day Centre Frenches Lodge The Cottage Ian Goodchild Centre ⁴	SCC will remain the Principle tenant and will grant a licence to occupy to the LATC, with an SLA for facilities management as for SCC-owned premises. This is subject to agreeing those terms with the Freeholders of those buildings.
Non-SCC owned premises used by in scope services on a casual or regular hire basis	14 sites used by community groups and volunteering projects ⁵	LATC to continue casual arrangements as needed

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Assets

Property and IMT assets will be leased from SCC as part of the managed services agreement.

Small assets, such as vehicles and equipment in day centres, will be purchased from SCC by the LATC at market value when it starts trading.

⁴ SCC is in the process of agreeing a lease, with completion expected by the end of December 2013

⁵ At August 2013

Policies and Procedures

In line with the overall approach, the LATC will continue to use all relevant SCC policies and procedures in the first instance, but will review and refine these over time to ensure they are fit for purpose.

Information Sharing

An Information Sharing Protocol will also be developed during implementation with support from the ASC Information Governance team.

Data Protection

The LATC will comply with the relevant legislation and guidance concerning Data Protection, including adopting suitable policies and practices to ensure data is adequately safeguarded.

Freedom of Information

As a company wholly owned by SCC, the LATC will be subject to requests for the disclosure of information under the Freedom of Information Act 2000 (“FOI”) in its own right. As such, the LATC will maintain a records management system that complies with the relevant guidance concerning the maintenance and management of records.

The LATC will liaise with SCC as appropriate to ensure consistency in answering FOI requests and provide such information to SCC as it may require to answer requests it has received.

Business Development and Marketing Strategy

In line with our vision and values, our approach to business development will be:

- Focus on retaining our existing customer base – driving up quality and bringing down unit costs
- Build customer base and income streams
- Develop new community support services

Distinction against the market

What are the strengths of our current services?

Area of Strength	Explanation
Stability	<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>We've been working with our current customers for many years. They know and trust us and we know them and their needs as individuals and consumers of services. We have well established networks and relationships across all stakeholder groups in Surrey and beyond.</p>
Workforce	<p>Provider services are delivered by a stable and well-trained workforce. As a result risk is managed well and quality standards are maintained.</p> <p>We can provide better consistency and longer term relationships than providers with higher turnover and less investment in training.</p>
Engagement with people who use services	<p>We have good relationships with people who use services, families and carers. We have a track record of listening to and working with the people we support, and will continue investing in communications and engagement, such as the Easy Info for Us website.</p>

Area of Strength	Explanation
<p>Community engagement</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 family, friends and community support (social capital) opportunities within local communities.</p> <p>The Personalisation and Assessment team works with people in to develop networks in their communities, supporting them to access family, friends and community support; the team also sets up local stakeholder groups to ensure local engagement and communication is maintained.</p> <p>EmployAbility has excellent working relationships with local employers, schools and colleges.</p>
<p>Value for Money</p>	<p>Historically services have facilitated quality, well received 'large group' activities – leisure, music, dance, drama and creative arts.</p> <p>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.</p>
<p>Scale</p>	<p>As the largest provider of day opportunities for adults with learning disabilities in Surrey, we have good coverage of services across the county and the use of dedicated facilities.</p>
<p>Expertise</p>	<p>We have some particular areas of expertise within our services, for example</p> <ul style="list-style-type: none"> • working with people who have Down’s Syndrome who are developing dementia • award-winning EmployAbility team • National Autistic Society accreditation for some services • development of ‘Easy Read’ information and resources • Assessment Team who are highly skilled at enabling people with learning disabilities to have increased choice and control throughout assessment and planning processes • Implementation of the Mental Capacity Act 2005
<p>Coordination/ planning</p>	<p>The Assessment and Planning Team is responsive to people’s needs and designs bespoke services for groups and individuals.</p>

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Current Market Position

Service Area	Market Position
Day Opportunities	<ul style="list-style-type: none"> • Largest provider of day services for adults with learning disabilities in Surrey with coverage across the county • Other providers include Surrey and Borders NHS Partnership Foundation Trust and independent providers and charities • Limited information is available regarding fees charged by other providers for similar services, but initial assessment shows that LATC services are close to a market rate
EmployAbility	<ul style="list-style-type: none"> • The Council's EmployAbility service is the main provider of employment support for people with learning disabilities and physical disabilities in Surrey. The Council also funds two external providers through joint commissioning arrangements to provide employment support specifically to people with mental health issues. • There are welfare to work providers across the country, generally funded through Department for Work & Pensions programmes, who also work with people with disabilities. However these providers often do not have the specialist skills and knowledge required to work with people who face significant barriers to work due to their disabilities.
Shared Lives	<ul style="list-style-type: none"> • The Shared Lives Service is almost unique in Surrey, particularly in its work with older people and people with dementia. The Service has a small but growing number of carers spread across the county, with better coverage in the east currently, particularly Epsom. • There is one other provider offering a similar service in Epsom for people with learning disabilities.
Personalisation & Assessment Team	<ul style="list-style-type: none"> • The Personalisation and Assessment Team is in a strong position – it was created in-house as SCC was unable to achieve its objectives from the Learning Disability PVR by working with external social work providers • Competition is expected to grow in this area in response to opportunities created by the Care Bill

Market Opportunities

Customer segments

1) People who are funded by SCC (or OLAs) but do not currently access our services:

- Adults with learning disabilities – approximately 3,300 people with a learning disability are known to SCC⁶; LATC services work with approximately 1000 people at present
- Young adults – according to Commissioners there is a demand for a greater range of services for young people; each year approximately 90-120 young people with high support needs are leaving school, of which 75% have a primary need of learning disability or Autism.⁷
- People with physical or sensory disabilities – LATC services support a very small proportion of this group

2) People who are not funded by SCC (or OLAs) but can afford to purchase services:

- Adults with learning disabilities: There are approximately 20,000 adults living in Surrey in 2013 with a learning disability⁸, 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. There is limited evidence regarding the existence of a self-funder market for people in this group.
- Adults with physical disabilities: 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. There is little evidence of the extent of the self-funder market in Surrey for people in this group.
- The report *People who pay for care: quantitative and qualitative analysis of self-funders in the social care market*⁹ stated “there is a considerable degree of self-funding in mental health, and to a lesser but still significant extent, in learning and physical disability, that it would be useful to explore in the future.”
- Older people: The number of Surrey residents aged 65 and over is set to rise from 209,800 in 2013 to 237,900 in 2020 (a 13.4% increase) Within this, the number of people aged 85 plus will rise from 32,400 to 42,000 over the same period (a 29.6% increase).¹⁰
- Self-funders, together with people in receipt of NHS funding and funding from other local authorities, are estimated by commissioners to make up the majority of social care customers – about 75-80% of the total market for care and support for older people.

⁶ Swift/AIS January 2013

⁷ Children’s Services February 2013

⁸ POPPI and PANSI February 2013

⁹ <http://www.thinklocalactpersonal.org.uk/Browse/Self-funders/?parent=8609&child=8647>

¹⁰ POPPI December 2013

3) Commissioners and other organisations:

- Neighboring local authorities, who will increased assessment responsibilities following the Care Bill
- NHS / CCGs – roll-out of personal budgets, increased scrutiny on assessments and care planning post Winterbourne View
- Other providers:
 - Other day opportunities providers
 - 217 CQC-registered care homes in Surrey providing support to adults with learning disabilities
 - Personal Assistants employed by individuals
 - Schools and colleges
- Further work is needed to explore what products and services we could offer to these organisations. Initial ideas for exploration include:
 - Tender for contracts – EmployAbility, Shared Lives, Assessments and Support Planning
 - Menu of assessment and support planning services
 - Training offer to personal assistants

Additional service development opportunities identified by Commissioners:

- Evening and weekend activities
- Other commissioners – health, other local authorities
- 'Life skills' – supporting people with financial management, shopping, etc
- 'Intensive Interaction' services for high needs individuals
- Personal Assistance support to self-funders (including people who are not eligible for support), children
- Joint ventures with specialist providers
- Transport Training – supporting individuals to use public transport; working with District and Borough Community Transport
- Offering services to independent sector providers (e.g. Local residential / nursing care homes)
- Working with Kingston University to provide Social Care student placement / work experience opportunities.

Product and Services Development

Based on the above this is a very informal collection of ideas that will need to be tested and further developed with partners and stakeholders prior to implementation:

Service Area	Development Strategies
Day Opportunities	<p><i>New Customers</i></p> <ul style="list-style-type: none"> • Young people with disabilities • Private funders • People who do not meet current eligibility criteria • People living in neighbouring local authorities <p><i>New Products</i></p> <ul style="list-style-type: none"> • Bespoke group activities designed in partnership with Personalisation & Assessment Team • New volunteering projects across the county • Extend evening and weekend activity options in response to demand • Greater flexibility in how people access facilities, eg ‘drop in’ rate
EmployAbility	<p><i>New Customers</i></p> <ul style="list-style-type: none"> • Young people not in employment or education • Working with specialist and mainstream schools to increase their work experience offer to young people (aged 14 to 18) with additional support needs <p><i>New Products</i></p> <ul style="list-style-type: none"> • Develop an alternate offer to college for those young people with disabilities looking to undertake more realistic job training in the work place - Phase 2 of this development area would be the inclusion of an ‘accommodation offer’ within the LATC to enable young people to have the experience of a student lifestyle as they train • Continued development of a self-employment model that meets the requirements of tax legislation for entrepreneurial people with a learning disability
Shared Lives	<p><i>New Customers</i></p> <ul style="list-style-type: none"> • Recruit new Shared Lives Carers across the county; focused recruitment plan for areas of high population density – Guildford / Woking etc • People who fund their own care – particularly older people <p><i>New Products</i></p> <ul style="list-style-type: none"> • Short breaks and day activities to complement the community-based day opportunities offer
Personalisation & Assessment Team	<p><i>New Customers</i></p> <ul style="list-style-type: none"> • People who do not meet current eligibility criteria

Service Area	Development Strategies
	<ul style="list-style-type: none"> • People who fund their own care • Carers • Other Local Authorities, NHS trusts, CCGs, Providers etc. • SCC – extend scope of commissioned service • People in receipt of health funding and those in treatment and assessment units <p><i>New Products</i></p> <ul style="list-style-type: none"> • Expanded assessment work to support SCC and other local authorities to meet their new obligations once the Care Bill is enacted, eg support planning for self funders; support for carers • Menu of assessment and planning options, including: parenting assessments for adults with disabilities, occupational therapy Assessments, intervention plans and equipment provision, physiotherapy, moving and handling, speech and language therapy/ communication, telecare/technology, Capacity Assessments and Best Interest Decisions, financial management • Independent Safeguarding investigations • Housing Options Assessment and Planning • Person centred plans/life plans/life coaching • Easy read/accessible communications so you can access your information, on paper, electronically, on ‘devices’ • Out of county work • Assessments where there is potential for conflict or differing views about the needs of an individual – ‘managing difficult conversations’ • Complex case work, high cost package planning • Facilitating pooling of budgets and micro-commissioning • Community development – Local Area Coordination
<p>Toolkit Services / New Community Support Services</p>	<p><i>New Customers</i></p> <ul style="list-style-type: none"> • Any individual wanting to purchase support, with an initial focus on people with learning disabilities, physical disabilities and/or sensory impairment • Sell accessible communication services and products to other providers, organisations, local authorities <p><i>New Products</i></p> <ul style="list-style-type: none"> • Short-term pieces of targeted work (interventions) with individuals and the development of learning and communication ‘tools’ have the potential to support people reach the goals they set themselves and decrease their reliance on local authority support. • Specialist assessments and solutions • Development of personal communication tools • Increasingly roll out their technology offer, researching and testing mainstream tablet and smart phone technology to aid independence with people who use services

Service Area	Development Strategies
	<ul style="list-style-type: none">• Travel Training services• Money management support• Personal independence skills building (example: learning to cook in your own home)• A training and supervision service for Personal Assistants employed by people with an individual budget• Registered personal assistance service• Telecare Response

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Appendices

1. Financial Projections (confidential – commercially sensitive)
2. Financial Assumptions (confidential – commercially sensitive)
3. Overview of other LATCs

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Appendix Three: Summary of Existing Local Authority Trading Companies

Name	Local Authority	Date Established	Products/services	Turnover*	Post Tax Profit*	Staff	Board composition
Norse	Norfolk County Council	2006	31 operating companies: catering, cleaning, environmental services, transport, property design and management and care services for the elderly	£270m	£2.5m	7,900	10 Directors including Chief Exec and Leader of Norfolk CC
Essex Cares	Essex County Council	2009	Supported employment, HomeSafe, Home Share, Mobility aids, Outreach, Reablement, Sensory Services, Telecare, Wellbeing Centres, Work based training	£38m	£1.3m	930	Chairman (Essex councillor) vice Chairman (solicitor) and 2 non-executive directors
Optalis	Wokingham Borough Council	2011	Adults Social Care - Advisory brokerage and management services, community based support, learning disability day services, supported employment, home care, learning disability homes	£11m	£140,000	339	Chairman, 5 directors, 1 independent director (Director ASC at Tri-borough)
Olympus	Northamptonshire County Council	2011	Adult Social care - domiciliary care, care homes, learning disability day centres, shared lives, employment and disability service, specialist equipment, community OT	£32m	£3.1m	1,347	MD, Finance Director, 4 non-executive directors
Bon Accord Care	Aberdeen City Council	2013	Meals on wheels, telecare, OT, enablement, equipment services, residential, respite and day care services, wellbeing centres	not available		not available	Chairman, MD, finance director, non-executive directors
The Barnet Group	London Borough of Barnet	2012	Your Choice Barnet - learning disability services: respite, Independent living, supported living, autism services. Barnet homes - 15,000 council homes managed, social housing applications. Your choice Barnet - adult social care (independent living, supported living, respite, day centres				chairman, 4 executive board members, 2 councillors, vice-chairs of Your Choice Barnet and Barnet Homes
Buckinghamshire Care and Support	Buckinghamshire County Council	2013	Day opportunities services, respite care, laundry services, reablement services	not available		not available	advertising
Croydon Care Solution and 2 subsidiaries: Croydon Equipment Solutions/Croydon Day Opportunities	London Borough of Croydon	2011	Day opportunities, community support for adults with learning disabilities, equipment services, employment support service, partnership services for local authorities	£4m	£13,000	94	Chairman, MD, finance director, 2 directors
Oldham Care and Support and Oldham Care at Home	Oldham Council	2013	Adult social care				
	Gateshead Council		Development & Enterprise, Design and Local Environmental Services, Construction Services				
CYT Limited	York City Council	2011	Recruitment services work with job seekers and with employers. Specialise in social workers, education, administration, manual and technical work	predicted £3m	predicted £129,000	553	
Kent County Trading	Kent County Council	2005	Commercial Services Kent, Kent Top Temps	£38m	£689,000	749	

* Financial information found on www.duedil.com

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Annex Two: Proposed communications and engagement approach

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	2013			2014					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Project Phase	Business Case Preparation 22 Oct – 17 Dec			Implementation Jan – Apr 2014 -Creation of LATC and transfer of liabilities - Contract/SLA negotiations				Go Live April 2014 on	
Staff – in-scope services	Early Engagement - Team Managers briefing -Staff team briefings -Q&As circulated and posted on snet -Set up shared inbox for queries -Questionnaire			Consultation and Engagement Jan – Apr 2014 -Formal consultation regarding staff transfer -Further briefings, Q&A sessions - Themed staff working groups to support business planning and implementation				Establish Involvement Board Ongoing involvement of staff , people who use services, families and carers built into the governance structure of the LATC	
People who use services, families and carers; partner organisations	Early Engagement -Options paper circulated - Discussions with Learning Disability Partnership Board - Simple Q&As document circulated			Engagement and co-design -Co-design groups and events on business planning topics - Ongoing updates via newsletters, EasyInfo website, multi media formats -Updates to stakeholder groups				Comms/Marketing Strategy Ongoing work to promote services, share good news stories	
General public, other SCC staff	Information -Options Paper published on SCC website - Email circulated to key stakeholders			Information -Cabinet report and draft business plan to be published on SCC website and circulated in an accessible format -Respond to queries - Updates using regular communication channels – day services newsletters, e-brief					

▲ Cabinet

▲ Cabinet

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1. Topic of assessment

EIA title:	Adult Social Care Local Authority Trading Company (LATC) Business Case
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EIA author:	Simon Laker
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2. Approval

Note 04.12.13 – This is a draft EIA awaiting approval from Adult Social Care Directorate Equalities Group, which is being sought ahead of the 17 December Cabinet meeting.

	Name	Date approved
Approved by		

3. Quality control

Version number	v0.3	EIA completed	
Date saved	04.12.13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Graham Wilkin	Interim AD, Service Delivery, Adult Social Care	Surrey County Council	Project Team Chair
Marion Price	Parent/Carer	LD partnership Board	Stakeholder
Simon Laker		Surrey County Council	Programme Manager
Omar Mehtar	HR Advisor	Surrey County Council	HR Advisor
Kat Macann	Project Manager	Surrey County Council	Project Manager

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>On 17 December 2013 the council's Cabinet will be presented with report recommending the creation of a Local Authority Trading Company (LATC) as a new model of delivery for selected in-house services for adults with disabilities. This report will include a business case and a draft business plan for the LATC.</p> <p>As a starting point, this EIA focuses assessing the impact of the decision to create a LATC for the services listed below.</p> <p>If the business case is approved by Cabinet, we will start a consultation and engagement process to involve staff and other stakeholders in developing the business plan for the LATC, which will describe the company's vision and values, operating model, and plans for service development.</p> <p>This EIA will be updated over coming months to assess the impact of any changes identified through the business planning process.</p> <p>The services in scope are:</p> <ul style="list-style-type: none">• Day Services for people with learning disabilities and physical disabilities• AboutUs Accessible Learning Team• EmployAbility• Shared Lives Service• Personalisation Team <p>Day 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.</p> <p>The AboutUs Team works across the county with people who use day services. The team offers an accessible learning programme and works on accessible communications projects.</p> <p>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,</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>schools and colleges.</p> <p>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.</p> <p>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.</p>
<p>What proposals are you assessing?</p>	<p>We are assessing the proposal to create a Local Authority Trading Company as a new model of delivery for selected in-house services for adults with disabilities.</p> <p>Business Case Proposal</p> <p><u>No changes to the delivery of current services are proposed</u></p> <p>The basis of the business case is that the LATC will be contracted by the Council to continue delivering the current services, but moving to a formal commissioner / provider relationship with the Council.</p> <p>Once the LATC is operational, will look for opportunities to develop through a combination of:</p> <ul style="list-style-type: none"> • Improving existing services • Offering services to a wider range of customers • Developing new community support services <p><u>Changes to Staffing</u></p> <p>All posts within in-scope services will be transferred across to the LATC under TUPE (Transfer of Undertakings, Protection of Employment) regulations. No changes are proposed to staff terms and conditions, duties or work locations.</p> <p><u>Changes to Governance</u></p> <p>The biggest change in this proposal is to how services are managed. The business case gives a summary of the proposed governance arrangements. The LATC will be wholly owned by the Council, but services will have a different relationship with the Council and Adult Social Care.</p> <p>To ensure that people who use services continue to be at the heart of our services, we are proposing to create an 'Involvement Board' to The Involvement Board will include representatives of:</p> <ul style="list-style-type: none"> • people with disabilities who use services • family carers and personal advocates • LATC staff and volunteers.

EQUALITY IMPACT ASSESSMENT TEMPLATE

It will be an active planning and steering group and will have a representative on the management panel of the LATC.

Background

The proposal follows a large-scale consultation in 2009 on the future of Day Services and the 2012 Learning Disability Public Value Review.

On 22 October 2013 Cabinet received a report from the Strategic Director for Adult Social Care which outlined the options available to the Council regarding the future of in-house day services and community support options for people with disabilities and older people. Three options for these services were assessed in terms of their potential to meet both current and future needs of customers and secure the long term sustainability of services:

- stay “as is”
- de-commission services and re-commission in the market
- adopt a different model of delivery.

The report concluded that a different model of delivery, namely a Local Authority Trading Company (LATC), was 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.

Authority was given to the Strategic Director to proceed with investigating the feasibility of creating a LATC.

EQUALITY IMPACT ASSESSMENT TEMPLATE

Who is affected by the proposals outlined above?	<u>Staff</u>																
	Approximately 294 staff are expected to be part of the transfer.																
	<u>People who use services, families and carers</u>																
	This table shows the approximate number of people each service currently works with:																
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service</th> <th style="text-align: left;">Who is it for?</th> <th style="text-align: left;">Number of people¹</th> </tr> </thead> <tbody> <tr> <td>Day Services and AboutUs</td> <td>Adults (18+) with learning disabilities, autism, physical disabilities and/or sensory impairments</td> <td>794</td> </tr> <tr> <td>EmployAbility</td> <td>Any adults who are eligible for support from the Council, except for people with mental health as their main support need</td> <td>646 registered job seeking and/or on courses 511 in work or voluntary placements</td> </tr> <tr> <td>Shared Lives Service</td> <td>Any adults who are eligible for support from the Council, including older people</td> <td>22</td> </tr> <tr> <td>Personalisation Team</td> <td>All adults who currently access the Council's in-house provider services</td> <td>165</td> </tr> </tbody> </table>		Service	Who is it for?	Number of people ¹	Day Services and AboutUs	Adults (18+) with learning disabilities, autism, physical disabilities and/or sensory impairments	794	EmployAbility	Any adults who are eligible for support from the Council, except for people with mental health as their main support need	646 registered job seeking and/or on courses 511 in work or voluntary placements	Shared Lives Service	Any adults who are eligible for support from the Council, including older people	22	Personalisation Team	All adults who currently access the Council's in-house provider services	165
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<u>Future potential customers</u>																	
<p>The business case identifies opportunities for the LATC to develop new services or offer current services to a wider range of customers. These may include:</p> <ul style="list-style-type: none"> • People who are funded by SCC (or Other local authorities) but do not currently access LATC services • People who are not funded by SCC (or OLAs) but can afford to purchase services • Commissioners and other organisations 																	

¹ Data from September 2013. Some people access multiple services – the Personalisation Team currently works solely with individuals accessing an in-house service.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out

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.

An 'easy read' style version of the 22 October Cabinet report was published on the Council's website, with a link circulated to the all affected staff, ASC managers and all stakeholders on the Learning Disability Partnership Board and Empowerment Boards email lists.

Engagement regarding the preparation of the business case has included:

- Briefing staff in affected services and creating a Questions and Answers document responding to questions raised in these sessions
- Personalisation Team away day
- Meeting with Trade Union representatives
- Meeting with the Learning Disability Partnership Board to discuss the proposal and future communication needs/ideas
- Preparation of a general 'Q&A' document for external stakeholders.

A Communication and Engagement Plan is attached to the business case, outlining plans to engage with staff and other stakeholders from January 2014 onwards. We plan to involve staff and people who use services, carers and families in a co-design process over coming months to refine the business plan for the LATC.

There has been no specific consultation with stakeholders outside the EIA team regarding the preparation of this initial EIA, aside from incorporating feedback from the ASC Directorate Equalities Group. However, the EIA will continue to be revised over coming months as part of the wider engagement that is planned.

Once the LATC is operational, the governance structure (described above) will ensure that stakeholder engagement is a key part of business as usual.

Data used

- Data regarding people using services was updated by in-scope services in September 2013
- Staffing data, for the purpose of due diligence, has been gathered from Surrey County Council Payroll and Organisational Management databases
- Options Appraisal and SWOT analysis presented to Cabinet 22 October 2013

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	The LATC's draft business plan includes ideas for developing new services for younger people with disabilities and older people	None identified	Commissioners have highlighted demand for a greater of services for young people; each year approximately 90-120 young people with high support needs are leaving school, of which 75% have a primary need of learning disability or Autism. ³
Disability	Sustainability and continued improvement of existing services Opportunities for the LATC to develop new services Flexibility for the LATC to offer services to people who are not currently eligible for support from the Council	None identified in terms of the proposal to create a LATC People with learning disabilities may find it difficult to understand what the changes may mean for them.	The Cabinet Report on 22 October included a SWOT analysis showing the benefits of the LATC model in terms of protecting services. The LATC will be legally allowed to trade with private individuals or businesses, whereas the Council cannot.
Gender reassignment	None Identified	None Identified	
Pregnancy and maternity	None Identified	None Identified	
Race	None Identified	None identified in terms of the proposal to create a LATC We will need to ensure information regarding changes and services is accessible to people whose first language is	

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

³ Children's Services February 2013

EQUALITY IMPACT ASSESSMENT TEMPLATE

		not English	
Religion and belief	None Identified	None Identified	
Sex	None Identified	None Identified	
Sexual orientation	None Identified	None Identified	
Marriage and civil partnerships	None Identified	None Identified	
Carers⁴	<p>The LATC's draft business plan includes ideas that could have a positive impact on carers, such as:</p> <ul style="list-style-type: none"> • develop new services for carers, including assessments and support planning • extend evening and weekend options for services • further develop short breaks and holidays offer • flexibility for the LATC to offer services to people who are not currently eligible for support from the Council 	None Identified	

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⁴ 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.'

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None Identified	None Identified	All staff currently employed in the services and teams listed in the proposals will transfer under TUPE to the LATC with no changes to their terms and conditions, duties or work location. As the proposals do not entail a significant change to current working conditions we do not anticipate any impact on staff with protected characteristics
Disability	The LATC's draft business plan states that we want to work closely with EmployAbility to identify work and volunteering opportunities for people with disabilities within the LATC	None identified in terms of the proposals themselves We will need to ensure the consultation process is fully accessible to staff with physical or sensory impairments or learning disabilities Possible negative impact on service delivery during implementation of the LATC if key staff/managers are heavily involved in project work	As above
Gender reassignment	None Identified	None Identified	As above
Pregnancy and maternity	None Identified	None identified in terms of the proposals themselves We will need to ensure the	As above

EQUALITY IMPACT ASSESSMENT TEMPLATE

		consultation process is fully accessible to staff who are on maternity leave	
Race	None Identified	<p>None identified in terms of the proposals themselves</p> <p>We will need to ensure the consultation process is fully accessible to staff whose first language is not English</p>	As above
Religion and belief	None Identified	None Identified	As above
Sex	None Identified	<p>None identified in terms of the proposals themselves</p> <p>We have a significant percentage of female staff who work part time. We will need to ensure the consultation process is fully accessible to these staff.</p>	As above
Sexual orientation	None Identified	None Identified	As above
Marriage and civil partnerships	None Identified	None Identified	As above
Carers	None Identified	<p>None identified in terms of the proposals themselves</p> <p>We will need to ensure the consultation process is fully accessible to staff who have caring responsibilities</p>	As above

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
Updated Communication & Engagement plan to include ideas from the Learning Disability Partnership Board	Added ideas for communication actions in response to feedback.

9. Action plan

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Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Accessibility of consultation and engagement processes for people with learning disabilities	All key public documents will be published in an 'easy read' format The Communications & Engagement Plan will include presenting information using different media such as video and radio	Full Communications Plan to be in place by 20 December	Claire Richards / Gail Petty
Accessibility of consultation and engagement processes for people with English as a second language	All key public documents will be published in an 'easy read' format Information will be presented to staff in face to face meetings and discussions. Line managers will be fully briefed and will be able to support staff individually if required	As above	Claire Richards / Gail Petty
Accessibility of consultation and engagement processes for staff who are on maternity leave, work part time or have caring responsibilities	Hard copies of all key information, including question and answer documents, will be sent to all staff. All communications will be cascaded in hard copy as well as electronic formats Line managers will be fully briefed and will be able to support staff individually if required	As above	Claire Richards / Gail Petty
Negative impact on service delivery during implementation of the LATC if key staff/managers are involved in project work	Thorough implementation planning to identify key actions and resources required; plan ahead to ensure 'business as usual' will be adequately supported Dedicated project resource to	Draft implementation plan by 18 November Full implementation plan by 20	Kat Macann

EQUALITY IMPACT ASSESSMENT TEMPLATE

	support implementation	December	
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10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Information:</p> <ul style="list-style-type: none"> • Data regarding current customers from service data collection September 2013 • Staff data from Surrey County Council Payroll and Organisational Management databases. • Data regarding potential future customers from the LATC Draft Business Plan <p>Engagement:</p> <p>While developing the proposals we have engaged early on with affected staff and key stakeholder groups to identify their initial concerns and questions.</p> <p>Wider consultation and engagement with staff and other stakeholders is planned as part of the next phase of the project and will include specific engagement regarding equalities impacts.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The Draft Business Plan identifies a number of opportunities to improve and develop services for existing customers and other potential customers – in particular older people, young adults with disabilities, and a wider range of people with disabilities.</p> <p>No specific negative impacts on people with protected characteristics have been identified with regard to the proposals themselves. (The Cabinet Report addresses general benefits and risks of the proposals.)</p> <p>The potential negative impacts that have been identified with regard to the process of implementing the proposals will be addressed through the HR and Communications workstream</p>

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EQUALITY IMPACT ASSESSMENT TEMPLATE

	of the project team.
Changes you have made to the proposal as a result of the EIA	Incorporated ideas from early engagement into the Communications and Engagement Plan.
Key mitigating actions planned to address any outstanding negative impacts	<p>The Communications and Engagement Plan will ensure that staff and other stakeholders are fully informed and consulted throughout the process of creating the LATC, particularly the development of the business plan.</p> <p>Once the LATC is established, the Involvement Board will ensure that people who use services, families, and carers, as well as staff and volunteers, will be actively involved</p>
Potential negative impacts that cannot be mitigated	None identified

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SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 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 the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

RECOMMENDATIONS:

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

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by Cabinet 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 since the last Cabinet 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 meetings (available on the Council's website)

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CABINET MEMBER DECISIONS

DECEMBER 2013

(i) APPROVAL TO PURCHASE EARLY YEARS LEARNING RESOURCES FOR TWO YEAR OLDS

Details of decision

That the provision of early learning resources to settings across Surrey at a cost of £210,000 be approved.

Reasons for decision

In order to meet the statutory duty of building sufficient places for two year old children entitled to access Free Early Education, the Early Years and Childcare Service (EYCS) is working with providers across Surrey.

The aim of the service is to encourage providers to offer places to FEET children, ensuring they have resources which promote a quality early learning environment.

EYCS has managed to grow the market to 1100 places without any capital investment as there is already some capacity to pick up these two year olds, combined with some direct work provided by EYCS. EYCS is now at the point where further incentives are required to build capacity to 3000 places by September 2014. The gap in provision is 1,900 places and investment in the market is needed in order to bridge the gap.

By investing £630 with 340 settings, each provider will commit to providing places for two year olds so that the target of 3000 places can be achieved. This represents good value as there is an investment of £630 per setting with the potential to achieve between five and six places per setting.

The equipment that is being purchased is of the highest quality and providers will undertake a specific training programme regarding providing a high quality environment for two year olds before they are allocated any resources.

(Decision of Cabinet Member for Schools and Learning – 3 December 2013)

(ii) LANGSHOTT INFANT SCHOOL, HORLEY

Details of decision

The Statutory Notices determining that the upper age limit of Langshott Infant School is increased so that it becomes a Primary School from September 2014, be approved.

Reasons for decision

This action is reflective both of an increasing demand for school places in the Horley area, resulting from an increase in birth rate and significant house building, and an opportunity to provide primary school structure throughout the town.

The provision of additional junior places both meets the increased demographic pressures in the area and will allow the Council to admit those people who name the school as their preferred option, thus meeting the wider statutory duty to offer all applicants a school place.

It will enable a diversity of provision to be maintained within the Horley area and be part of a strategy that enables Horley residents access to a local Primary School.

A programme of building works at the school will improve the general fabric of the school buildings and enhance the learning experience for pupils, parents and staff.

(Decision of Cabinet Member for Schools and Learning – 3 December 2013)

(iii) PROPOSED EXPANSION OF WEST BYFLEET INFANT AND JUNIOR SCHOOLS

Details of decision

To approve the publication of statutory notices indicating the Local Authority's intention to expand the schools from two to three forms of entry from September 2015.

Reasons for decision

The Local Authority has a statutory duty to ensure that there are sufficient school places in Surrey. Permanent expansions have been recently commissioned at a number of primary schools in Woking including Maybury Primary School, Beaufort Primary School, Goldsworth Primary School, Brookwood Primary School, The Marist Primary School and St Dunstan's Primary School. Even with these additional places, most primary schools in Woking are expected to be full and to continue to be full in the future and more schools places are needed. This is the case in the West Byfleet and Byfleet primary planning area.

(Decision of Cabinet Member for Schools and Learning – 3 December 2013)

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