

## Notice of Meeting

# Communities Select Committee



Date & time	Place	Contact	Chief Executive
<b>Thursday, 21 November 2013 at 10.30 am</b>	Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN	Jisa Prasannan or Huma Younis Room 122, County Hall Tel 020 8213 2694 or 020 8213 2725	David McNulty
<b>There will be a private pre-meeting for members at 9.45am.</b>		jisa.prasannan@surreycc.gov.uk or huma.younis@surreycc.gov.uk	

**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 8914, fax 020 8541 9009, or email [jisa.prasannan@surreycc.gov.uk](mailto:jisa.prasannan@surreycc.gov.uk) or [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk).**

**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Jisa Prasannan or Huma Younis on 020 8213 2694 or 020 8213 2725.**

### Members

Mrs Denise Saliagopoulos (Chairman), Mr Chris Norman (Vice-Chairman), Mrs Jan Mason, Mr John Orrick, Mr Saj Hussain, Rachael I. Lake, Mrs Mary Lewis, Mr Christian Mahne, Mr Chris Pitt, Ms Barbara Thomson, Mr Alan Young and Mr Robert Evans

### Ex Officio Members:

Mr David Munro, Mrs Sally B Marks

## TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

Community Safety	Adult and Community Learning
Crime and Disorder Reduction	Cultural Services
Relations with the Police	Sport
Fire and Rescue Service	Voluntary Sector Relations
Localism	Heritage
Major Cultural and Community Events	Citizenship
Arts	Registration Services
Customer Services	Trading Standards and Environmental Health
Library Services	Legacy and Tourism

## PART 1 IN PUBLIC

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

### 2 MINUTES OF THE PREVIOUS MEETING: 26 SEPTEMBER 2013

(Pages 1  
- 14)

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

### 3 DECLARATIONS OF INTEREST

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

#### **Notes:**

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

### 4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

#### **Notes:**

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*15 November 2013*).
2. The deadline for public questions is seven days before the meeting (*14 November 2013*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

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

The committee did not refer any items to the Cabinet at its September meeting. There are no responses to report.

### 6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME

(Pages  
15 - 22)

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

**7 SURREY FIRE AND RESCUE SERVICE UPDATE: 2013-16 ACTION PLAN REVIEW** (Pages 23 - 48)

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

The second action plan in support of Public Safety Plan implementation has been in place since April 2013. This report provides an overview of progress to date on the items contained within this plan (including changes to fire engine deployment in the Borough of Spelthorne).

**8 HALF-YEAR OUTCOMES-BASED PERFORMANCE REPORT ON VOLUNTARY, COMMUNITY AND FAITH SECTOR INFRASTRUCTURE IN SURREY** (Pages 49 - 66)

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

To provide the Committee with 2013-14 half year outcomes-based performance information for Voluntary, Community and Faith Sector (VCFS) infrastructure organisations in Surrey co-commissioned by the County Council, Districts and Boroughs and Clinical Commissioning Groups; and to also update on the County Council's funding intentions for VCFS infrastructure organisations for 2014/15.

**9 DATE OF NEXT MEETING**

The next meeting of the Committee will be an extraordinary meeting with the Environment and Transport Select Committee on 28 November 2013 at 2pm.

**David McNulty**  
**Chief Executive**  
Published: 11 November 2013

**MOBILE TECHNOLOGY – ACCEPTABLE USE**

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- Interfere with the PA and Induction Loop systems
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- Mean that you miss a key part of the discussion

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**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.30 am on 26 September 2013 in Committee Room C.

These minutes are subject to confirmation by the Committee at its meeting on Thursday 21 November 2013.

**Elected Members:**

- \* Mrs Denise Saliagopoulos (Chairman)
- Mr Chris Norman (Vice-Chairman)
- \* Mrs Jan Mason
- Mr John Orrick
- \* Mr Saj Hussain
- \* Rachael I. Lake
- \* Mrs Mary Lewis
- Mr Christian Mahne
- \* Mr Chris Pitt
- \* Ms Barbara Thomson
- \* Mr Alan Young
- \* Mr Robert Evans

**Substitute Members:**

Mr Will Forster  
Mrs Margaret Hicks  
Mr Mike Goodman

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

- Apologies were received from Chris Norman, Christian Mahne and John Orrick. Margaret Hicks substituted for Chris Norman. Mike Goodman substituted for Christian Mahne and Will Forster substituted for John Orrick.

### 2/13 MINUTES OF THE PREVIOUS MEETING: 11 JULY 2013 & 14 AUGUST 2013 [Item 2]

The minutes of 11 July 2013 were agreed by members of the Committee as an accurate record of that meeting.

A member of the committee asked for two extra points of clarification to be noted in respect of the minutes of 14 August 2013. These were:

- That a member of the committee asked the Section 151 officer whether a business plan had been put in place. She explained that no business plan had been written or requested.
- The Cabinet member for community services made a commitment to come back to the select committee with detailed proposals of the Magna Carta programme as it developed.

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

Cllr Saj Hussain declared an interest in Knaphill library. (As Knaphill Library was not one of the 10 Surrey libraries identified to become a CPL library, this was not a disclosable pecuniary interest for the purposes of item 9 so Cllr Hussain was able to take part in the discussion).

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

One question had been received from a councillor and two questions from members of the public. Written responses from the Chairman were tabled at the meeting. The councillor and both members of the public were present at the meeting to ask one supplementary question.

1. *Cllr Robert Evans* thanked the Chairman for the response to his question. Cllr Evans then asked the following supplementary question: there are inconsistencies in the financial figures provided and some costs have not been accounted for. Is there a business plan for the total cost of this project?

*The Cabinet Member for Community Services explained that the costs and savings for the project had been retained in the libraries overall budget. No savings were made in the overall library budget last year*

*but the project has not been completed as of yet. The library services motive was to work with underperforming libraries that were at risk. Money had been saved through staff savings and the support of volunteers in respect of CPLs, and these savings had been ploughed back into the overall library service budget. The aim is to improve the sustainability of Surrey's libraries.*

2. *Mr Lee Godfrey* thanked the Chairman for the response to his question. Mr Godfrey then asked the following supplementary question: given that the major justification of the CLP project is cost savings, how is this committee supposed to assess the progress of the CPL project when it doesn't have a grip on the costs? I would like to know what the original budget for the project was, how the council is tracking against that budget and how this committee can ensure that taxpayers are receiving value for money from the CLP project?

*The Library Operations Manager explained that the overall aim of the project was to make savings of £381,000 per annum, this would come from savings on staff costs. The money to convert the libraries into CPLs would come from these staff savings. Surrey County Council would continue to fund overhead costs such as building, books and IT. She explained that for training and governance purposes CPLs were treated as any other Surrey County Council library. The Library Operations Manager explained that the cost of the support team for the CPLs was not an additional cost as they were already library staff and support of CPLs was just one part of their role. The Library Operations Manager stated the support offered to CPL libraries is of a high quality. The Cabinet Member for Community Services explained that the Council did not wish to close their libraries as was happening in other parts of the Country and CPLs were the solution.*

3. *Mr Richard Wilson* thanked the Chairman for the response to his question. Mr Wilson then asked the following supplementary question: I note that after becoming Community Partnered Libraries, the six CPL's issuing of books has declined at twice the rate of other comparable libraries. Your answer says that "low and declining use" was the reason for choosing the first 10 CPLs. Is it actually the case that 5 of the 10 had *rising usage*? Will Bagshot Library be the first to close? Item 9 Annex 1 on this meeting's documents says that they have expressed concern about their capacity to undertake the task. What is the source of this statement? Isn't it actually the case that they do have the capacity but are concerned about the draft contract and have been cut off by the lack of communication from this council and undermined by Windlesham Parish Council? How many firm commitments have Windlesham Parish Council received from volunteers? Finally, how would the members of this committee feel if Bagshot Library closes due to your policy? Will you feel it like bereavement as many local library users would? Would you resign if that were to happen? Or is that the objective of your policy?

*Cllr Goodman explained that he was Chairman of Windlesham Parish Council. A meeting was held in February with the Friends of Bagshot Library but since then things have been at a standstill and Windlesham*

*Parish Council have not received the support of Friends of Bagshot Library. Cllr Goodman explained that Windlesham Parish Council have therefore been canvassing for support from the local community and stated that they will move to a CPL in due course and make a success of it. Cllr Goodman stated that It is not about statistics but about how we engage with the local community. The Cabinet Member for Community Services stated that she understood that there were some local issues but Surrey County Council wished to move forwards and work with the community to help Bagshot library.*

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

**Declarations of interest:** None.

**Witnesses:** None.

**Key points raised during the discussion:**

1. It was noted that a Cabinet response to the Select Committee's recommendations on the Magna Carta Anniversary had been received.

**Recommendations:**

None.

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

None.

**Committee Next Steps:**

None.

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

**Declarations of interest:** None.

**Witnesses:** None.

**Key points raised during the discussion:**

1. A member of the committee asked for clarification on when the Magna Carta seminar would be held. The Chairman stated the all member seminar would be held on Monday 9 December 2013.

**Recommendations:**

None

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

None.



**Committee Next Steps:**

None.

**7/13 SFRS INCOME GENERATION STRATEGY AND TRADING [Item 7]****Declarations of interest:**

None.

**Witnesses:**

Kay Hammond, Cabinet Associate for Police and Fire Services

Russell Pearson, Head of Fire and Rescue, Chief Fire Officer, Surrey Fire and Rescue Service

Liz Mills, Chief of Staff, Surrey Fire and Rescue Service

Steve Owen-Hughes, Assistant Chief Fire Officer Operations Support, Surrey Fire and Rescue Service

**Key points raised during the discussion:**

1. The Cabinet Associate for Police and Fire Services briefly introduced the report to members of the committee and explained that questions arising from the previous select committee meeting were answered in the report provided.
2. A member of the committee asked for clarity around the decision not to use the Surrey Fire & Rescue Service (SFRS) branding for potential trading activity (paragraph 3 of the report). The member asked what the branding would be and asked for assurances that it would be distinctly different from SFRS. The Cabinet Associate for Police and Fire Services stated that there have been legal challenges across the country in using the branding of Fire & Rescue Service's for trading purposes. She explained that a brand for a future trading arm has not been decided yet and the service will need to develop a business case before any branding can be established. However, she could confirm that as a result of the legal advice the service has received the SFRS brand will not be used.
3. A member of the committee raised concerns over staffing levels required for extra income generation activities and questioned if there would be charges for services which were previously free. The Chief of Staff explained that there would be strict separation between core services and business services. The money raised from income generation would go back into core services ensuring that key services would continue to be provided. The Chief of Staff assured the committee that uniformed employees would not be involved in income generation activities but that new staff would be employed for this purpose. She went on to give her reassurance that the service would not charge for services which were previously free, and explained that there are legislative requirements in place to ensure those lines are

not blurred. The Chief of Staff explained that the service would use a business plan to ensure any changes were sustainable.

4. It was commented on by a member of the committee that the fire service was moving into income generation through business and this appeared to be the general direction of travel for the whole Council. The member queried whether this raised any philosophical concerns as regards the direction of travel of a local authority. The Cabinet Associate for Police and Fire Services explained that the move towards business was not unique to the fire service. The service needed to be innovative in order to meet their statutory duties and provide the best value for money, at a time when funding from central government was being severely reduced. The Cabinet Associate for Police and Fire Services explained that people did not want to lose their fire stations so if the service could find a way to avoid this, then they should look at other options. All directorates of the council were having to take a strategic view on making savings and providing the best value for money
5. Members of the committee recognised that there was a gap in the market for fire and rescue services which SFRS could develop for income generation activities.
6. A member of the committee expressed concerns over SFRS achieving its additional income target of £660,000. The Head of Fire and Rescue stated that they did have significant savings to make as part of the MTFP but the service was slowly gaining confidence in what the arrangements will be in order to work towards these savings. The Cabinet Associate for Police and Fire Services understood that there would be some difficulties in achieving this target but that plans would be put in place to ensure the service succeeded in achieving its target. A further question over where the budget to start the income generation proposals would come from was asked by a member of the committee. The Cabinet Associate for Police and Fire Services explained that there was some provision from a corporate pot of money to help with this.
7. A question over the possibility of outsourcing the SFRS was asked by a member of the committee. The Head of Fire and Rescue explained that this was a possibility but the services had no intention of doing this. Rather SFRS would keep their options open.
8. A member of the committee asked if the income target of £660,000 was the same as the net profit target. Officers commented that the income target was the same as the net profit target. A further question over what the 'turnover' would be was asked. The Cabinet Associate for Police and Fire Services explained that this would be addressed in the business plan.

9. A member of the committee asked if SFRS was currently charging for services it was entitled to charge for. The Head of Fire and Rescue explained that the service had gone out to public consultation on this and proposals to do this were not supported during the consultation. It was recognised that the service needed to engage locally and find out what the public wanted in local areas. The Head of Fire and Rescue went onto explain that the SFRS contract with the Isle of Wight was bringing in a net profit of £1.42m to the service, at zero cost, so successful income generation was viable.
10. The meeting was adjourned at 11.40am for a private member briefing. The meeting recommenced at 12:15pm.

**Recommendations:**

- a) To note the content of the report.

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

SFRS to continue to update the select committee on the development of its income generation strategy.

**Committee Next Steps:**

None

**8/13 CUSTOMER SERVICES OVERVIEW AND PERFORMANCE REPORT  
[Item 8]**

**Declarations of interest:**

None.

**Witnesses:**

Mark Irons, Head of Customer Services and Directorate Support  
Helyn Clack, Cabinet Member for Community Services

**Key points raised during the discussion:**

1. The report was introduced by the Head of Customer Services and Directorate Support. He explained the purpose of the report was to introduce customer services and detail each of the teams it contained. The Head of Customer Services explained that historically there were lots of contact numbers for different directorates and no performance measuring. The aim of the centralised customer services team was to reduce cost and increase levels of customer satisfaction.
2. A member of the committee asked if the contact centre had received more calls with the recent fire service strike. The Head of Customer Services and Directorate Support stated that the contact centre had not received any increased volume of calls.

3. A member of the committee expressed concern over the misuse of blue badges and asked what could be done to ensure people used them correctly. The Head of Customer Services and Directorate Support explained that the district and boroughs policed the use of blue badges and that SCC issued them. SCC was working with district and boroughs to ensure any concerns were being addressed.
4. The Cabinet Member for Community Services offered members the option of visiting the contact centre and learning more about how the contact centre works.
5. A member of the committee identified a possible income generation opportunity if the contact centre were to make provision for taking calls on behalf of district and borough councils. The Head of Customer Services and Directorate Support explained that a Surrey Contact Centre Group which included representatives from district and boroughs had been set up to discuss the possibility of taking local calls. This is something the service would be interested in undertaking but ultimately the choice rests with the district and borough councils.
6. In reference to page 41-42 of the report, a member of the committee asked what happened to complaints that were not answered in 10 working days (i.e. outside the response target). The member asked when these complaints would be answered. The Head of Customer Services and Directorate Support explained that the 10 working days was a statutory target for the council. If complaints were not answered within this timeframe, it did not mean that responses went well beyond the target, in some cases responses just missed out on meeting the target e.g. 11, 12 or 13 days. The Head of Customer Services explained that he could provide exact figures in respect of this.
7. Some members of the committee raised concerns over the high number of children's social care complaints which were not answered in the 10 working days response target. The Head of Customer Services and Directorate Support explained that the adult social care and children's social care teams had their own complaints teams and procedures. The adult social care and children's social care complaints had been included in the report for illustrative purposes. The nature of children's social care complaints was varied and complex which affected timescales.
8. A member of the committee congratulated the contact centre on its 90% customer satisfaction rating. The member referred to a recent experience she had in calling the contact centre on an urgent issue, being directed to the children's social care team, but experiencing a delay in receiving an initial response from them. The member asked if it was possible to get the Customer Service Excellence programme implemented in the children's social care team. The Head of Customer

Services and Directorate Support explained that a CRM (customer relationship management) system could help with this sort of situation, as at the moment once a call was put through by the contact centre, it was very difficult to monitor it to resolution. He explained that a customer focus board (based on the customer service excellence framework) which aims to drive customer service improvements had been set up. The board will feedback to the corporate board on changes and improvements it feels need implementing.

9. A member of the committee explained that when correspondence was directed to the contact centre and a response was received, it would be helpful if the response could be linked to the original correspondence to create a trail. The Head of Customer Services acknowledged that this would be helpful and agreed to investigate further.
10. A member of the committee congratulated the work of the blue badge team for turning things around very quickly for a constituent in difficult circumstances.
11. A member of the committee recognised that a large number of Environment & Infrastructure complaints were escalated to Stage 2 and asked how this could be reduced. The Head of Customer Services and Directorate Support explained that complaints at stage 2 did not necessarily always qualify as stage 2 complaints. He further expressed the need for the service to respond more intelligently to stage one complaints to ensure that they did not escalate to stage 2.
12. Members of the committee asked for clarification on which libraries would provide a blue badge checking service. The Cabinet Member for Community Services agreed to find out the details relating to this and would let members know if this service was available in their area.
13. Some members commented that the information on the public website was not always up to date. The Head of Customer Services and Directorate Support stated that if residents were not happy with a webpage they now had the option to provide feedback whilst on that webpage by clicking on the happy, average, or sad smiley face. This would provide targeted feedback in order to push for improvement. The Cabinet Member for Community Services stated that a new look public website would hopefully be launched next month, having taken account of feedback received from members and customers.
14. Members of the Committee remained concerned with the poor performance against the target response rate for children's social care complaints as identified on page 42 of the report and asked for this to be raised with the Children and Education Select Committee.

15. A member of the Committee asked if Local Committees could have clarification on the use of blue badges. The Head of Customer Services and Directorate Support expressed his support for this and explained that a four minute video guide on blue badges had been set up and would be sent to members.

**Recommendations**

- a) Note the report.
- b) The Children & Education Select Committee scrutinises the poor performance against the target response rate for children's social care complaints in 2012/13.

**Actions/further information to be provided**

For the Interim Head of Customer Services and Directorate Support to provide advice and information on the use of blue badges to local committees.

**Committee Next Steps:**

None

**9/13 COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT [Item 9]**

**Declarations of interest:**

None.

**Witnesses:**

Susie Kemp, Assistant Chief Executive  
 Helyn Clack, Cabinet Member for Community Services  
 Peter Milton, Head of Cultural Services  
 Rose Wilson, Library Operations Manager  
 Gill Woods, Member of Management Committee at Warlingham CPL  
 Lesley Harling, Steering Group Representative at Virginia Water CPL  
 Judie Knobloch, Volunteer from Virginia Water CPL

**Key points raised during the discussion:**

1. The Chairman welcome county council officers, the Cabinet Member for Community Services and the external witnesses who had come to speak on the progress of the CPL libraries. The external witnesses Gill Woods, Lesley Harling and Judie Knobloch introduced themselves. Lesley Harling explained that she was originally a volunteer at Virginia Water CPL but now sat on the Steering Group. Judie Knobloch explained that she was a volunteer at Virginia Water CPL. She explained that she had come to this whole project with hesitation but was now completely convinced about it. She described the experience as a great challenge but a huge success. Gill Woods explained that she was from Warlingham CPL and had been involved from the very beginning. She stated that she was on the management committee but was also a volunteer as well as a Parish Councillor. She explained that

Warlingham was a victim of their own success with regards to the summer reading challenge which produced some resource issues.

2. A member of the committee asked how these witnesses had been chosen to speak at committee. The Library Operations Manager explained that she had emailed all the steering group reps and volunteers working in the CPL libraries about speaking at committee. She received a large number of responses but invited those who had not previously spoken at committees. The witnesses at today's meeting represent the two different CPL models.
3. A member of the committee asked the external witnesses how they had found the support and training they had received from SCC. Judie Knobloch stated that volunteers at Virginia Water had received superb support. SCC allowed for volunteers to find their own solutions but were always willing to help. There was also a detailed procedures book which was kept regularly updated. Lesley Harling also commented on the great support received, the SCC team were committed and flexible, but stated that during the initial start up there were some communication issues. However, she explained that there have been huge improvements in this regard since and volunteers are enjoying themselves. Virginia Water CPL currently has a volunteer waiting list. Gill Woods echoed Lesley Harling's comments.
4. A member of the committee commented on the 20% of CPL opening hours which is shared with an SCC staff member and asked how long this procedure would continue for. The Cabinet Member for Community Services stated that the service was committed to supporting CPL's and will continue with support staff remaining in the CPL libraries for as long as it was required. The Head of Cultural Services explained that the 20% had been formalised in the MOU (memorandum of understanding) to provide comfort to the CPLs but that this figure may change as the libraries changed and grew. The Head of Cultural Services explained that the support staff were not solely dedicated to CPLs and that they were at the same time doing their other duties for the Library Service.
5. A member of the committee echoed the great support the county was giving to CPL's and asked the external witnesses for their advice and assistance as Bagshot library moved into CPL status. The volunteers stated that they would be more than happy to assist Bagshot library.
6. A member of the committee asked the volunteers what training they had received to help them run the library. The member asked how long training was for full time library staff. Gill Woods explained that volunteers had received two sessions, one of these was a classroom session and the other was a practical session in the library. The training included customer role plays, equalities and diversity training,



shelving books and using library equipment, health and safety etc. Judie Knobloch stated that no computer training had been received and hence the need to recruit volunteers with ICT skills. The member went on to further ask where the volunteers felt they were not doing as well as they would like. Gill Woods commented on not being able to access information about library users and communicate with them due to data protection issues. This would be useful to do, to follow up after events such as the Summer Reading Challenge. The Library Operations Manager explained that a key part of the CPL libraries is its self-service offer which limited data protection issues. The service understands the issues with volunteers not being able to look up customer data but stated that the library service was speaking to the IT service about piloting new self service equipment which would give volunteers more protected user access. The Library Operations Manager confirmed that the induction programme for full time library staff was 1 year.

7. Members recognised the importance of libraries in local communities and asked if more was being done to integrate the library within the community. The external witnesses stated that the libraries in which they volunteered were used by the police, Citizens Advice Bureau outreach and parish councils. Judie Knobloch went on to say that plans were underway for a toilet to be built at Virginia Water CPL. The CPL also planned to increase story time sessions, rent out rooms to the community, and had recently extended opening times on Wednesday in order to attract new users e.g. commuters.
8. A member of the committee expressed concern that the flagship CPL in Walton on Thames had no toilets and stated that he was told this was because of health and safety reasons. The Head of Cultural Services stated that the services strategy was to get toilets into libraries but because many of the properties were on lease this sometimes made it difficult to build toilets.
9. A member of the committee asked what plans there were in place to increase the number of service users to CPL's. Lesley Harling explained that opening hours were being extended and links were being made with local primary schools. The Cabinet Member for Community Services expressed her support for the work volunteers were doing and asked for committee members to visit CPL's to see the good work which was being done.
10. A member of the committee expressed concerns over the costs for setting up the CPL's especially because some had been delayed; Ewell Court CPL being an example. The Cabinet Member for Community Services commented that the reason Ewell Court had not opened was because of leasing issues but further added that assistance from the local member would be welcomed.



11. A member of the committee asked about the opportunity cost of CPLs. The Head of Cultural Services explained that there was a target of £381,000 worth of savings to be made which had not yet been reached. The project was being funded through these savings. The Head of Cultural Services explained that there have not been any additional staffing costs but there had been a realignment of staff roles, with one team focusing on CPL's and the other on normal library services.
12. A member of the committee asked for the select committee to be provided with a budget sheet so there could be a comparison between the budget of CPL's and normal libraries. The Head of Cultural Services stated that financial data would be included in the report going to Cabinet.
13. A member of the committee asked what impact the lack of mobile signal was having on the service receiving library user numbers. The Library Operations Manager stated that the library service had mechanical receptors for many years but were now working off a mobile signal. The benefit of this being more up to date information. However there are places in Surrey which do not receive this mobile signal which means some libraries must revert back to using mechanical receptors. The Library Operations Manager assured that these would still give the library reliable results. The member went onto ask when a lease on Bramley CPL would be agreed. The Library Operations Manager explained that the lease for the library was with Bramley Parish Council and discussions were still ongoing.
14. The Cabinet Member for Community Services, Chairman and Select Committee thanked the witnesses for the work they were doing with CPLs and for attending the meeting and answering questions. A member of the committee asked for the Cabinet Member for Community Services to provide an update to all members on the progress of the CPL's. The Chairman asked for member's feedback on how they felt the meeting went.

**Recommendations:**

- a) The content of the report was noted.

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

The Cabinet Member for community services to provide an update to all members of the Council on the progress of the CPL's.

**Committee Next Steps:**

None.

**10/13 DATE OF NEXT MEETING [Item 10]**

The next meeting will be held on 31 October 2013.

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**Chairman**

**COMMUNITIES SELECT COMMITTEE 2013-2014  
ACTIONS AND RECOMMENDATIONS TRACKER – 21 November 2013**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each Committee. Once an action has been achieved and reported to the Committee, it will be removed from the tracker.

<b>Date of meeting</b>	<b>Item</b>	<b>Recommendations/Actions</b>	<b>Achieved or still outstanding?</b>	<b>Deadline</b>	<b>Responsible Cabinet Member/Member /Officer</b>
26 September 2013  Page 15	<b>CUSTOMER SERVICES OVERVIEW AND PERFORMANCE REPORT</b>	a) The Children & Education Select Committee scrutinises the poor performance against the target response rate for children’s social care complaints in 2012/13.	<b>ACHIEVED</b>  A recommendation was made to the Children & Education Select Committee to scrutinise the poor performance response rate for children’s social care complaints in 2012/13.  A response was received from the Chairman of the Children & Education Select Committee on 17 October 2013. The Chairman stated that the complaints procedure would be considered as part of the statutory complaints annual report at the select Committee’s meeting in January 2014.	November 2013	Denise Saliagopolous, Chairman of the Communities Select Committee

<p>26 September 2013</p>	<p><b>CUSTOMER SERVICES OVERVIEW AND PERFORMANCE REPORT</b></p>	<p>b) For the Head of Customer Services and Directorate Support to provide advice and information on the use of blue badges to local committees.</p>	<p>ACHIEVED</p> <p>An information item is going to the Local Committee Chairmen's meeting on the 19 November 2013 to discuss how best to inform all members about blue badges.</p> <p>Information about the new blue badge video has also been included in the Communities Select Committee newsletter and the all members bulletin.</p>	<p>November 2013</p>	<p>Mark Irons, Head of Customer Services and Directorate Support</p>
<p>26 September 2013 Page 16</p>	<p><b>COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT</b></p>	<p>a) The Cabinet Member for Community Services to provide an update to all members of the Council on the progress of the CPL's.</p>	<p>ACHIEVED</p> <p>An email was sent out to all members on 4/11 updating them on the progress of CPL's.</p>	<p>November 2013</p>	<p>Helyn Clack, Cabinet Member for Community Services</p>

<p>31 OCTOBER 2013</p>	<p><b>COMMUNITY SAFETY PARTNERSHIPS IN SURREY</b></p>	<p>a) That District, Boroughs and partner organisations be encouraged to establish a set list of substitutes for CSP meetings to allow for greater clarity.</p>	<p>OUTSTANDING</p>	<p>January 2014</p>	<p>Gordon Falconer, Community Safety Unit Senior Manager</p> <p>Helyn Clack, Cabinet Member for Community Services</p> <p>Kay Hammond, Cabinet Associate for Fire and Police Services</p>
<p>31 OCTOBER 2013 Page 17</p>	<p><b>COMMUNITY SAFETY PARTNERSHIPS IN SURREY</b></p>	<p>b) That the Deputy Police and Crime Commissioner write to the Home Secretary regarding the issues raised by the committee in relation to domestic homicide reviews.</p>	<p>ACHIEVED</p> <p>A letter was sent to the Home Secretary on 5 November 2013.</p>	<p>January 2014</p>	<p>Deputy Police and Crime Commissioner, Jeff Harris</p>

<p>31 OCTOBER 2013</p>	<p><b>COMMUNITY SAFETY PARTNERSHIPS IN SURREY</b></p>	<p>c) That the Police and Fire Service safety campaigns be supported and driven through the Community Safety Partnership Board where appropriate.</p>	<p>OUTSTANDING</p>	<p>January 2014</p>	<p>Gordon Falconer, Community Safety Unit Senior Manager</p> <p>Helyn Clack, Cabinet Member for Community Services</p> <p>Kay Hammond, Cabinet Associate for Fire and Police Services</p>
<p>31 OCTOBER 2013 Page 18</p>	<p><b>COMMUNITY SAFETY PARTNERSHIPS IN SURREY</b></p>	<p>d) That District, Boroughs and partner organisations be encouraged to explore closer collaborative working amongst Community Safety Partnerships in the County.</p>	<p>OUTSTANDING</p>	<p>January 2014</p>	<p>Gordon Falconer, Community Safety Unit Senior Manager</p> <p>Helyn Clack, Cabinet Member for Community Services</p> <p>Kay Hammond, Cabinet Associate for Fire and Police Services</p>

31 OCTOBER 2013	<b>DOMESTIC ABUSE STRATEGY 2013 – 2018</b>	a) The Committee endorsed the five year domestic abuse strategy and the developing action plan.	ACHIEVED	November 2013	The Communities Select Committee
31 OCTOBER 2013	<b>DOMESTIC ABUSE STRATEGY 2013 – 2018</b>	b) The Committee supported the shared partnership vision	ACHIEVED	November 2013	The Communities Select Committee
31 OCTOBER 2013 Page 19	<b>DOMESTIC ABUSE STRATEGY 2013 – 2018</b>	c) That Surrey County Council is encouraged to use its representation in schools to educate and raise awareness of domestic abuse at all levels, including primary and secondary schools.	OUTSTANDING	January 2014	Linda Kemeny, Cabinet Member for Schools and Learning  Jane Last, Programme Manager and Lead Manager for Community Safety and Partnership

<p>31 OCTOBER 2013</p>	<p><b>DOMESTIC ABUSE STRATEGY 2013 – 2018</b></p>	<p>d) That County communication and education programmes on domestic abuse be offered to both private and state schools.</p>	<p>OUTSTANDING</p>	<p>January 2014</p>	<p>Linda Kemeny, Cabinet Member for Schools and Learning  Jane Last, Programme Manager and Lead Manager for Community Safety and Partnership</p>
<p>31 OCTOBER 2013</p> <p>Page 20</p>	<p><b>DOMESTIC ABUSE STRATEGY 2013 – 2018</b></p>	<p>e) That the Deputy Police and Crime Commissioner encourage the National Association of Police and Crime Commissioners to raise the issue of domestic abuse and support a national campaign to raise awareness.</p>	<p>OUTSTANDING</p>	<p>January 2014</p>	<p>Deputy Police and Crime Commissioner, Jeff Harris</p>



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

<b>Date</b>	<b>Proposed Item</b>	<b>Why is this item proposed?</b>	<b>Contact Officer / Member</b>	<b>Proposed Method of Handling</b>
<b>21 November 2013 – Ordinary Meeting – County Hall</b>				
21 November 2013	Voluntary Community and Faith Sector	Scrutiny of performance report on delivery of outcomes of VCFS infrastructure	Mary Burguieres Susie Kemp Helyn Clack	Report to Committee
21 November 2013	Fire & Rescue Service	Scrutiny of progress against Phase II of the Public Safety Plan (to include scrutiny of contingency crewing arrangements and changes to the emergency response cover in Spelthorne)	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
<b>28 November 2013 – Extraordinary meeting – Cycling Strategy – County Hall</b>				
28 November 2013 (joint scrutiny with Environment and Transport Select Committee)	Cycling	Scrutiny of Surrey's Cycling Strategy	Lesley Harding Ian Boast Susie Kemp Trevor Pugh Helyn Clack John Furey	Report to Committee
<b>15 January 2014 – Ordinary Meeting – County Hall</b>				
15 January 2014	Tourism	Scrutiny of Surrey's Tourism Strategy	Barrie Higham Peter Milton Ian Boast Susie Kemp Helyn Clack	Report to Committee
15 January 2014	Fire & Rescue Service	Trading business case	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
15 January 2014	Voluntary Community and Faith Sector	Grant Criteria and Funding Opportunities Guide	Jeremy Taylor Laura Langstaff Susie Kemp Helyn Clack	Report to Committee
<b>22 Jan 2014 – Extraordinary meeting – Blue Lights Services Collaboration (joint scrutiny with Health Scrutiny Committee) (TBC) – County Hall</b>				
<b>20 March 2014 – Ordinary meeting – County Hall</b>				
20 March 2014	Cultural Hubs	Scrutiny of plans to create cultural hubs in Surrey (to include an update on Adult Community Learning and the Arts Council's vision for Libraries)	Peter Milton Susie Kemp Helyn Clack	Report to Committee
20 March 2014	SFRS Strategic Review	Scrutiny of strengthening scrutiny and performance & targets	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
<b>19 May 2014 – Ordinary meeting - Surrey History Centre – with tour in the afternoon</b>				
To be scheduled				
<b>23 July 2014 – Ordinary meeting – County Hall</b>				
23 July 2014	Trading Standards - RIPA	Scrutiny of annual report on the use of RIPA	Steve Ruddy Yvonne Rees Helyn Clack	Report to Committee
<b>To be scheduled</b>				
TBC	Joint Committee model	Scrutiny of proposals for local committees to adopt the joint committee model	Jane Last Yvonne Rees Helyn Clack	Report to Committee
TBC	Governance of Cultural Services	Scrutiny of options for governance of cultural services	Peter Milton Susie Kemp Helyn Clack	Report to Committee

TBC	Magna Carta	Update on Magna Carta anniversary proposals	Peter Milton Susie Kemp Helyn Clack	Report to Committee
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Communities Select Committee  
21 November 2013

7

## **Surrey Fire and Rescue Service Update 2013-16 Action Plan Review**

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

The second action plan in support of Public Safety Plan implementation has been in place since April 2013. This report provides an overview of progress to date on the items contained within this plan.

### **Introduction:**

1. The Public Safety Plan 2011-20 was designed to be supported by a series of action plans, detailing the specific targets and actions for the current period.
2. The second action plan covers the period between April 2013 and March 2016.
3. This report provides an early progress update against this 3 year action plan.

### **Public Safety Plan Action Plan 2013-16 Update**

#### **Background**

4. The first action plan supporting the PSP concluded in March 2013. A number of the actions were completed, including several that indicated the commencement of projects. There are also a number of items that have been carried forward into the next action plan. A summary of achievements and progress is attached at Annex 1.
5. Several of the items in the first action plan were 'enabling items' to allow more significant changes to be made in the following action plan, notably the development of new Wholetime duty systems.
6. The development of new Wholetime duty systems has commenced but in a different format than was initially proposed. This is due to the property changes prompted by the changes to fire cover delivery in Horley and the changing requirements of the Medium Term Final Plan superseding the original planned activities.

7. The provision of new locations in Spelthorne and Elmbridge for fire stations continues to be critical to the delivery of the savings required as £1.7m annual revenue savings are predicated on their reconfiguration.
8. A summary of activity against the broad Public Safety Plan Action 2013-2016 are set out below.
9. **Surrey Response Standard:** The Surrey Response Standard is being constantly monitored through the existing systems. The system required to improve upon this and provide real time information regarding the status of the Response Standard will be achieved through the implementation of the latest version of the mobilising system. This is planned for delivery in March 2015.
10. **Reform of the On-Call duty system:** Revised contracts and a new availability planning system have been developed in order to increase the availability of on-call crews and pilot schemes are commencing. It is intended that full adoption of this system will be achieved in 2014.
11. **Wholetime duty system changes:** Changes to the Wholetime duty system are required to ensure the workforce is as flexible as possible to enable transformation of the service over time. For example secondary contracts are providing a new flexible means to support maintenance of crewing levels. A pilot scheme is underway in the East area and an extension to this pilot is planned over the coming months. To date that pilot is proving successful but a larger scale pilot will test the system more fully and determine its long term application.
12. A project to implement the day-crewing system at Camberley Fire Station is underway and will be completed during 2014.
13. Additional changes and systems will be examined over the coming months with key stakeholders including representative bodies as the development of a long term workforce development strategy gets underway.
14. **Operational Assurance:** Operational Assurance is becoming embedded within the organisation, with themed operational audits supporting the implementation of the standardised procedures produced by the Collaborative Partnership (a grant funded collaboration between 22 fire and rescue services, hosted by SFRS to develop common policies, procedures and training packages). The collaborative partnership and operational assurance activities will inform future options appraisal with regard to crewing systems.
15. **Increased Use of Volunteers:** SFRS started using volunteers in November 2011 with its first 5 volunteers, all of which remain with the volunteer service to date. Over the past 18 months it has seen this number increase to in excess of 120 active volunteers undertaking Home Fire Safety Visits (HFSV) and assisting SFRS personnel in other community events. Current plans for further expansion of the use of volunteers are justified by both the interest in volunteering for SFRS (10+ applications per week) and the amount of prevention activity available (for example HFSV) for them both on fire stations and in the communities that they serve.

- 16. Governance review:** As part of an innovative government network, the Public Services Transformation aims to investigate potential closer working across Surrey Police, Surrey Fire and Rescue Service, South East Coast Ambulance Service and Surrey County Council Emergency Planning Team. Sussex Police and East and West Sussex Fire and Rescue Services have also agreed to work as part of the project team to explore the potential to extend this aligned approach across Sussex. An outline business case has been completed and forms part of the Public Services Transformation Network papers considered by the Cabinet on 22nd October 2013. The Communities Select Committee was informed of the Emergency Services Collaboration during informal discussions on 26th September 2013 and regular communication is planned throughout the programme of work.
- 17. Fire station locations:** The property element of the Public Safety Plan continues to be the most significant factor in the achievement of the savings required within the Medium Term Financial Plan. There are several ongoing transactions within this item as detailed below.

#### **Epsom & Ewell and Reigate & Banstead**

- 18.** On April 1<sup>st</sup> 2013 the agreement with West Sussex Fire & Rescue Service for the provision of emergency response cover into a ceded area around Horley ceased. From this point Surrey Fire & Rescue Service commenced a transition programme that ensured the appropriate levels of cover were maintained until the 23<sup>rd</sup> April when a fire engine was permanently redeployed from Reigate to Horley.
- 19.** This is a temporary position until the new fire station is provided in the Salfords area. A property has been purchased and the required works are currently ongoing in order to commence operational use from July 2014.
- 20.** The site search for a suitable location in the Burgh Heath area continues, with a number of options being assessed. The temporary closure of Purley Fire Station from June 2014 creates an additional imperative for a solution to be achieved.

#### **Woking**

- 21.** In September 2012, Surrey County Council's Cabinet agreed to form part of the Woking Town Centre development company and consequently agreed to the relocation of the fire station from its current site in Causey Way.
- 22.** Woking fire station is a relatively modern station that occupies a small footprint. This necessitated the building being set over a number of floors, which creates a number of functional and operational issues. The small footprint also limits the area available for practical training and also for car parking. The impact on training is obvious, whilst the limited car parking capacity negates the opportunity to create an 'on-call' unit at the station, which is an option that SFRS would wish to explore.

23. The location of the current fire station is considered to be very close to the optimal operational location, with a corridor of optimal sites which runs along Victoria Way down to Quadrant Court.
24. SFRS have been working with Property Services colleagues and Woking Borough Council to identify alternative locations. Several sites have been identified and assessed for suitability both in terms of location and footprint. This has been achieved through the use of emergency response cover modelling and also by using the Guildford fire station plans as the basis for assessing the suitability of the site footprint/layout.
25. A proposed site has been given provisional approval by Fire and Rescue based upon operational requirements. The new site will be located in Goldsworth Road, near its junction with Church Street West.
26. A planning application is due to be submitted on 25<sup>th</sup> November. Funding discussions are on-going to ensure the project is fully funded within existing budgetary constraints
27. Property Services target date for delivery of a new station is **June 2015**. Detailed planning work and development of the massing arrangements on the upper floors of the new building design has led to the current estimate within the project plan.

#### **Guildford**

Guildford Fire Station is being replaced due to the condition of the existing building. Following preparatory work on the site, the next phase of building development will commence in November 2013. A comprehensive survey including the discovery of archeologically significant items has led to the extension of time needed prior to construction beginning.

Property Services target date for completion: **January 2015**.

#### **Spelthorne**

28. The consultation on the proposals to provide a new, one appliance fire station in the centre of the borough and the subsequent closure of the stations at Sunbury and Staines closed on 4<sup>th</sup> November.
29. At the time of writing this report the consultation had received 455 responses via the questionnaire and hosted three public meetings. An additional event at Shepperton Library was also held on 21<sup>st</sup> October.
30. A number of concerns have been raised by those who took part in the consultation and these concerns will be directly addressed when responding to the consultation feedback and drawing together final proposals and recommendations.



31. The Service intends to present a paper to Cabinet with a final proposal based upon the analysis of the consultation feedback in December. Details of the consultation to date are contained within the annexes to this paper.
32. Should authority to proceed with the proposal be granted by the Cabinet the Property Services target date for completion is **March 2015**.

<b>Elmbridge</b>
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33. The PSP proposals for rationalisation of appliances within the borough of Elmbridge will be progressed during 2014 through public consultation. Currently sites at Walton and Esher provide services for the borough of Elmbridge and the neighbouring areas. The PSP proposed to draw the fire cover provision into one new station in Hersham. No appropriate site to relocate rationalised provision in the Elmbridge area to has been identified. This will require the Service to consider alternative proposals to achieve the outcomes as set out in the PSP and MTFP. These may include utilising existing sites in an alternative manner with different crewing mode.

**On-Call station adaption**

34. At Godalming, Chobham and Oxted proposals were made to adapt fire stations and accommodate day crewing at these locations. Due to existing revenue constraints this part of the PSP 2020 vision has been planned in the latter stages and therefore capital works have not commenced in these locations until it is more certain when and how these facilities will need to be developed.

**35. Income generation**

The broad range of activity relating to income generation opportunities being explored was presented to this committee through a separate paper in September 2013. A further paper will be presented in January 2014.

**36. Review of Response/Call Challenge/Charging**

These items continue to be dependant upon the implementation of the Collaborative Partnership standardised operational procedures and the supporting elements, such as risk assessments, task analysis and training packages. The implementation programme is on schedule, with 25 procedures in place out of a total of 80.

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

The Cabinet paper heard on 23 October 2012 saw agreement for SFRS to commence a one year pilot scheme with a private sector partner for the provision of contingency crewing and specialist rescue capability. The specialist rescue capability became operational on 1 February 2013 and full operating capability since June 2013, with all staff having completed the standard firefighting and rescue training courses (14 weeks) to the required standard.

38. The specialist rescue capability has been used a number of times, at incidents including the requirement for working at height and also sub surface body recovery.

39. The Fire Brigades Union have been involved in a trade dispute with the Department for Communities and Local Government with regards to proposals for the sector pension scheme. As a part of this dispute strike action took place on 25 September 2013 and was proposed for 19 October although this action was postponed.
40. During the 25<sup>th</sup> September action the Service maintained a provision of twelve appliances, delivered in part by the contingency crewing arrangement. This meant that whilst the number of appliances was fewer than the standard weekday minimum provision of 20, each available appliance offered the same capabilities as the standard provision. There were eight operational incidents recorded between 0900 and 1800. Of this number, following call management, 4 received a response (1 car fire, 1 outdoor (grass) fire, 1 Automatic Fire Alarm (false alarm), 1 officer attendance only (advice given). All incidents were resolved effectively.
41. Full evaluation of the pilot scheme will be completed at the resolution of the current industrial action.
42. This evaluation will consider the value for money element of the contract, what the next steps are with regard to the continuation of the contract and the further development of the provision, including the potential to generate income.

#### **Conclusions:**

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

45. The cost and timing assumptions set out above are being taken into account in preparing the proposed 2013-18 Medium Term Financial Plan.

##### **Equalities Implications**

78. The proposed location changes will be subject to staff and public consultation. Equalities Impact assessments are being completed for all proposed changes.

##### **Risk Management Implications**

79. The Medium Term Financial Plan savings are based upon the delivery of the station rationalisations as described. The delivery of these savings on target remain as a risk.
80. The property strategy for SFRS mitigates community risk as it provides improved facilities in more appropriate locations.

#### **Recommendations:**

81. The Communities Select Committee note the progress against the action plan for 2013-16.

#### **Next steps:**

The Communities Select Committee will be kept updated as the proposed actions are implemented.

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

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

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**Report contact:** Liz Mills - Chief of Staff

**Contact details:** Tel: 01737 224063 e-mail: lizmills@surreycc.gov.uk

**Annexes:**

**1: PSP Action Plan 2013-16**

**2: PSP Action Plan 2011-13 progress report.**

**3: PSP Summary**

**4: Consultation on changes to fire engine deployment in the borough of Spelthorne**

**5: Public Briefing sheet – Spelthorne Consultation**

**Sources/background papers:**

Surrey Fire and Rescue Authority Public Safety Plan 2011-20

Public Safety Plan Action Plan 2013-16

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# Surrey Fire and Rescue Service Action Plan 2013 - 16



**Our Public Safety Plan 2011-20 is supported by action plans that detail the specific activity that we will be undertaking as we deliver the outcomes described. There are items from our first two year action plan that are not yet complete and these are identified in this plan. This second action plan covers the period from April 2013 until March 2016 and supports our mission to provide a professional and well supported Fire and Rescue Service which reduces community risk in order to save lives, relieve suffering, protect property and the environment.**

## By 2020 we will have:

Revised and achieved our response standard.

Matched resource provision to predicted demand levels.

Improved the balance of service provision across Surrey.

Crewed all fire engines with five firefighters.

Implemented more appropriate working arrangements for staff.

Improved the provision and use of property.

Created capacity to improve firefighter and community safety.

## To achieve this, by March 2016 we will:

Implement a performance management system that continually monitors the status of the response standard and provides real time information to support the strategic movement of fire engines.

Implement revised Wholetime duty systems that provide greater efficiency, including day crewing at Camberley.

Review the reformed on-call duty system and revise as appropriate.

Implement the phased withdrawal of the second fire engines at Cranleigh, Godalming, Haslemere, Walton and Oxted and implement the revised service provision at Gomshall.

Have improved locations for fire stations, including a focus on Reigate & Banstead and Epsom & Ewell, Spelthorne and Elmbridge.

Commence the operational use of new fire stations in Guildford and Woking.

Continue to implement improvements to the facilities at fire stations including firefighter training.

Improve the facilities at fire stations that enable increased public access and partnership use.

Continue to improve Operational Assurance, focussing on operational competence, risk information availability and community safety activity.

Review the delivery of training and development and implement the outcomes of that review.

# Surrey Fire and Rescue Service Action Plan 2013 - 16



By 2020 we will have:	To achieve this, by March 2016 we will:
Increased the use of volunteers	Continue to develop the use of volunteers across a range of activities, including the delivery of community safety activity.
The most efficient governance arrangements.	Deliver the findings of the review of governance and commence implementation of the approved recommendations.
Appropriate response arrangements for all calls for assistance.	<p><b>Note:</b> These items form part of a pan-regional project to improve interoperability and consistency of service delivery between Fire and Rescue Services, which governs the achievement of these targets:</p> <ul style="list-style-type: none"> <li>Review and revise our call challenge policy.</li> <li>Review and revise our response to all incidents and the associated charging policy.</li> <li>Implement a pilot scheme for the provision of specialist rescue capability and contingency crewing, reviewing the scheme and making recommendations based upon the findings for the future provision of these services.</li> <li>Examine the local resilience arrangements and assess our contribution to these.</li> <li>Commence the implementation of the recommendations from the review of Special Appliances.</li> </ul>
Effective income generation and cost recovery arrangements.	<p>Explore a wide range of options for increasing cost recovery and income generation, including continuing to assess the benefit of providing additional services that add value to communities and may also produce an income stream.</p> <ul style="list-style-type: none"> <li>Continue to develop effective partnerships in order to improve community safety, by sharing data and working together more effectively to support those most at risk.</li> <li>Develop the partnership with Adult Social Care in order to support the Adult Social Care Strategy.</li> <li>Continue to work closely with Surrey Police and the South East Coast Ambulance Service, including the further development of trauma care capability and an increase in the number of defibrillators available.</li> <li>Review and revise our approach to the regulation of community fire protection.</li> </ul>
Effective community safety activity.	

Our plan remains a framework, enabling us to deliver continuous improvements whilst adapting to changing circumstances. We continue to value your opinions and gratefully receive comments regarding this action plan or any of our activity. Details relating to these actions are contained within our Public Safety Plan 2011-20. **For further information, please contact us: online:** [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp); **by telephone:** 03456 009 009 (M-F 8am – 6pm); **by Minicom:** 020 8541 9698; **by SMS:** 07527 182 861; **by email to** [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk); or to the PSP Team, Surrey Fire and Rescue Service Headquarters, Croydon Road, Reigate, Surrey, RH2 0EJ. The Public Safety Plan, Summary and Action Plans are available at [www.surreycc.gov.uk](http://www.surreycc.gov.uk).





Action Plan 2011-2013 Progress Report






Our Public Safety Plan 2011-20 is supported by action plans that detail the specific activity that we will be undertaking. This report details progress against the action plan for the period from July 2011 until March 2013 .

We said that by March 2013 we would:	By March 2013 we have:	
Implement the Surrey Response Standard and commence performance monitoring and reporting.	We have implemented the Surrey Response Standard and report on our performance.	
Review and, where appropriate, revise the mutual assistance arrangements with neighbouring Fire and Rescue Services.	This item has been completed. We continue to seek further improvement to the use of emergency response cover from neighbouring Fire and Rescue Services.	
Develop and implement revised on-call contracts to provide guaranteed availability for our on call fire engines.	Developed contracts through consultation to create a duty system that meets the needs of the Service and is appropriate for on-call staff.	
Ensure Cranleigh are available with a crew of five firefighters, 24 hours per day.	The revised contracts now provide a suitable duty system to enable us to achieve the crewing level required.	
Implement a phased withdrawal of the second fire engines at Cranleigh, Godalming, Haslemere and Oxted.	The second fire engines at these stations have been withdrawn from front line service and now form part of the reserve fleet.	
Develop an alternative service provision at Gomshall Fire Station.	This item is ongoing and will be delivered by March 2014.	
Develop and commence implementation of day crewed and other wholetime duty systems.	Alternative contractual arrangements in place to allow firefighters to provide additional duties.	
Continue to explore improved locations for fire stations. Commence the review of the use of fire stations, including public access and partnership use.	Commenced the build of the new Guildford Fire Station. Commenced the implementation of a new fire station in Salfords in response to the withdrawal of the West Sussex fire engine from Horley. Identified a suitable location for the relocation of Woking Fire Station.	
Review and, where appropriate, revise the location and crewing of special appliances.	Review completed, implementation of the revised disposition will commence during 2013	



**Action Plan 2011-2013 Progress Report**

We said that by March 2013 we would:	By March 2013 we have:	
<p>Ensure the consistent delivery of all aspects of the service on a seven day a week basis. Improve Operational Assurance, focussing on operational competence, risk information availability and community safety.</p>	<p>Implemented revised management structures to support 7 day a week working. Continued to implement a range of assurance processes, including operational audits and a revised post incident review process.</p>	
<p>Review the current volunteer schemes operating within the Service and develop a framework for increasing their use.</p>	<p>Increased the number of volunteers to over 80 and significantly expanded the range of activities delivered by our volunteers.</p>	
<p>Review and revise our call challenge policy. Review and revise our response to emergency incidents. Review our charging policy for attendance to incidents.</p>	<p>These items form part of a pan-regional project to improve interoperability and consistency of service delivery between Fire and Rescue Services. The expected achievement of these targets is governed by the progress of this project:</p>	
<p>Continue the development of sponsorship for identified schemes and activities.</p>	<p>Pursued a number of sponsorship opportunities and established the requirement to employ a specialist in income generation to assist us in this area.</p>	
<p>Commence the review of governance arrangements.</p>	<p>Started work on this review, with the results due to be delivered by March 2016.</p>	
<p>Further develop the analysis of data to identify and target the most vulnerable. Review partnership working to ensure effective outcomes for community safety.</p>	<p>The Community Risk Profile has been reviewed and revised for 2013 and will continue to be updated on an annual basis. Partnership review has been completed, with a number of new partnerships increasing the support provided to vulnerable people and those most at risk from fire.</p>	
<p>Work with partners to plan, prepare and exercise in readiness for the 2012 Olympics, Paralympics and associated events.</p>	<p>The Olympic Rowing Village at Royal Holloway College and the cycling road race events all contributed to the successful delivery of the 2012 Olympics</p>	

**For further information, please contact us:** online: [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp); by telephone: 03456 009 009 (M-F 8am – 6pm); by Minicom: 020 8541 9698; by SMS: 07527 182 861; by email to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk); or to the PSP Team, Surrey Fire and Rescue Service Headquarters, Croydon Road, Reigate, Surrey, RH2 0EJ.

The Public Safety Plan and Summary are available at [www.surreycc.gov.uk](http://www.surreycc.gov.uk).



# Surrey Fire and Rescue Authority Public Safety Plan 2011 - 2020

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Summary





Summary



We have the pleasure of presenting the summary of our Public Safety Plan for 2011-20. The plan describes our vision for Surrey Fire and Rescue Service and establishes a framework for future development, setting out the improvements we intend to make to the fire and rescue service in Surrey during this period. This plan incorporates important work that we will implement to reduce the risk in our communities and to make Surrey safer for all those who live, work, travel in or visit our county. We are determined to deliver a quality fire and rescue service for the County and we believe that by working with the community we can continue to improve your safety. That is why our mission is: **'with you, making Surrey safer'**.

*Kay Hammond; Cabinet Member for Community Safety*

*Russell Pearson; Chief Fire Officer*

Your Fire and Rescue Service

**Our Vision for Surrey Fire and Rescue Service** as:

A high performing, low cost and valued organisation that contributes to making Surrey a safe place.

An employer of choice, providing career opportunities within a motivated workforce who are competent and confident, healthy and safe, and who are representative of their community.

Managing our resources based on risk analysis, matching resources to demand and providing a balanced level of emergency response across Surrey.

Ensuring that we are sufficiently resilient to be able to provide an emergency response under all foreseeable circumstances.

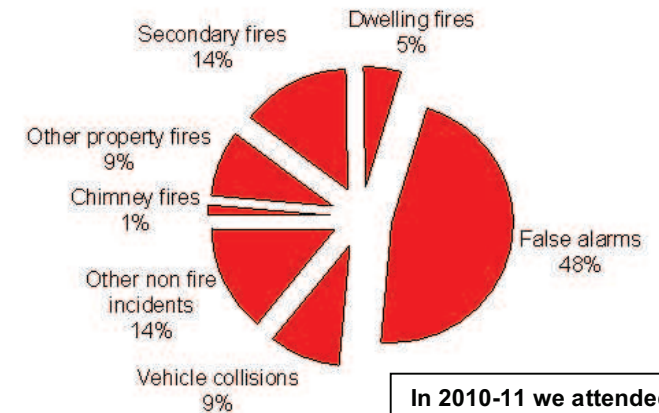
**Our Vision for you** is:

That you are fully informed about the part you can play in making Surrey safer. This personal responsibility will empower individuals, families and communities to help themselves and enhance their neighbourhoods. It will help to prevent some emergencies from occurring and also reduce the impact on you and those around you if they do occur.

**In Surrey the County Council is the Fire and Rescue Authority** and have a statutory duty to provide a fire and rescue service. This duty is met by Surrey Fire and Rescue Service, which undertakes prevention activity, enforces fire safety law and provides emergency response cover. As of June 2011, we operate from 24 fire stations with 35 fire engines and 20 specialist vehicles. We employ:

- 632 Wholetime firefighters
- 134 'on-call' firefighters
- 30 Mobilising control staff
- 75 support staff

We provide 24-hour emergency response cover to an area of over 1,600 km<sup>2</sup> with a growing population of over 1.1 million. 80% of Surrey is rural but the majority of people live in the towns. Surrey has 63 miles of motorway and the M25 section is one of the most heavily used stretches of motorway in Europe.



**In 2010-11 we attended 10,953 incidents.**

Page 3 of 8



## Summary

### Building on Success

Surrey is a successful fire and rescue service and has achieved positive recognition through audit and assessment. We have taken innovative approaches to a number of the challenges that we have faced and as a consequence believe we provide value for money. We deliver high quality prevention activities, notably our Youth Engagement Scheme and the award winning Safe Drive Stay Alive road safety show. We also achieve high levels of public satisfaction.

Throughout the Public Safety Plan we talk about risk and it is important that you are clear on what we mean. Risk is the assessment of the likelihood of an event occurring coupled with the potential severity if that event occurs. The impact of incidents is often wider than just those directly involved, consider the vehicle collision on the M25 which causes a ten mile tailback, or the fire involving gas cylinders which may potentially explode resulting in hundreds of people being evacuated from their homes or businesses for a period of twenty four hours. We understand our role, which is all about reducing the risk; the likelihood and the consequence, for all those who may be affected by an incident.

Our analysis shows that whilst Surrey is one of the safest places to be in the UK, there are always incidents and events that we must be trained and equipped to respond to, particularly vehicle collisions that cause a significantly greater number of deaths and serious injuries than fires. We focus our prevention activity on those most at risk, and have identified age and health as two key factors that contribute to fire risk. Factors relating to areas or housing type are not as apparent. We also know that young drivers are at greatest risk from being involved in vehicle collisions. For all emergency types we know that we experience a predictable increase in demand from approximately 6 am, with peaks of activity during the morning and evening rush hours. From 10pm through until 6am the average level of demand on our resources is very low. There is little variation across the days of the week or the time of year, those changes that do occur are often dependant on the prevailing weather conditions.

Comparison of Numbers Killed and Seriously Injured in Fires and Vehicle Collisions		
Year	Fire	Collision
2010/11	3 + 36	32 + 488
2009/10	2 + 36	38 + 547
2008/9	4 + 51	55 + 559

### Challenges

Surrey continues to change, with increases in population, a changing age profile and rising traffic levels. The threat of terrorism and the effects of climate change also contribute to the challenges that Surrey faces. As a fire and rescue service it is essential that we adapt to these changes and this also means overcoming our own challenges, whilst managing the impact of the financial pressures on the public sector.

Our fire stations are not necessarily in the right places, located where they are as a consequence of history and the needs of the community at that time.

The shift systems that we operate do not provide the flexibility required. The Retained Duty System of 'on-call' firefighters faces a number of challenges, due to both changes in legislation and the way people live and work.

Whilst the number of incidents that we attend continues to fall, the range and complexity of incidents that we respond to, or must be prepared to respond to, is increasing. We are a people based organisation, it is our staff who deliver the service, responding to incidents, providing education, advice and enforcing fire safety law. The training and development of our staff is crucial to our success and as the demands upon us increase, so does the requirement for appropriate and effective training.

Surrey experiences relatively low numbers of fatalities and injuries in fires. Our challenge is to continue to reduce these numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers.



### Summary

Our Public Safety Plan describes the outcomes that we intend to have achieved by 2020. By this date, we will have:

Page 40	<b>Outcome 1:</b>	<b>Revised and achieved our response standard.</b>
		Our standard is described on page 5 and our performance will be reported regularly.
	<b>Outcome 2:</b>	<b>Matched resource provision to predicted demand levels.</b>
		We will have more fire engines available during the day than at night.
	<b>Outcome 3:</b>	<b>Improved the balance of service provision across Surrey.</b>
		Across Surrey we will provide as consistent a level of service as possible.
	<b>Outcome 4:</b>	<b>Crewed all fire engines with five firefighters.</b>
		The first fire engine crew on scene will be as effective as possible in their initial actions.
	<b>Outcome 5:</b>	<b>Created capacity to improve firefighter and community safety.</b>
		We will provide our staff with suitable and effective training and continue to deliver a wide range of community safety advice and activity.
	<b>Outcome 6:</b>	<b>Implemented more appropriate working arrangements for staff.</b>
		Our workforce will operate within a variety of shift patterns that are flexible to meet the needs of the Service and the individual.
<b>Outcome 7:</b>	<b>Increased the use of volunteers.</b>	
	Volunteers will support us across a number of activities, including identifying and supporting vulnerable groups.	
<b>Outcome 8:</b>	<b>Appropriate response arrangements for all calls for assistance.</b>	
	We will be responding to genuine emergencies and guiding people to the most appropriate solution if we are not required.	
<b>Outcome 9:</b>	<b>Effective income generation and cost recovery arrangements.</b>	
	We will be recovering costs where appropriate and have a range of sponsorship and income opportunities available to us.	
<b>Outcome 10:</b>	<b>The most efficient governance arrangements.</b>	
	We will be operating within the most appropriate Fire and Rescue Authority structure.	
<b>Outcome 11:</b>	<b>Improved the provision and use of property.</b>	
	We will be operating from suitably located fire stations, sharing with others where appropriate and offering access to the public and partners.	
<b>Outcome 12:</b>	<b>Effective community safety activity.</b>	
	We will be targeting those most vulnerable whilst continuing to offer advice and support to all.	



**Summary**

<b>OUR PRIORITIES</b>			
<p><b>Your Fire and Rescue Service:</b></p> <p>Reducing the risk and impact of fires, vehicle collisions and other emergencies.</p>	<p><b>Our Staff:</b></p> <p>Ensuring our workforce are ready and able to provide you with the best possible service.</p>	<p><b>Our Organisation:</b></p> <p>Ensuring that we provide a balanced, efficient, affordable and resilient fire and rescue service.</p>	<p><b>Your Community:</b></p> <p>Delivering localism to make Surrey a better place to be.</p>
<b>WHAT WE WANT TO ACHIEVE</b>			
<p>Page 41</p> <ul style="list-style-type: none"> <li>a) Work with you to ensure that we understand the risks in our communities.</li> <li>b) Work with you to prevent fires and other incidents occurring.</li> <li>c) Work with those who are responsible for the fire safety in buildings and at public events to reduce the risk from fire.</li> <li>d) Respond as quickly as possible to emergency calls and provide the right number of firefighters, fire engines and equipment to deal with the incident.</li> <li>e) Participate appropriately in the planning and response to local and national emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>a) Ensure that our staff are selected, trained and developed to do their job safely and effectively.</li> <li>b) Support our staff within a safety conscious, inclusive and healthy working environment.</li> <li>c) Ensure that we have the appropriate number of staff available to meet the demands on our service.</li> </ul>	<ul style="list-style-type: none"> <li>a) Manage our resources effectively to improve the level of service to more people.</li> <li>b) Have the appropriate resources available to meet the expected demand.</li> <li>c) Manage our service to provide the best value for money.</li> <li>d) Ensure we can always provide an emergency response.</li> </ul>	<ul style="list-style-type: none"> <li>a) Work with others, where appropriate, to build safer and stronger communities.</li> <li>b) Reduce our impact on the environment.</li> <li>c) Support the Surrey County Council corporate strategy.</li> <li>d) Seek further ways to add value to our communities.</li> </ul>

**Achieving our Vision**

This plan builds on previous plans and continues to provide clear steps for us to achieve our vision. As targets are reached we will review our actions and revise our planned actions accordingly. There are a number of significant events, for example the opening of the Hindhead Tunnel and London 2012, which we must plan for and that will also determine the timing of our proposed changes.



## Summary

### Our Response Standard

We have stated in previous Public Safety Plans that we believe we are able to provide an improved level of service whilst operating from fewer, but more appropriate locations and with fewer people. To achieve this, we need to build fire stations in new locations but we are also confident that we can improve the Service within our existing locations, by changing the way we operate (see table). These changes match the fire engine availability to the demand and provide capacity for training and community safety activity.

To provide Surrey communities with the best possible service we have set standards to achieve for emergency response. This helps us to determine how many fire engines we need and where they are best located. It also allows us to measure our performance so that we can be accountable to you. We will focus on the emergencies where lives and property are most at risk; we feel these **critical incidents are primarily building fires and vehicle collisions.**

Once we know what your emergency is and where it is occurring, we will send the quickest response. Our **Surrey Response Standard** is:

Surrey Response Standard			
Incident Type	Response	Within	Target
Critical Incidents	1 <sup>st</sup> fire engine	10 minutes	80% of occasions
	2 <sup>nd</sup> fire engine	15 minutes	80% of occasions
All Other Emergencies	1 fire engine	16 minutes	95% of occasions

We do not know where we will be in relation to the emergencies that occur; therefore we cannot guarantee how quickly we will reach you. We aim to attend every emergency incident as quickly as possible without compromising on safety to other road users. To select the most appropriate response to every emergency we use technology to monitor the location of our fire engines and will position them appropriately to maintain our standard.

Borough/ District	Fire Station	Phase 1 PSP		
		Week Day 7am-7pm	Weekend Day 7am-7pm	Night 7pm-7am
Elmbridge	Esher	1	1	#
	Painshill	1	1	1
	Walton	1	2	2
Epsom & Ewell	Epsom	2	2	1
Guildford	Gomshall	#	#	#
	Guildford	2	3	3
Mole Valley	Dorking	1	1	1
	Leatherhead	1	1	1
Reigate & Banstead	Reigate	2	2	2
Runnymede	Chertsey	1	1	1
	Egham	1	1	1
Spelthorne	Staines	1	1	#
	Sunbury	1	1	1
Surrey Heath	Camberley	2	2	1
	Chobham	1	1	1
Tandridge	Godstone	1	1	1
	Lingfield	#	1	1
	Oxted	1	1	1
Waverley	Cranleigh	1	1	1
	Dunsfold	#	1	1
	Farnham	1	1	1
	Godalming	1	1	1
	Haslemere	1	1	1
Woking	Woking	1	1	1
Operational Assurance Reserve [staff equivalent per day]		+3	+3	#
Total Fire Engines		25 [+3]	29 [+3]	25





## Summary

### Play Your Part

We have said what we can do for you but there are also things that you can do to help us.

- Help prevent fires by disposing of smoking materials carefully and not overloading electrical sockets; further fire safety advice is available from [www.surrey-fire.gov.uk](http://www.surrey-fire.gov.uk). You could also help us by reducing the number of false alarms that we attend by maintaining fire detection systems properly.
- We cannot prevent all fires but you can help protect yourself by having working smoke detection and a fire escape plan for your home, we can assist you with this through a free home fire safety visit. Book at [www.surrey-fire.gov.uk](http://www.surrey-fire.gov.uk) or call 0800 085 0767. You could also help yourself in other emergencies such as taking measures to protect your property if you live in a flood risk area. Advice available at [www.environment-agency.gov.uk/homeandleisure](http://www.environment-agency.gov.uk/homeandleisure). For more information on preparing for emergencies visit [www.surreyalert.info/protectingyourself/](http://www.surreyalert.info/protectingyourself/)
- Our Firewise scheme provides an opportunity for us to speak to young people who have shown an unhealthy interest in fire or who may already have been involved in firesetting. If you feel that a young person may benefit from this intervention, please call 0800 085 0767.

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We see too many lives shattered by car crashes; think about your safety and that of others by driving safely and ensuring everyone wears a seat belt in vehicles.

If you need us to help you in an emergency; stay calm, phone 999 and tell us exactly where you are and the nature of the emergency.

- If you are driving and see a fire engine on an emergency call, pull over when safe to do so and give it as much room as you can.
- If you are an employer or run a business, make sure that you understand your legal duties for fire safety in your premises. See [www.legislation.gov.uk](http://www.legislation.gov.uk) and [www.communities.gov.uk/fire](http://www.communities.gov.uk/fire)
- You can help us in more ways than you think; we have a range of opportunities, not just fighting fires, which could be paid or voluntary. If you are interested in helping us make Surrey safer, please go to [www.surrey-fire.gov.uk/opportunities](http://www.surrey-fire.gov.uk/opportunities)
- We want to continue to offer the wide range of services we provide, if you can provide sponsorship to enable us to provide free smoke alarms or books and equipment to help us teach your children to be safe from fire please go to [www.surrey-fire.gov.uk/sponsorship](http://www.surrey-fire.gov.uk/sponsorship)
- Tell us what you think about our Service. We are always keen to hear your views on how we are performing and what we may be able to do better.

For further information please contact us:

**online:** [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp); by **telephone:** 03456 009 009 (M-F 8am – 6pm); by **Minicom:** 020 8541 9698; by **SMS:** 07527 182 861; by **email** to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk); or in **writing** to the PSP Team, Surrey Fire and Rescue Service Headquarters, Croydon Road, Reigate, Surrey, RH2 0EJ.

The Public Safety Plan 2011-20 and Action Plan 2011-13 are available at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)

Surrey County Council  
County Hall  
Kingston upon Thames  
Surrey KT1 2DN



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

**Tel: 03456 009 009**

**Minicom: 020 8541 9698**

**Fax: 020 8541 9575**

**Email:**

**contactcentre@surreycc.gov.uk**

Nëse dëshironi që ky dokument të jetë me shkronja të mëdha, në kasetë ose në një gjuhë tjetër, ju lutemi n'a telefononi në një nga numrat e mësipërm.

إذا كنت ترغب بالحصول على هذه الوثيقة في طباعة مكبرة، أو على شريط مسجل أو في لغة أخرى، فنرجو الاتصال بنا على أحد الأرقام المدونة أعلاه.

আপনি যদি এই ডকুমেন্ট বা নথি বড় ছাপার অক্ষরে, টেপে বা অন্য কোন ভাষায় পেতে চান, তাহলে দয়া করে উপরের যে কোন একটি নম্বরে আমাদের সাথে যোগাযোগ করুন।

Si desea este documento impreso en letra grande, en casete o en otro idioma, rogamos que se ponga en contacto con nosotros llamando a uno de los números anteriores.

如欲索取本文的大字體版本、錄音帶版本或另一語言版本，請撥以上任一電話號碼，與我們聯絡。

اگر آپ کو یہ دستاویز بڑے حروف کی چھپائی میں، ٹیپ پر یا کسی دوسری زبان میں درکار ہو، تو برائے مہربانی اوپر دیئے ہوئے کسی ایک نمبر پر ہم سے رابطہ کریں۔



## Annex 4: Spelthorne Consultation

The consultation commenced on 5<sup>th</sup> August 2013 and closed on 4<sup>th</sup> November. At this time detailed analysis of the feedback is being undertaken, with the intention to present a final proposal to the Fire Authority in December 2013. The final consultation analysis is scheduled for delivery by the 21<sup>st</sup> November.

This consultation is not a referendum – i.e. the outcome of the consultation is not binding. It forms part of the evidence to help Surrey County Council Cabinet make its final decision. Other evidence will include cost-benefit analysis, assessments of other possible options, the requirement on SCC's budget and an Equality Impact Assessment. We aim to be responsive - concerns, questions and comments have been thoroughly read, analysed and where possible responded to / acted upon (i.e. when an additional public meeting was set up). Key concerns have been reviewed to establish what mitigating action can be taken.

There is no minimum sample size limit that the consultation aims for. While high risk groups have been targeted, we are aware that we will not achieve statistically representative cohort of respondents with our survey (both in terms of demographic characteristics or size). Consultations for Fire and Rescue Services across the country typically generate very low response rates.<sup>1</sup>

### Methodology

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

This included Print, On-line and direct contact:

- Presentation at one police surgery in Ashford, two neighbourhood panels in Staines and Laleham (through Surrey Police)
- Presentations at Runnymede, Elmbridge and Spelthorne Local Committees
- Private briefing to Communities Select Committee
- Three public meetings in Spelthorne
- Attendance at 'Spelthorne Together' Assembly in Sunbury

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<sup>1</sup> Leicestershire IRMP 2009: 0.07% (435 survey responses / population: 649,000); Devon & Somerset Draft Corporate Plan 2013/14: 0.06% (985 survey and email responses / population: 1.7m), <http://www.dsfire.gov.uk/FireAuthority/CalendarOfMeetings/documents/DSFRA10July13Agendaandpapers.pdf>; Kent & Medway FRA IRMP 2011-20: 0.12% (2022 responses / population: 1.7m)

- Presentation at a Shepperton library exhibition
- Presentation at the Empowerment Board North meeting
- On-line survey for residents, businesses, partner agencies, staff and Members (using email invites to ORS panel, Spelthorne mailing list, Business mailing list, EEAG member mailing list)
- Postal questionnaires to care homes, day centres, community centres and VCFS organisations in Spelthorne
- Letters and emails to partner agencies (e.g. Police, NHS, Ambulance, etc), VCFS organisations and County Council, Borough Council and London Borough Members
- Distribution of consultation material through the External Equality Advisory Group, borough councils' community officers' mailing lists and business associations
- Face to face briefings for staff at two workshops in Sunbury and Staines
- Frequent briefs and written communication for staff

Advertisement of our consultation through:

- SCC website and social media outlets, Spelthorne BC website and social media outlets, Members' bulletin (Communicate), local paper (Surrey Herald / Get Surrey), LOSRA website
- Leaflets and posters in libraries, community centres, Citizens Advice Bureaux, schools, churches, GP surgeries, fire stations, youth centres, borough notice boards.

**Key themes** (percentages are as at 22<sup>nd</sup> October and are subject to change through the remainder of the consultation)

- Increase in response times means danger to lives and property (28%)
- Spelthorne has a high risk profile (high deprivation, high density population, several high rise buildings, Thames, motorways with RTCs) (26%)
- General opposition to the proposal, as one engine will not be enough for the area (25%)
- The removal of a fire engine causes serious doubts about the service's resilience for major incidents or at times when the crew is not available (training or other incident) (17%)
- Traffic around Spelthorne will make it difficult for the engine to move / for additional support to come into the area (Sunbury Cross, M25, M3, Thames bridges) (9%)
- This proposal is a pure money saving exercise and consideration for risk and safety have not been taken into account (7%)

- Questions about the response times for the water rescue unit and the crewing thereof (7%)
- Concerns were raised about the modelling of the response times, how they were set and what methodology was used (6%)
- This would be an unfair service reduction (fire engines per population), compared to other wealthier areas of Surrey (5%)
- The actual location is less than ideal, as it is removed from key risk points (3%)
- There might be delay in getting neighbouring support (London stations are closing, other Surrey stations around might be affected by changes) (3%)
- The oil depot and planned building of the Eco Park create considerable industrial risk, which the SFRS should take into account (3%)

These issues will form the basis for the analysis and re-evaluation of the business case.

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Consultation On Changes To Fire Engine Deployment In The Borough Of Spelthorne

What does this mean for Spelthorne?

**The Issue:** Surrey Fire and Rescue Service's Public Safety Plan<sup>1</sup> proposed a change to the way the fire stations in Spelthorne are crewed. Currently there are two fire stations in Spelthorne, at Sunbury and Staines. Each of these stations has one Wholetime fire engine, providing 24 hour emergency response cover. The Plan indicated the longer term intention to rationalise the fire stations in the borough of Spelthorne. To continue to provide an effective service within the resources available, the Service now needs to consider the provision of one fire engine in Spelthorne located more centrally within the Borough.

We value your opinions and would appreciate your views on this proposal. We will provide you with as much information as we can and will listen to your opinions before a decision is made as to whether to implement this proposal.

**The Proposal:** If implemented, there would be a change to the number of fire engines based in Spelthorne. Currently there are two fire engines crewed by staff to provide an immediate response 24 hours a day. Our proposal is to close the two existing stations and base one fire engine at a new, modern fire station located in the Ashford Common area, providing 24 hour emergency response cover. This will mean that some firefighters currently based at Staines or Sunbury will need to work from other locations within Surrey.

**Why are we proposing this change?** The Surrey Fire and Rescue Authority has statutory duties to provide a fire and rescue service for the county with the resources available. This proposal is part of a transformation programme for the Service, designed to meet the challenges we described in our Public Safety Plan. The savings generated by the station rationalisation will enable us to continue to provide a balanced equitable service across the county without the need for a reduction in the response standard.

**Emergency Response:** We have modelled<sup>2</sup> the effects of our proposals and identified their potential impact. In Spelthorne, on average, the first fire engine will attend incidents in less than seven minutes (quicker than the Surrey average) and well within the Surrey response standard of ten minutes. This is sufficient to deal with the emergency safely and effectively in the majority of cases.

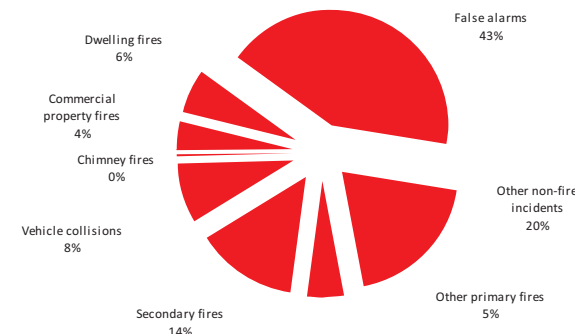
For life and property risk incidents, additional resources will be on their way to provide the required support for the first crew attending. On average this second fire engine will arrive in less than eleven minutes, which is also well within our fire service emergency response standard of 15 minutes.

Predicted response standard for Spelthorne

	1 <sup>st</sup> fire engine attendance (average)	% attended in 10 mins	2 <sup>nd</sup> fire engine attendance (average)	% attended in 15 mins
<b>Current</b>	5 min 44 secs	97.0	9 min 13 secs	98.2
<b>Proposal</b>	6 min 42 secs	91.4	10 min 24 secs	94.5
<b>Surrey Average</b>	7 min 28 secs	80.8	10 min 27 secs	86.7

An average week in Spelthorne:

Whilst the demand for emergency response is unpredictable, we are able to identify trends and to recognise the periods that are busier for us. This assists with planning resources and analysing the potential impact of proposals such as this one. Between 2009 and 2013 there was an average of 16 incidents per week in Spelthorne.



If there had been such a thing as an average week about 7 of these incidents would have been false alarms. There would have been about one fire in a dwelling, about one in other property and about three non-property (secondary) fires, such as rubbish or grass alight. We would have needed to deal with about one vehicle collision and 3 other incidents (special services), which could be flooding or animals trapped, etc. The fire engines would also have been used as required to standby at other locations to maintain emergency response cover across the county.

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

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



Consultation On Changes To Fire Engine Deployment In The Borough Of Spelthorne

What does this mean for Spelthorne?

**How we respond to emergencies:** We provide emergency response cover across the county with up to 35 fire engines, which are supported by a range of other specialist resources of our own and neighbouring services. Two of these fire engines are currently based in Spelthorne but they are not resources solely dedicated to the Borough. This means that these fire engines will respond to incidents outside of the Spelthorne area. Similarly we can use resources from across the county to deal effectively with emergencies in the Borough, as we did in January 2013 when more than four fire engines attended the fire at the Ashford Cafe.

As stated in our fire service response standard, we will send the quickest appropriate response to an emergency and for you that may not be a fire engine from the fire station in Spelthorne. This current practice will not change under the proposals put forward for consultation.

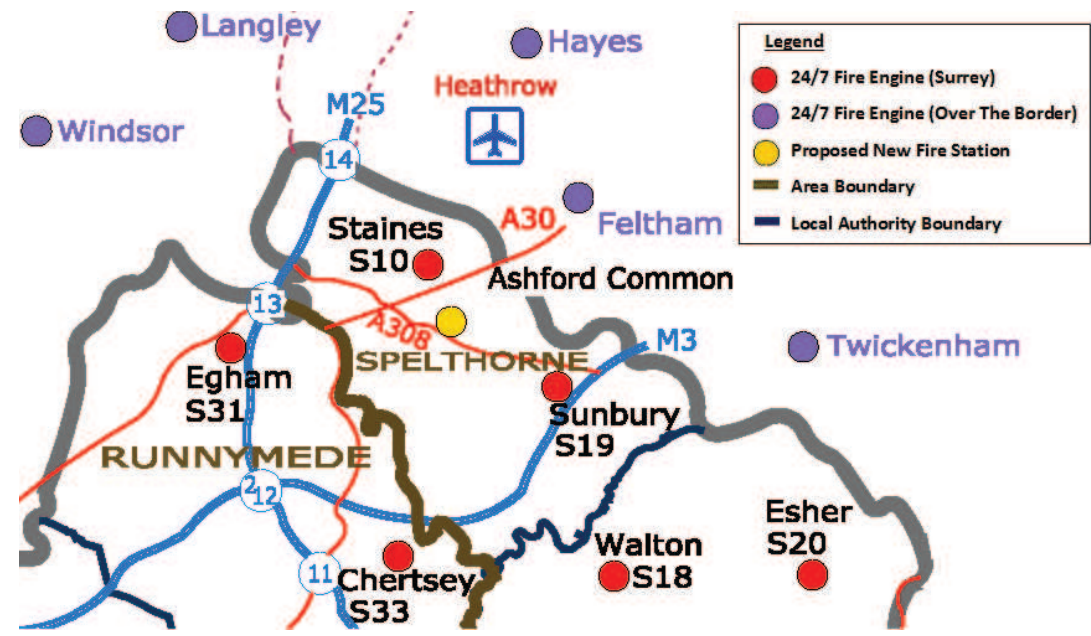
Spelthorne is surrounded by Surrey fire stations in Egham, Chertsey, Walton and Esher plus others based in London. London Fire Brigade have recently published their proposals to make changes to the disposition of fire engines in London, but none of the stations along the border with Surrey are affected by these proposals.

**Making a decision:** After the consultation has closed we will review our proposal in light of the feedback received. We will then present a final proposal for the provision of emergency response cover in Spelthorne to Surrey County Council's Cabinet, as the Fire and Rescue Authority, for decision. If the proposal is supported we will commence implementation during 2014.

**Have your say:** We encourage residents to have their say on how fire and rescue services are provided. These proposals, along with further information, are detailed in an [online questionnaire](#) which is open until 4<sup>th</sup> November 2013. Please contact us if you would like to receive a postal questionnaire.

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

Map showing current stations and indicative position of proposed station



How can I take part in the consultation process?

- By completing the online questionnaire at [www.surrey-fire.gov.uk/psp](http://www.surrey-fire.gov.uk/psp)
  - By emailing comments to [psp@surreycc.gov.uk](mailto:psp@surreycc.gov.uk)
  - By writing to: PSP Team, Surrey Fire and Rescue Service, Croydon Road, Reigate, Surrey, RH2 0EJ
  - By telephone: 03456 009 009
  - By fax: 01737 222857
- SMS: 07527 182 861  
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Communities Select Committee  
21 November 2013

**Half-year outcomes-based performance report on Voluntary, Community and Faith Sector infrastructure in Surrey**

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

(i) To provide the Committee with 2013-14 half year outcomes-based performance information for Voluntary, Community and Faith Sector (VCFS) infrastructure organisations in Surrey co-commissioned by the County Council, Districts and Boroughs and Clinical Commissioning Groups; and

(ii) To update on the County Council's funding intentions for VCFS infrastructure organisations for 2014/15.

**Introduction**

1. There are over 5,700 VCFS groups in Surrey. Infrastructure organisations enable these groups to run effectively by providing access to a range of targeted advice and support services. The County Council is committed to ensuring there is a strong VCFS infrastructure in place to support a vibrant and active civil society in Surrey.
2. The Communities Select Committee was last updated at its 16 January 2013 meeting about the development and implementation of a new outcomes-based performance management framework for VCFS infrastructure the link to the report is as follows, <http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=172&MId=217&VeR=4>  
The intention of the new framework is to provide a greater focus on outcomes for Surrey residents, particularly the vulnerable, and evidence of beneficial impacts. The new arrangements were introduced in April 2013. The new framework has garnered interest from a number of local authorities, in recognition that it is breaking new ground.
3. This report provides the Committee with, for the first time, timely performance information about the local Councils for Voluntary Service (CVSs) and Surrey Community Action. The data is presented in the form of a 'scorecard' following a format similar to how the County Council presents its own performance

information. The information has been gathered both through quarterly returns from the infrastructure organisations and a new County Council survey of all frontline VCFS groups in Surrey.

4. This report also provides an overview of the indicative funding profile for infrastructure groups for 2014/15 for information.

#### 2013-14 half year performance information

5. The performance framework was co-designed with commissioners in Districts and Boroughs and health, infrastructure organisations and frontline VCFS groups to reflect delivery of the agreed outcomes (attached at **Annex A**), rather than outputs or processes. Commissioners explicitly challenged themselves to ask only for data that would be used, and that was integral to the infrastructure organisations' own performance management. This was to ensure that the reporting remained proportionate and to minimise reporting burdens.
6. There are three performance scorecards attached at **Annex B**. The first is a summary of Surrey-wide performance information relating to volunteering and capacity building support (outcomes 1, 2 and 3). It provides a composite picture of the performance scorecards of each of the eight local CVSs.
7. This scorecard is composed of two sources of data. The top section focuses on quarterly reporting on volunteering activity that takes place through volunteer centres located in each CVS. Data collated shows the number of volunteering opportunities, how many volunteers were referred and placed, how long it took to place a volunteer, the demography of the volunteers and the sectors in which they volunteered. This is information that is already collected by each volunteer centre. Further analysis of the volunteering data is provided in paragraphs 13 – 16.
8. The second element of this scorecard reflects the results of a new annual survey of the users of infrastructure organisations – the frontline VCFS groups. It was designed to reflect best survey practice and with a focus group of VCFS organisations to ensure it was easy to use and relevant. The survey was publicised and circulated widely across the sector through a range of media from Summer 2013. By the closing date on 14 October, 654 frontline groups had responded comprising 11.5% of the sector. This is a significant return rate and enables conclusions to be drawn with some confidence. Further analysis of the annual survey results is provided in paragraphs 17 – 19.
9. The second scorecard has Surrey-wide performance information relating to how well the VCFS understands needs of Surrey residents and how effectively the sector is able to influence strategic decisions (outcomes 4 and 5). The data source for this information is the annual survey.
10. The third scorecard is the half year performance scorecard for Surrey Community Action. It is the organisation's own assessment of work undertaken and the impact this has had, particularly in relation to the delivery of outcomes 4 and 5.
11. Taken together, these scorecards present a rich picture of the impact that infrastructure organisations are making in Surrey in delivering better outcomes



for VCFS groups and residents. The evidence is available not only for commissioners, but also for the organisations' trustees and managers, to support and drive effective and efficient delivery.

12. This information is being shared with the Committee, partners in District and Borough Councils and Clinical Commissioning Groups, infrastructure organisations, and made publicly available through the County Council's website in line with the Council's commitment to openness and transparency. In addition, the individual performance scorecard for each of the eight local CVSs has been sent to the Chairmen of each of the organisations and will be discussed with trustees and partners at a meeting in early December. Following that discussion the individual scorecards will be published on the Council's website.

### Analysis of volunteering data

13. Volunteering is a core element of local CVS functions, and one that is pivotal in fostering social capital and ensuring better outcomes for the communities of Surrey. CVSs have provided two quarters of data from April 2013. Some CVSs were unable to provide the full returns in quarter 1, however for quarter 2 most information has been provided and is reflected in the scorecards.
14. The intention is to build this performance information up over the course of the year, to provide both baselines and an understanding of trends. With only a half year of volunteering data available, caution must be exercised in drawing conclusions and identifying trends from the scorecards. It does however provide management information to help to identify where performance is stronger or may be weaker, and potential areas of best practice.
15. Analysis of this half year volunteering data shows:
  - In total, the eight local CVSs placed 1072 volunteers in the first half of 2013/14 through their volunteer bureaux. This was augmented by another 800 volunteers who participated in one off corporate events.
  - Conversion rates of 'volunteers registering to volunteers placed' and 'volunteering opportunities to volunteers placed in those opportunities' varied significantly across the two quarters. In quarter 1, four volunteers registered for every one volunteer placed and there were 10 volunteering opportunities for each volunteer placed. Those ratios improved significantly in quarter 2. This will be an area to monitor in future for developing trends.

Conversion	Quarter 1	Quarter 2
<b>Registrations : placements</b>	4 : 1	1.5 : 1
<b>Opportunities : placements</b>	10 : 1	6.5 : 1

- The demographic profile of volunteers (gender, ethnicity and age) diverges notably from the Surrey population profile. Women are more prevalent as volunteers than they are represented in the population; people from black and ethnic minorities and younger people (under 45s) appear to be volunteering in greater proportion to the Surrey population that these groups make up (although this data is not complete).

16. Further work is underway to identify national benchmarking data to enable comparisons with national best practice.

### Analysis of annual survey results

17. The response to the annual survey by frontline VCFS organisations has been significant (654 individual groups). Table 1 indicates what percentage of respondents had used the services of each of the infrastructure organisations. Table 2 shows the income levels of the VCFS groups that responded. This is broadly in line with the make up of the sector in Surrey, with the significant majority being small or micro organisations (income under £100,000 per year).

**TABLE 1**

<b>Infrastructure organisation used</b>	<b>Response percent</b>	<b>Response count</b>
Reigate & Banstead Voluntary Services	5.2%	34
Surrey Community Action	8.7%	57
Tandridge Voluntary Service Council	13.8%	90
Voluntary Action Elmbridge	6.1%	40
Voluntary Action in Spelthorne	8.3%	54
Voluntary Action Mid Surrey	3.8%	25
Voluntary Action South West Surrey	11.9%	78
Voluntary Support North Surrey	6.1%	40
Woking Association of Voluntary Services	8.0%	52
Another non-CVS organisation	6.4%	42
My organisation has not used any infrastructure in the last 12 months	21.7%	142

**TABLE 2**

<b>Annual income levels</b>	<b>Response percent</b>	<b>Response count</b>
Micro (£0-10k)	38.0%	142
Small (10 – 100k)	30.5%	114
Medium (100 – 500k)	17.1%	64
Large (500k plus, combined 500k-5m and over 5m)	14.4%	54
Skipped question		280

18. Initial analysis has highlighted some headline results from the survey:

- 71.9% of the respondents had used the services of either a local CVS or Surrey Community Action in the last year.
- A number of the services provided by the CVSs are well known and well used, for instance volunteering recruitment, funding sources and CRB checks. However, there are low levels of recognition and use of others, for instance business planning and financial management support.

- Where respondents had used CVS services, there are high levels of satisfaction with the support provided.
  - There are opportunities for CVSs to do more to support VCFS groups to develop business plans. 35% of organisations stated they did not have a business plan in place; there are low levels of awareness and use of this CVS service.
  - Most organisations are very positive about their future; 95% are certain or very confident that they will be in existence next year. The significant majority are also highly confident about finding and applying for sources of funding.
  - The VCFS groups collectively estimated that they benefited from 865,539 volunteering hours over the past year, which if paid for would equate to approximately £5.5m in staff time.
  - The larger the organisation, the greater the awareness of current and future sector needs, based on evidence. Larger organisations are also much more likely to participate in consultations.
  - Across all VCFS groups, regardless of size, organisations were more engaged with and able to influence local government than central government
19. Further analysis of the survey is underway. This will include, if appropriate, follow up work with groups within the VCFS where the response rate was low, for instance larger organisations and organisations in particular areas, and those that responded but do not use CVS services and the impact this has on them as an organisation.

### **Surrey Community Action**

20. Surrey Community Action is primarily working to support the VCFS in Surrey through the delivery of outcomes 4 and 5. This entails ensuring the sector has an evidenced-based understanding of needs, is able to respond effectively by adapting services and innovating and is informed by and informing partners in the public sector.
21. The organisation's scorecard is attached at **Annex B**. It outlines the actions undertaken and impact made over the first half of the year. It also includes the plans in place to address the gaps and opportunities identified in the annual survey and Surrey Community Action's research undertaken earlier in the year.

### **Communities Engagement Team and Community Foundation for Surrey**

22. The Communities Engagement Team (CET) and Community Foundation for Surrey (CFS), both funded by the CEO, have reported on delivery of the outcomes outside this performance framework. This is due to the nature of their infrastructure activity and in order to be proportionate to the scale of the funding provided, which is £35,000 per annum for CET and £15,000 per annum for CFS.

23. A large part of the CET work is based on linking organisations and community cohesion. Over the year they have worked with District and Borough Councils, the Police, different faiths and communities in setting up faith forums, improving understanding of faiths and community issues and targeted campaigns and events to meet a wide variety of local social needs.
24. The small grant that the Community Foundation for Surrey receives from the CEO goes toward their core funding. The outcomes they deliver are far reaching and of a wide scope, often targeting the most vulnerable people in Surrey. Over the last financial year over 250 grants were distributed worth over £600,000 to community and voluntary groups in Surrey. The grants they provide help support and strengthen local communities.

### Next steps

25. Work will continue to analyse the annual survey findings and to update the scorecards with quarterly performance data on volunteering. A final year scorecard will be produced for the eight local CVSs and Surrey Community Action by the end of May 2014. Subject to the Committee's agreement, a progress report will be given to the Committee at their July 2014 meeting.
26. In the meantime, the Portfolio Holder and officers are meeting with the trustees of infrastructure organisations in early December to discuss the first half year performance scorecards. The meeting is a continuation of discussions that began in June with trustees about the role of infrastructure organisations in supporting the VCFS in Surrey to adapt, develop, collaborate and thrive, while responding to the needs of residents.

<h3>Funding for VCFS infrastructure: 2014/15</h3>
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27. Over the last two years, the County Council, with partners carried out a review of the VCFS infrastructure organisations. As well as ensuring funding was outcomes-based, necessary efficiency savings in line with budgetary requirements at the time of 30% were made, leading to leaner, value for money operations.
28. For 2014/15, the County Council is intending to maintain funding to VCFS infrastructure organisations at the same level as 2013/14, subject to final decision making processes through the Council's budget setting in February 2014. This is to maintain financial stability of the organisations while the outcomes-based performance framework is being embedded. Letters of indicative funding have been sent to all organisations specifying funding will remain the same as the current year. These were sent in September 2013 from the Assistant Chief Executive in order to be fully Surrey Compact compliant. A table with the funding profile is attached at **Annex C**.
29. The funding is proposed for one year only. The County Council has aspirations to move towards three-year funding arrangements, however, the funding climate for the public sector remains challenging; future funding for VCFS infrastructure will be reviewed in light of the budget available.

30. In 2014/15, the infrastructure organisations' funding is likely to be supplemented by additional funding from Clinical Commissioning Groups (CCGs) and District and Borough Councils, both direct and support in kind such as premises and IT. The funding levels are yet to be confirmed and will be subject to the annual commissioning and budget setting processes of those organisations. County Council officers are working closely with partners to maintain the tri-partite funding arrangements and the outcome-based focus.

## Conclusions

31. The County Council with all partners has successfully implemented the new outcomes-based performance management framework. By receiving data through quarterly performance reports and a robust annual survey of frontline VCFS groups, a strong evidence base is being built about the delivery of the outcomes for Surrey residents. As this develops, and areas of best practice, needs and gaps become clearer, the County Council, with its partners, will continue to work with infrastructure organisations to drive improvements in effectiveness and efficiency for the benefit of Surrey communities.

## Financial and value for money implications

32. In 2012-13 funding was reduced by 25% in line with the Chief Executive Office's budget allocation. For 2013-14, further reductions brought the cumulative total to 30%, against the baseline year 2011-12. As outlined in paragraph 30, the County Council is intending to maintain funding for 2014/15 at the same level as the current year.
33. The County Council has exercised maximum flexibility to enable VCFS infrastructure organisations to work differently, reduce duplication while minimising the impact on service users.

## Equalities Implications

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

## Risk Management Implications

35. By implementing an effective new performance management framework, the County Council is better able to identify areas of need, gaps or non-delivery and mitigate any associated risks by working with partners and infrastructure organisations to find positive solutions.

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

36. The approach for outcomes-based funding and performance management of VCFS infrastructure aligns with Surrey County Council's priorities to provide quality services, increase public value and work with partners in the interest of Surrey. Work is ongoing to improve collaboration and strategic working to ensure this funding continues to meet Council priorities.

## Recommendations

That the Communities Select Committee:

- Notes the outcomes-based performance information provided for VCFS infrastructure organisations covering the first half of 2013-14.
- Discusses the scorecards and the evidence they provide of delivery of the outcomes for Surrey residents.
- Asks officers to bring a report to the Committee in July 2014 with full year performance information and analysis.

## Next steps

- Further work to analyse the survey results and update the scorecards
- Meeting with trustees of infrastructure organisations in early December to discuss the performance information
- Subject to the Committee's agreement, a report to Communities Select Committee in June 2014 with full year performance information

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**Annex A:** Co-designed outcomes for VCFS infrastructure

**Annex B:** Surrey-wide summary scorecard for outcomes 1, 2 and 3; Surrey-wide summary scorecard for outcomes 4 and 5; Surrey Community Action scorecard

**Annex C:** 2014/15 VCFS infrastructure funding profile

## Annex A: Outcomes and outputs

<b>OUTCOMES FOR VCFS INFRASTRUCTURE</b>	
<b>8</b>	<p><b>1. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – volunteering</b></p> <ul style="list-style-type: none"> <li>• Wide access to volunteering – people who live and/ or work in Surrey are aware of opportunities to volunteer</li> <li>• Volunteers with support needs are supported to volunteer</li> <li>• Organisations seeking volunteers are satisfied</li> <li>• Volunteers are satisfied</li> </ul>
	<p><b>2. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – funding</b></p> <ul style="list-style-type: none"> <li>• Sustainable business plans</li> <li>• More effective use and supply of diverse financial resources</li> <li>• Existing resources are used effectively</li> <li>• Organisations feel informed and better equipped to source funding</li> <li>• Ability to bid effectively, leading to successful funding bids</li> </ul>
	<p><b>3. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – well governed organisations, incorporating organisational development and governance and operational support</b></p> <ul style="list-style-type: none"> <li>• Continuity of services delivered by VCFS organisations</li> <li>• Frontline organisations are able to adapt to change, reposition themselves if necessary and flourish</li> <li>• Organisations know how to address internal problems, relating to both governance and operations</li> </ul>
	<p><b>4. Improved identification and understanding of evidence led needs and trends, and VCFS organisations enabled and challenged to meet those needs</b></p> <ul style="list-style-type: none"> <li>• Frontline groups have an evidence based understanding of factors impacting on their services</li> <li>• Statutory providers are better informed about the needs of the VCFS and needs in Surrey communities</li> <li>• Local VCFS organisations adapt services and structures to meet identified needs</li> <li>• Innovation is actively supported</li> </ul>
	<p><b>5. Increased influence on policy affecting the VCFS in Surrey</b></p> <ul style="list-style-type: none"> <li>• Key strategic decision makers, including elected Members, are engaged with the VCFS</li> <li>• Compact principles and codes are upheld</li> <li>• Co-design of commissioning models affecting VCFS</li> <li>• National/local policy shaped by input from wide range of VCFS organisations</li> <li>• All frontline organisations, whatever their size, know how to influence and take part in activities to influence</li> </ul>

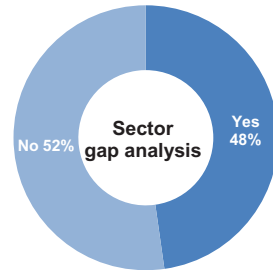
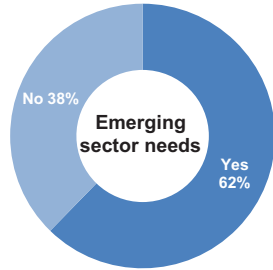
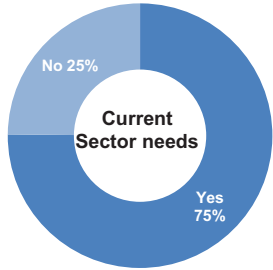
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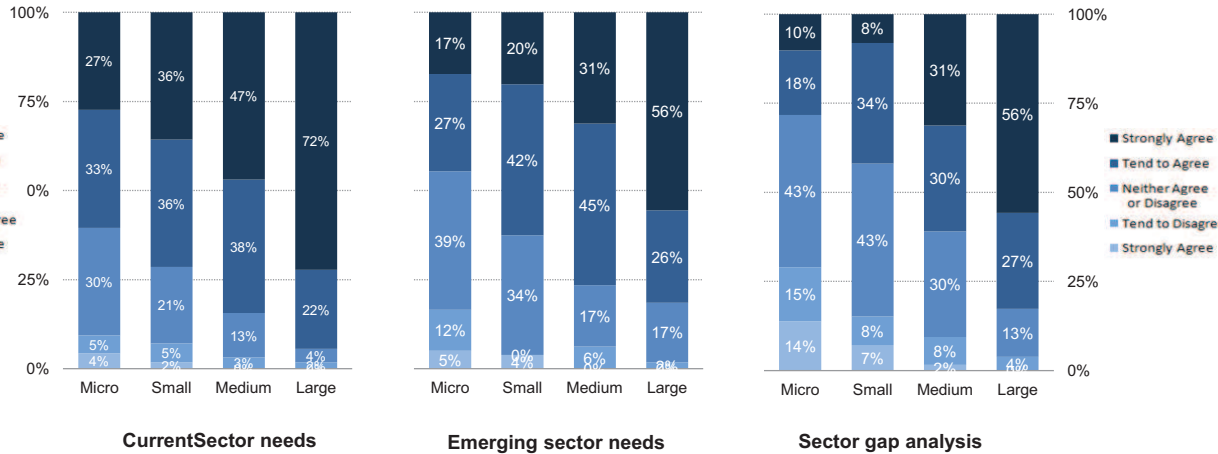
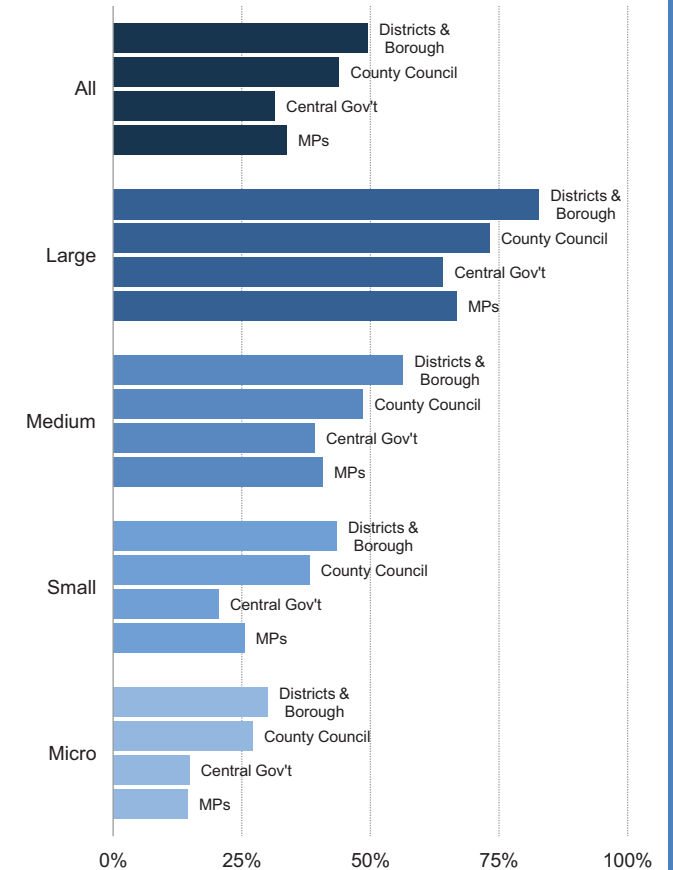
# 2013-14 Voluntary Community & Faith Sector Outcomes 4 & 5 Scorecard

The results in this scorecard reflect the findings from the 2013 Annual Frontline Users Survey of infrastructure organisations in Surrey for Outcomes 4 and 5

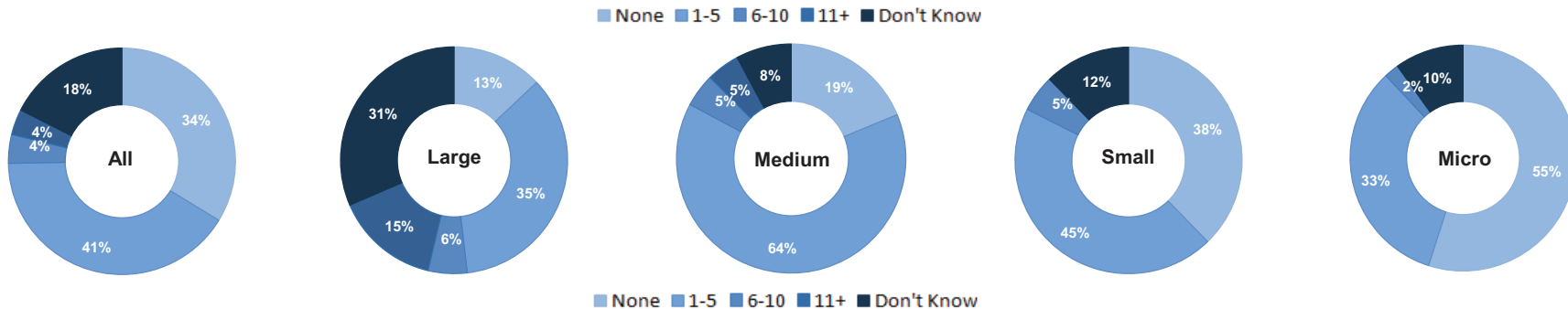
How confident are you that your organisation has an evidence based understanding of the following factors?



How confident is your organisation in engaging with and influencing decisions made by the following



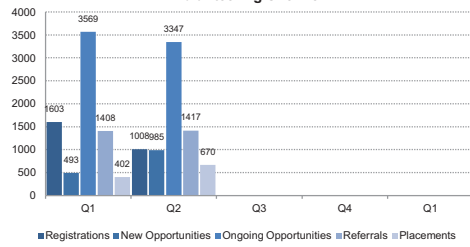
In the last 12 months how many consultations has your organisation participated in?



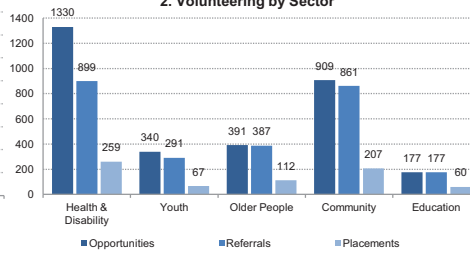
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# Annex B 013-14 Mid Year Performance Scorecard - Volunteering Data and Annual Survey Results of VCFS Organisations (Countywide)

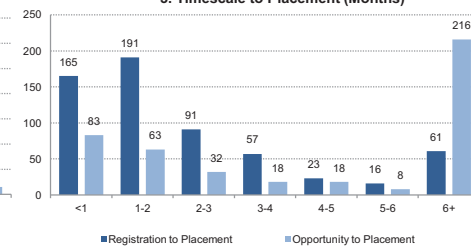
## 1. Volunteering Overview



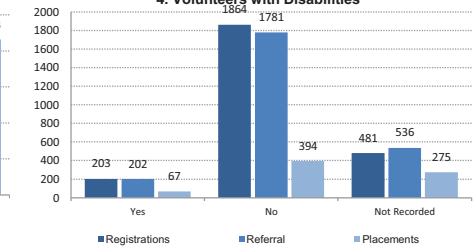
## 2. Volunteering by Sector



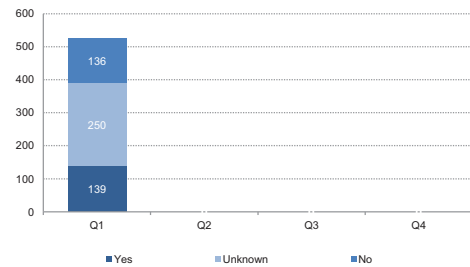
## 3. Timescale to Placement (Months)



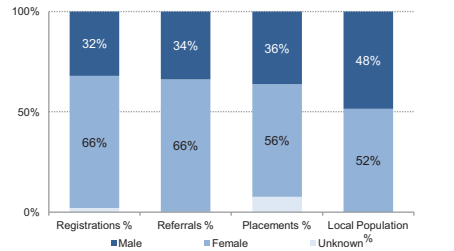
## 4. Volunteers with Disabilities



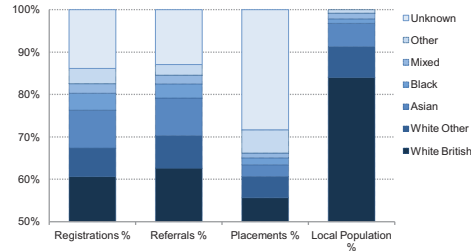
## 5. Volunteers still in place after 2 months



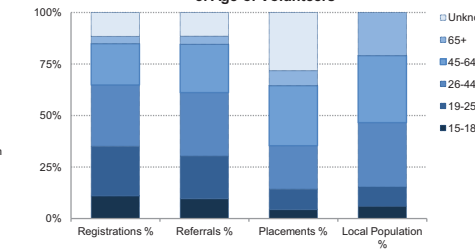
## 6. Gender of Volunteers



## 7. Ethnicity of Volunteers



## 8. Age of Volunteers



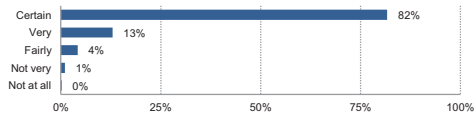
CVS Arranged Corporate Volunteering	Q1	Q2	Q3	Q4
Number of events	31	11	0	0
Number of volunteers	437	363	0	0
Volunteering England 2013/14 Accreditation	6 CVS			
CVS achieving PQASSO Level	None	1	2	3
	1	2	0	0

	Q1	Q2	Q3	Q4
Number of organisations signed up to the Compact	0	0	0	0
Compact breaches	0	0	0	0
Volunteering hours	865,539			

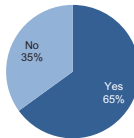
## Frontline Survey Responses

654 organisations responded to the Frontline Survey	Are aware of Service	Have used service in the last 12 months	Very/Fairly Satisfied with Service	Fully/Mostly Met Requirements
Providing information & guidance on volunteer recruitment	94%	70%	87%	85%
Helping with volunteer recruitment (Brokerage)	83%	66%	86%	81%
Providing information on the management of volunteers	75%	28%	95%	95%
Providing information on developing a business plan	55%	10%	80%	70%
Helping with developing a business plan	50%	11%	84%	79%
Providing information on financial record keeping	45%	14%	91%	91%
Helping with financial recording keeping	44%	12%	95%	95%
Providing information on funding sources	87%	50%	87%	82%
Helping with funding applications	79%	25%	93%	97%
Providing information on governance	67%	17%	95%	92%
Help with establishing governance structures	48%	9%	93%	87%
Providing information on organisational policies and procedures eg complaints procedure	65%	19%	90%	93%
Helping with establishing organisational policies and procedures eg complaints procedure	60%	13%	93%	93%
Providing information on quality accreditation	39%	6%	88%	100%
Helping with achieving quality accreditation	35%	4%	100%	100%
Back office functions eg CRB checks	73%	51%	98%	97%
Providing advice and support for Trustee development	49%	15%	83%	88%

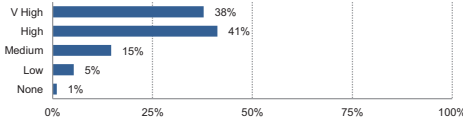
## Frontline Survey - Confidence that you will still be in existence next year



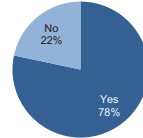
## Business Plan in Place



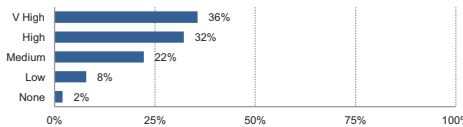
## Frontline Survey - Awareness of appropriate funding opportunities



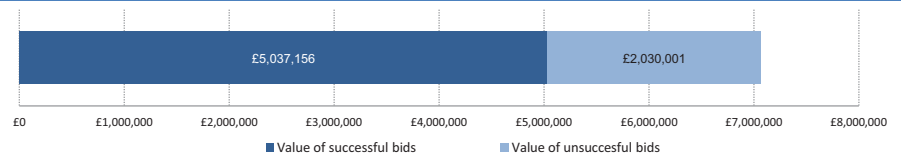
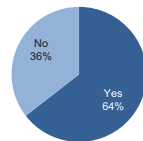
## Governance Framework in Place



## Frontline Survey - Confidence level in making funding applications



## Complaints Procedure in Place



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<b>ANNEX B Surrey Community Action Qualitative Data Scorecard</b>		
Issue	Action	Outcome
<b>Statutory sector and VCFS are better informed about the needs of the VCFS and needs in Surrey communities</b>		
1 Need for greater awareness for VCFS about the sector	<ul style="list-style-type: none"> <li>Commissioned research on behalf of VCFS highlighting emerging needs and VCFS capability in Surrey, launched at annual conference in May, to 120 sector representatives.</li> <li>Sharing key findings with VCFS and inviting discussion on how to respond via forums, email, face to face and newsletters. SCA website redesigned to facilitate this, and Information Officer recruited to customise and propagate pertinent information</li> <li>Recruited Information Manager to provide further bespoke information to VCFS and other bodies, including segmenting VCFS to ensure optimum reach and impact. Information Manager to analyse results of Annual Survey, identify gaps/needs and share with partners to address and meet these.</li> </ul>	VCFS are better informed of the needs and gaps in services.
2 Need for greater awareness about the VCFS for statutory sector	<ul style="list-style-type: none"> <li>Followed up with on-demand research, with reports generated for Camberley CAB, Epsom and Ewell Borough Council, and Coast to Capital LEP.</li> <li>Provided bespoke data and advice to partner organisations, including Enterprise M3 LEP, Coast to Capital LEP, Surrey Rural Partnership, Surrey Association of Local Councils, Civilian Military Partnership</li> <li>SCA website updated with funding briefs, vacancy and events posts, with 24 VCFS vacancies advertised free of charge.</li> <li>VCFS Forum delivered in July, focusing on health, wellbeing, funding and SCC procurement with delegates from 30 organisations.</li> <li>Advocating on behalf of the VCFS via involvement with the Civilian Military Partnership, SCC Adult Social Care Workforce Board, SCC CEO's VCFS engagement group, Surrey Local Nature Partnership, Surrey Association of Local Councils, Community Foundation for Surrey, Surrey and Sussex Victim Support.</li> <li>Representing Surrey's VCFS and rural communities with the Enterprise M3 and Coast to Capital LEPs, including ensuring Surrey representation on boards and incorporating Social</li> </ul>	Statutory sector are aware of needs and gaps.
<b>Local VCFS organisations adapt services and structures to meet identified needs</b>		
1 Information is used to encourage and develop new services.	<ul style="list-style-type: none"> <li>Information Manager consulting VCFS organisations on data needs and preferred data channels</li> <li>Developed and continue to support the Surrey Impact Framework allowing VCFS organisation to understand their impact and opportunities for development. Four training sessions delivered to date and two more scheduled.</li> <li>Actively involved in partnerships that support new service development, eg Local Nature Partnership, Communities Engagement Team, Surrey Association of Local Councils</li> </ul>	New bespoke services are set up to meet the needs, based on data focusing on priority areas, eg, car schemes, community plans. Funds are generated for Surrey.
2 Sector supported to change and remodel to meet needs of the existing environment	<ul style="list-style-type: none"> <li>Provide brokerage and coordination role to link appropriate groups and connect sectors, eg: LEPs, Ageing Well Strategy Board, joint funding bids, Dementia Friendly Surrey</li> <li>Working with Surrey to promote information and make best use of resources available and create VCFS "front page" (ongoing)</li> <li>Set up working groups of CVS Chairs to look at improving CVS provision in Surrey. Initial focus on long term strategies for collaboration and supporting outcomes scorecards.</li> <li>Carried out 443 DBS checks for new and existing projects</li> </ul>	Wider needs of Surrey communities are being met. Efficient processes and reduced duplication. Better value for money for Surrey residents.
<b>Innovation is actively supported</b>		
1 Need to encourage and develop innovative ways of delivering services	<ul style="list-style-type: none"> <li>Planning to host conference for Victim Support organisations to discuss joint projects (planned for early 2014)</li> <li>Working with Community Action Hampshire and Action in Rural Sussex to explore new ways of delivering rural proofing with economy of scale.</li> <li>SCA strategic plan now contains "innovative project" function.</li> <li>Provided Social Enterprise advice and support to 26 nascent and operative social enterprises</li> </ul>	VCFS aware of different delivery models. New and improved services for Surrey residents.
<b>Key strategic decision makers, including elected Members are engaged with the VCFS</b>		
1 Need to clarify VCFS offer	<ul style="list-style-type: none"> <li>Surrey Impact Framework rolled out</li> <li>Promote VCFS to key influencers and their connection with communities and wider benefits they bring. Audiences to date include: Surrey Rural Partnership, Surrey Association of Local Councils, Community Foundation for Surrey, SCC Adult Social Care, Civilian Military Partnership.</li> </ul>	Statutory sector are better informed and include VCFS on decision-making. Better value for Surrey residents.
2 VCFS need to understand who key decision-makers are	<ul style="list-style-type: none"> <li>Compile and share a list of 'key stakeholders' (in progress)</li> <li>Communicate what the statutory sector is doing and their key priorities (planned)</li> </ul>	VCFS is better informed and able to engage, influence and shape decisions on policy and services. Improved working between partners. Better value for Surrey residents.
3 Need to ensure Surrey is contributing to the national picture	<ul style="list-style-type: none"> <li>SCA is an active member of the Rural Communities Action Network, sharing best practice in rural community support.</li> <li>Responded to various relevant consultations including lobbying, defra settlements, digital skills, soliciting partner feedback first.</li> </ul>	Surrey is represented nationally. Elected members, statutory sector and the VCFS are able to influence policy and decision making at a national level in an efficient and effective way. Better value for Surrey residents.

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## Overview Surrey County Council current CEO funding to VCFS infrastructure groups with projected 2014/15 figures

Infrastructure group	2013/14	Projected for 2014/15
Voluntary Action Mid Surrey	£47,474	£47,474
Tandridge Voluntary Service	£29,293	£29,293
Reigate & Banstead CVS	£29,293	£29,293
Runnymede Association Voluntary Services	£29,293	n/a*
Voluntary Services Surrey Heath	£29,293	n/a*
Voluntary Support North Surrey	n/a	£58,586.00*
Voluntary Action in Spelthorne	£29,293	£29,293
Voluntary Action Elmbridge	£29,293	£29,293
Voluntary Action South West Surrey	£47,474	£47,474
Woking Association of Voluntary Services	£29,293	£29,293
Surrey Community Action	£100,000	£100,000
Department of Social Responsibility	£35,000	£35,000
Community Foundation for Surrey	£15,000	£15,000

\*Funding allocation for Runnymede Association of Voluntary Services and Surrey Heath Voluntary Services.

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