

## Notice of Meeting

# Communities Select Committee



**Date & time**  
**Monday, 19 May**  
**2014**  
**at 10.00 am**

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

**Contact**  
Helen Rankin or Victoria  
Lower  
Room 122, County Hall  
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**Chief Executive**  
David McNulty

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Helen Rankin or Victoria Lower on 020 8541 9126 or 020 8213 2733.**

### **Members**

Mrs Denise Saliagopoulos (Chairman), Mr Chris Norman (Vice-Chairman), Mr Mike Bennison, Mrs Yvonna Lay, Mrs Jan Mason, Mr John Orrick, Mr Saj Hussain, Mrs Mary Lewis, Mr Chris Pitt, Ms Barbara Thomson, Mr Alan Young and Mr Robert Evans

### **Ex Officio Members:**

Mrs Sally Ann B Marks (Vice Chairman of the County Council) and Mr David Munro (Chairman of the County Council)

## **TERMS OF REFERENCE**

The Select Committee is responsible for the following areas:

|                                     |  |
|-------------------------------------|--|
| Community Safety                    | Adult and Community Learning               |
| Crime and Disorder Reduction        | Cultural Services                          |
| 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 MEETINGS: 15 JANUARY 2014 AND 20 MARCH 2014 (Pages 1 - 92)

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 (13 May 2014).
2. The deadline for public questions is seven days before the meeting (12 May 2014).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE (Pages 93 - 94)

A response is included following recommendations made to Cabinet on 25 March 2014.

### 6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME (Pages 95 - 106)

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

### 7 CABINET MEMBER (AND ASSOCIATE) PRIORITIES FOR YEAR AHEAD

- 8 UPDATE ON MAGNA CARTA ANNIVERSARY PROPOSALS** (Pages 107 - 118)
- Purpose of report:** Scrutiny of Services and Budgets; Performance Management

To provide an update to the Communities Select Committee on recent and proposed developments of the Magna Carta 800th anniversary commemorations in Surrey. The Committee is asked for comment on the progress of the project.

- 9 PROGRESS REPORT ON COMMUNITY SAFETY PARTNERSHIPS (FOLLOWING RECOMMENDATIONS MADE AT THE ANNUAL SCRUTINY MEETING ON 31 OCTOBER 2013)** (Pages 119 - 178)

**Purpose of report:** Scrutiny of Services and Budgets; Policy Development and Review

This paper sets out progress made by the County Community Safety Board and District & Borough Community Safety Partnerships on recommendations made following the Scrutiny of Community Safety Partnerships held on 31 October 2013.

- 10 SCRUTINY OF EVALUATION OF PILOT SPECIALIST RESCUE AND CONTINGENCY CREWING CONTRACT AND PROPOSALS TO TENDER FOR A NEW CONTRACT TO PROVIDE CONTINGENCY CREWING AND SPECIALIST RESCUE** (Pages 179 - 186)

**Purpose of report:** Scrutiny of Services and Budgets; Policy Development and Review; or Performance Management

In 2012, Surrey Fire and Rescue Service (SFRS) entered into a pilot contract with a private contractor to secure the provision of specialist rescue and contingency crewing capacity. Communities Select Committee is asked to scrutinise the evaluation of the pilot contract, and consider the proposal to renew the contract with a broadened scope.

- 11 EXCLUSION OF THE PUBLIC**

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

## **PART TWO IN PRIVATE**

- 12 SCRUTINY OF EVALUATION OF PILOT SPECIALIST RESCUE AND CONTINGENCY CREWING CONTRACT AND PROPOSALS TO TENDER FOR A NEW CONTRACT TO PROVIDE CONTINGENCY CREWING AND SPECIALIST RESCUE** (Pages 187 - 190)

**Purpose of report:** Scrutiny of Services and Budgets; Policy

Development and Review; or Performance Management

In 2012, Surrey Fire and Rescue Service (SFRS) entered into a pilot contract with a private contractor to secure the provision of specialist rescue and contingency crewing capacity. Communities Select Committee is asked to scrutinise the evaluation of the pilot contract, and consider the proposal to renew the contract with a broadened scope.

**Confidential: Not for publication under Paragraph 3**

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

**13 PUBLICITY FOR PART 2 ITEMS**

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

**PART ONE IN PUBLIC**

**14 UPDATE FROM THE CHIEF FIRE OFFICER**

Update from the Chief Fire Officer to the Communities Select Committee will focus on the Fire Transformation Programme which sets out how Surrey Fire and Rescue Service will transform services and their workforce to meet the changing demands on the Service, how the service will work with their blue light partners to improve services to the public and how the service will explore opportunities to generate income through income generation, cost recovery and cost avoidance.

**15 DATE OF NEXT MEETING**

The next meeting of the Committee will be held at 10am on 23 July 2014.

**David McNulty  
Chief Executive**

Published: 8 May 2014

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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*Generally the public seating areas are not filmed. However by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.*

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

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**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00 am on 15 January 2014 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 20 March 2014.

**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 Tim Evans  
Mr Richard Walsh

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

Apologies were received from Chris Norman, Barbara Thomson and Christian Mahne.

Tim Evans substituted for Chris Norman and Richard Walsh substituted for Barbara Thomson.

**2/13 MINUTES OF THE PREVIOUS MEETING: 31 OCTOBER, 21 & 28 NOVEMBER 2013 [Item 2]**

The minutes of the meetings on 31 October, 21 November and 28 November 2013 were agreed as true records of the meetings.

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

None were received.

The Chairman informed the Committee that she was a Spelthorne Borough Councillor and sat on the Planning Committee, though had not taken part in any discussions regarding Spelthorne fire stations.

*Mr Alan Young arrived.*

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

Items 5 and 6 were taken before Item 4, due to the subject matter of the questions and submission relating to Item 7.

**Declarations of interest:** None.

**Witnesses:**

Helyn Clack, Cabinet Member for Community Services  
 Kay Hammond, Cabinet Associate for Fire and Police Services  
 Russell Pearson, SFRS Chief Fire Officer  
 Eddie Roberts, SFRS Area Manager East Area Command  
 Councillor Ian Harvey, Spelthorne Borough Council  
 Alan Doyle, representing Spelthorne Resident Associations

**Key points raised during the discussion:**

1. Public questions had been received from Fire-fighter Tim Jones and Spelthorne Borough Councillor Ian Harvery, and a written submission was received from Spelthorne Residents Associations. Copies of the questions and responses can be found attached to the minutes of this meeting.
2. Fire-fighter Tim Jones was not present at the meeting to ask a supplementary question.
3. Councillor Ian Harvey has invited to ask two supplementary questions in response to the replies he had received. Councillor Harvey stated that he did not believe the responses provided answered his original questions and requested an answer. Regarding his second question



he expressed surprise that the fire service that there did not appear to be consultation regarding the proposed Eco Park in Spelthorne.

4. The Fire Service explained that Commander Watts had begun the consultation process and then Commander Roberts took over, and it is thought that Councillor Ian Harvey's original question had been misplaced during the transition. They apologised for not replying to his question in a timely manner. The Cabinet Associate stated that she believed they should have had the financial information available during the consultation meetings in September 2013, however they now had the information. She apologised that this information was not available during the consultation process. Councillor Harvey thanked the officers and Cabinet Associate for their apologies.
5. The Fire Service stated that potential developments, such as the Eco Park, were difficult when developing plans for sufficient fire cover in areas. There had been particular problems nationally with waste sites, and the Members were informed that discussions were taking place nationally regarding potential engineered solutions, such as sprinklers. The Chief Fire Officer stated that if there was a fire at the Eco Park then resources would be sourced from surrounding Fire Authorities. It was explained that the Fire Service would be involved in the consultation regarding an Eco Park, when it was appropriate.
6. Mr Alan Doyle, who was representing eleven Resident Associations within the borough of Spelthorne, was invited to make a submission to the Communities Select Committee. Mr Doyle explained that it was felt that the only way to ensure appropriate fire cover in Spelthorne was with two full time crews at two stations. It was felt that there were issues regarding the location of the new fire station would mean there would be issues in recruiting a retained crew as members would need to live within five minutes of the station, as area which is covered 50% by green belt or water. Furthermore, he stated that the proposed site had access issues, which would increase response times. Overall, he felt that the Option 5 proposal would lead to an inequity of treatment for Spelthorne residents.

**Recommendations:** None.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

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

**Declarations of interest:** None.

**Witnesses:**

Helyn Clack, Cabinet Member for Community Services

**Key points raised during the discussion:**

1. Members of the Committee queried when local businesses along the Prudential Ride London-Surrey route would be consulted. They were informed that engagement and consultation with residents and businesses had begun, with the next meeting arranged for 16 January 2014 and early March. The Cabinet Member was ensuring the event organisers were engaging with the local communities, and assured the Committee that she would continue to update all Members.
2. Members queried whether businesses would be indemnified against losses on the weekend of the Prudential Ride London-Surrey. The Chairman requested that this be discussed outside of the meeting due to volume of detail which would be required to answer the question.
3. The Committee requested an update on progress in lobbying central government for a change in regulations to ensure the police and highways authorities were notified of events taking place. The Cabinet Member informed the Committee that constructive discussion had begun with the relevant civil servants, and that officers were discussing the matter with residents and cycling clubs within the county.

**Recommendations:** None.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

**6/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME 2014 [Item 6]**

The recommendations tracker and forward work programme were noted.

**7/13 CHANGES TO FIRE ENGINE DEPLOYMENT IN THE BOROUGH OF SPELTHORNE [Item 7]**

**Declarations of interest:** None.

**Witnesses:**

Helyn Clack, Cabinet Member for Community Services  
 Kay Hammond, Cabinet Associate for Fire and Police Services  
 Russell Pearson, SFRS Chief Fire Officer  
 Eddie Roberts, SFRS Area Manager East Area Command

**Key points raised during the discussion:**

1. The Chief Fire Officer gave an overview of the item, explaining that the proposed changes within the Borough of Spelthorne was part of a long-term strategic review of the Fire Service in Surrey. In 2010 work was done to look at ensuring equitable cover in Surrey, and this review suggested one 24 hour crew and one day crew in Spelthorne.

2. The Chief Fire Officer stated that there had been a decrease in the number of incidents in Surrey, with 2013 being the first year when there had been fewer than 10,000 incidents.
3. The Chief Fire Officer acknowledged there had been a negative reaction to the proposals during the consultation period which is why they were suggesting option 5, a new option, as the proposal for Spelthorne.
4. Members stated that residents were surprised that a new option was now being considered as they had not had the opportunity to be consulted on this. Residents felt that Spelthorne was unique in Surrey due to other parts of the county being less densely populated and built up. In addition Spelthorne had a number of motorways and Heathrow airport close by. A Member of the Committee highlighted that residents in the area were prepared to pay extra council tax to maintain the two fire stations as there was concern that insurance premiums would rise due to the decrease in resilience.
5. The Cabinet Associate stated that they had consulted and listened to the responses they had received, and that was the reason for the new option 5 which was an affordable option. The aim was to provide an equitable service across Surrey whilst making savings required under the MTFP. They were working with national colleagues and a recent national review suggested on-call crews were the way forward. The Cabinet Associate stated that she hoped the local community would support the Fire Service by putting themselves forward to be on-call fire-fighters.
6. It was stated by the Cabinet Associate that it was not possible to raise council tax in a particular area to protect services.
7. Members felt it was important that the focus was on public safety and not financial benefits. Members also noted that the financial information had not been clearly presented. The Cabinet Associate informed the Committee that no site had been acquired for the new proposed fire station, and so no final financial information was available, though apologised again that sufficient financial information was not available during the consultation period. She stated that they were trying to look at the fire service in a more flexible way, such as in Salfords where they were converting a warehouse into a fire station.
8. Members queried whether support would come from outside the county if there was a major incident as local fire stations within London were being considered for closure. The Cabinet Associate stated that nationally all services were looking to reduce budgets, but that arrangements were in place for surrounding authorities to support if an incident arose.
9. The Committee were informed that on average there were 16 call outs in Spelthorne per week, half of which were automatic alarms or false alarms.
10. Members asked about the process of a fire engine being deployed and a back-up fire engine being called in to support at an incident. The

Committee was informed that the process deployed depended on the situation, weather, time of day and equipment, however 67% of incidents were attended by one engine only.

11. Members felt that it was important that if there was change it was for the better and some felt the option being considered did not provide the resilience required. The Cabinet Associate reassured the Committee that the option 5 proposal was for two 24 hour pumps, one of which was crewed full-time and the other by an on-call crew. The Chief Fire Officer stated that the first pump would be able to arrive within ten minutes and two within 15 minutes, which would still be meeting response times. The proposal would enable the Service to make £8.8m of savings and still meet the needs of residents and enable officers to continue to do preventative work.
12. A Member informed the Committee that around 15 years ago a review of the Fire Service took place where they looked at the South East fire cover in grids, rather than on a county basis. At that time there were over 20,000 call outs in Surrey which had now dropped to less than 10,000. The Member stated that if the service is evolving it was important to review it to ensure there was a proportionate level of resource. It was a Member's view that insurance claims would rise due to the flooding rather than a change in fire engine deployment.
13. Members suggested that highways solutions would need to be considered when the new location had been acquired to ensure that fire engines could reach incidents quickly. The Chief Fire Officer stated that necessary highways re-engineering would need to take place at the new location when decided upon.
14. Members queried when officers would know if they had enough people to make up the on-call fire crew and what would happen if they didn't. The Chief Fire Officer informed the Committee that many thousands lived or worked within the catchment area for an on-call crew. The decision as to the changes in Spelthorne and any change in the configuration in the future would be one for the Cabinet to make.
15. Regarding the border issue, the Chief Fire Officer informed the Committee that he and the Cabinet Associate had an upcoming meeting with London Fire Brigade to discuss cover 'over the boundary'.
16. Members of the Committee voted on recommendation 3 and voted eight to three for the recommendation for option 5.
17. The Committee thanked the Fire Service and unions for their excellent work since 23 December 2013 in responding to incidents across the county as a result of the severe weather. The Emergency Response Team were additionally thanked for their coordination and response to the incidents of flooding and fallen trees.

#### **Recommendations:**

1. The Committee notes the progress being made against the Public Safety Plan and Medium Term Financial Plan.

2. The Committee continues to support the implementation of the Public Safety Plan with particular reference to the proposed changes in Spelthorne.
3. The Committee supports the inclusion of option 5 for the Cabinet report for 4 February 2014.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

## 8/13 DRAFT TOURISM STRATEGY [Item 8]

**Declarations of interest:** None.

### **Witnesses:**

Helyn Clack, Cabinet Member for Community Services  
 Peter Milton, Head of Cultural Services  
 Barrie Higham, Heritage Manager

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

1. Officers informed the Committee that during 2013 they had been in discussion with the tourism sector as the County Council did not have an official position on tourism. Surrey was not seen as visitor destination though it was viewed as a potential area of growth within the county's economy, furthermore it promoted healthy lifestyles. There was Visit Surrey which was a lean organisation of 1.2 full time staff, though it was felt that there needed to be a clear identity for Surrey with specific focus on three geographical areas – Surrey Hills, Guildford and the Thames Corridor.
2. The Committee were informed that there were a number of websites which promoted Surrey though it was felt that these needed to be linked together to provide a more streamlined visitor experience.
3. Officers requested Member feedback on the ideas within the draft strategy and comments were noted on a powerpoint presentation, which can be found attached to the minutes.
4. Members queried whether there was any evidence that there was a demand for tourism in Surrey as it was not a statutory obligation of the council to provide tourism advice. Officers stated that just under 10% of the Surrey economy was dependent on tourism/leisure, with around 35,000 employed within the sector. It was felt that the sector benefited Surrey residents due to the facilities available. Furthermore, with a growing number of trips made to Surrey destinations, from 194 million in 2006 to 224 million in 2012 it was felt that there was a demand and tourism was a competitive market.
5. Members felt it was inappropriate to compare Surrey to Bath or Oxford as those locations had central points of focus whereas Surrey was a diverse county. It was felt that 'lean and mean' maybe a better

approach for the county and that it was important for the council to have a coordinating position only as many of the Districts and Boroughs were involved in tourism within their own areas.

6. The Committee stated that not all residents would be in favour of increased tourism within the county, in addition greater numbers of tourists may create an adverse effect with people feeling that Surrey tourist destination were too crowded.
7. Members felt that the brand for Surrey could be its diversity as it had race courses, the Surrey Hills and urban areas, and that it was just a few miles from London.
8. Members suggested that Visit Surrey should be the focus of tourism for Surrey and that officers could consider requesting profitable tourist/leisure organisations contribute financially to the coordination of the sector within Surrey. It was further suggested that approved, successful organisations should be asked to include a Surrey logo on their marketing materials, thus providing a link for visitors. In addition, Members suggested that an app should be developed which would be a central point of information for visitors to Surrey, providing links to a variety of websites and organisations.
9. It was felt by Members that a relatively small investment into Visit Surrey and an app could provide the desired results of coordinating the organisations and providing a central point of contact and information for visitors. A policy change was considered to not to be necessarily required.
10. Members suggested that last year Media Students or interns could be taken on by Visit Surrey to assist in better promoting Surrey as a destination and within its coordination role. This was in line with the Council's policy of more apprenticeships and would be beneficial for the young person also.
11. The Cabinet Member stated that many of the suggestions made by the Committee were already being considered, or were in action, and that it was important that the Council supported the tourism/leisure sector as it assisted in creating a strong economy within the county. It was important that the Council took advantage of opportunities when they arose.
12. Members stated that Surrey was not the location for large conferences of more than 350 delegates as there were sufficient conference centres in London which catered for this number. Furthermore, it was stated that if there was a demand for a large conference centre then the private sector would respond. The Committee felt that business tourism required less work than private tourism.

**Recommendations:**

1. The Committee to scrutinise the final Tourism Strategy before approval by Cabinet.

2. The Committee feels that the role of the County Council in tourism is one of coordination.

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

The slides from the Committee meeting to be circulated to Members.

**Committee next steps:**

The Select Committee to scrutinise the final Tourism Strategy at a future meeting.

**9/13 GRANT CRITERIA AND FUNDING OPPORTUNITIES GUIDE [Item 9]**

**Declaration of interest:** None.

**Witnesses:**

Helyn Clack, Cabinet Member for Community Services  
 Laura Langstaff, Head of Procurement  
 Jeremy Taylor, Procurement & Commissioning Partnership Manager

**Key points raised during the discussion:**

1. The Committee were informed that the documents they were provided with within the agenda pack was in draft format as they were still being consulted on until the end of January 2014. Officers stated that Member involvement in the grant approval process was in regards to the budget setting only.
2. The Chairman requested the Committee did not discuss the grants received by organisations as this would be raised with the service separately.
3. The grant criteria was the start of improving the grant award process and bringing it in line with the process of contract approval, with awards of up to £999,999 being agreed by the Cabinet Member, and over £1 million by Cabinet.
4. The Cabinet Member stated that the current policy was for services to be provided at best value and this was often achieved by awarding grants to the voluntary sector. The organisation which received grants was reviewed to ensure they were in line with Council priorities, such as providing dementia support. The Cabinet Member stressed the importance of the voluntary sector to the Council, and that this policy changed the process of commissioning grants only.
5. Members stated that they felt that Surrey Compact should be more influential within the grant process and should not have to apply for grants itself. The officers confirmed that they intended to strengthen the links with Surrey Compact and that they received a three year grants for their services. The Cabinet Member informed the Committee that Surrey Compact had a new Chairman and that the Committee may wish to invite them to a future meeting.

6. The Committee felt that many of the organisations which received funding were local and it would be better these grants which were below £10,000 were agreed by the Local Committees. Members requested that a briefing be given to the Local Committee Chairman's Group regarding how Local Committees could be involved within the grant process.
7. Members queried whether the list of grants awarded included those awarded by Members Allowance scheme, and whether grants below £10,000 were cost effective due to administrative fees. Officers stated that many organisations were receiving multiple small grants each year, and that officers were in the process of trying to make the small grants process simpler by discussing the process with organisations to find out what aspects of the application forms they do not like.
8. Officers assured the Committee that part of the new grants process there would be an appropriate level of monitoring in place and that in the past they had been required to recoup monies when they were not been spent appropriately.

**Recommendations:**

1. The Committee would like to see Surrey Compact be more influential in this new policy.
2. The Chairman to speak to the service to decide how to relay the Committee's concerns about the grant list to the service.
3. The service to consider more Local Committee involvement for smaller local grants.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

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

The Committee noted the next meeting of the Communities Select Committee would be held on 20 March 2014.

The Committee were requested to attend a private workshop with the Health Scrutiny Committee on 22 January 2014 at 2pm at Fire HQ in Reigate. This workshop would consider the Blue Light Service Collaboration and Public Safety Plan.

Meeting ended at: 1.10 pm

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**Chairman**



**Communities Select Committee 15<sup>th</sup> January 2014****Item 4: Public questions****Submitted by: Fire-fighter Tim Jones via Spelthorne Councillor Ian Harvey****Question:**

Since the availability of Retained Crews is currently woeful (and has been for some time now), where used in Surrey, will you guarantee that Spelthorne will have a full 24/7 response from IT'S Retained Crew, especially when the vast majority of the proposed catchment area is non-residential, non-commercial?

**Response:**

Historically Surrey, its boroughs, districts and parishes all have a long tradition of drawing on people from local communities to support the fire service in delivering its services and today retained fire-fighters, who are employees just like full-time fighters, play an important role in Surrey Fire and Rescue Service. There are 10 retained fire stations across Surrey providing a cost effective, reliable and vital on-call cover where members of the local communities respond via a pager system to the full range of emergencies just as their whole-time colleagues do. Depending on the type of cover provided and the time of day retained staff may respond from home or a place of work.

Anyone can be a retained fire-fighter, as long as they meet the entry criteria and are able to respond to the station within the required time. That can and does include staff who work as whole-time fire-fighters and there are a number of whole-time fire-fighters in Surrey who work both systems either for Surrey or other Fire and Rescue Services. Being a retained fire-fighter can complement many different lifestyles but it does require a range of personal skills such as understanding, reliability, flexibility and the ability to work within a team. While prospective candidates don't need any qualifications there is a selection process which includes physical and practical tests and a medical.

As a borough Spelthorne has a population which provides a large number of people to draw upon to establish a retained unit at the new location. With an average population density of about 17 people per hectare the demographics of Spelthorne offer distinct advantages when considering retained fire-fighters. The estimate is that for the required response time there are 27,517 people in the 18-59 age categories. In comparison Cranleigh (Waverley Borough Council's website records a population of 11,241) and Oxted (Tandridge District Council website states a population of 11,000), both of which are successful retained units, only draw from a catchment in the order of 5,000 people each.

As with the current arrangements and the new proposed “On-call” contracts for retained staff Surrey Fire and Rescue Service will continue to work to ensure that delivery against the response standard is achieved and in doing so will seek to ensure that the right people with the right skills and equipment operating out of appropriate locations is secured to make the people of Surrey safer in their communities.

**Mrs Denise Saliagopoulos**  
**Chairman of Communities Select Committee**

## Communities Select Committee 15<sup>th</sup> January 2014

### Item 4: Public questions

**Submitted by: Spelthorne Borough Councillor Mr Ian Harvey**

#### Question 1:

How is it possible to come up with a proposal that has such far reaching and potentially serious consequences and expect its public consultation to be taken seriously (and the public to have confidence in both the consultation and proposed changes) when clearly there has been no credible financial analysis carried out, and if such analysis has been carried out, why has it not been provided (at the very least, in confidence to relevant Borough Councillors / Local Committee members)?

#### Response:

The intention of Surrey County Council and that of the Fire Service is to maintain a balanced budget in 2013/14 and through the medium term financial plan to continue to deliver a combination of service improvements through transformations and implementation of planned budget reductions to secure efficient and effective delivery of front line services. The Fire Service has carefully considered and planned how best to operate within a reduced budget and in doing so has sought to generate opportunities to gain improvements in the deployment of fire engines across the county in order to deliver continued improvement in performance against the Surrey Response Standard.

Phase 1 of the Public Safety Plan proposed changes to the crewing arrangements at Staines fire station to day crewing, which requires less staff, whilst keeping one 24/7 whole-time crewed fire engine at Sunbury as part of an incremental change within the borough. The phase 2 proposal supported our strategic intention of securing performance improvements against the Surrey Response Standard whilst at the same time contributing towards the planned revenue savings that the service had committed to in the medium term financial plan and ensuring a more equitable provision of fire cover across the county. Phase 1 was not invoked because a location was identified in an area that the response modelling had suggested would generate improvements and this was referred to as the "optimum location".

The recent consultation in Spelthorne proposed the closure of two, 24/7 whole-time crewed fire stations and the relocation to a new site with one 24/7 whole-time crewed fire engine. There are two financial components to this proposal; firstly the revenue savings which will be generated by reducing and redeploying a number of whole-time staff to a new fire station in Spelthorne but also to other fire stations and secondly the capital costs associated with relocating into a new, efficient, fit for purpose fire station that not only supports our continued commitment to delivering a high quality service to the people of Surrey but also provides an opportunity for Fire, Police, Ambulance and other partner agencies to work even closer together, possibly

from one location. In doing so greater efficiencies and integration would flow, thereby supporting Public Service transformation and securing more effective and earlier joint prevention work.

As part of its planning process the Service considered a number of options which were communicated as part of the consultation. They are repeated here but they now include their associated costs;

- Option 1: To do nothing and maintain the status quo. The current annual operational costs (which are the direct costs of fire-fighters) of maintaining one fire engine at each of the two locations in Spelthorne (Sunbury and Staines) are in the order of £2.12million. In effect this equates to each 1 fire engine 24/7 whole-time fire station having annual operating costs in the order of £1.06million. This option would not yield any of the revenue savings required in the medium term financial plan neither would it deliver any improvements against the Surrey Response Standard across the county.
- Option 2: Implement the Public Safety Plan Phase 1 deployment (24 hour cover at Sunbury, 12 hour day cover at Staines). As previously mentioned this option was not progressed due to the opportunity to move to phase 2 because a site had been identified within the area that generated improvements in the Surrey Response Standard.
- Option 3 (a): Close Sunbury and maintain Staines. Based on the operating costs this would have generated revenue saving's in the order of £1.06million through the reduction in establishment by not having Sunbury fire station but would have left the Service in a premises which is not owned by Surrey County Council and would have seen personnel remain in a premises that is in need of some considerable amount of on-going planned and reactive maintenance due to the age of the buildings.
- Option 3 (b): Close Staines and maintain Sunbury. This option generates the same amount of savings (£1.06million) as option 3(a) because of the reduction in establishment by not having Staines fire station but the Service would be located in premises that are owned by Surrey County Council. Again the premises are in need of some considerable amount of on-going planned maintenance due to the age of the buildings. Both option 3(a) and 3(b) do not fit with the optimised location by virtue of their geographical locations and therefore there is no improvement in the Surrey Response Standard.
- Option 4: Implement the proposal for a new fire station at an optimised location within the borough with one 24/7 whole-time crewed fire engine. Just like options 3(a) and 3(b) the revenue savings are in the order of £1.06million because of the reduction in establishment levels. By moving to a location based on the information provided by the analysis and modelling there will be an improvement in the overall Surrey Response Standard as follows; 1<sup>st</sup> response to all 2+ fire engine incidents from 80.8% to 82.5%, 2<sup>nd</sup> response to all 2+ fire engine incidents from 86.7% to 90.5% and 1<sup>st</sup> response to other emergencies from 96.8% to 98.9%.

During the consultation suggestions came forward with regard to other options which included having one new centrally located fire station but two 24/7 whole-time crewed fire engines. By comparison this configuration has an annual running cost of £1.95million and only yields a revenue saving in order of £170,000 per annum which is far short of the revenue savings required.

The consultation process did provide valuable information which resulted in another option being explored, considered and put forward in order to address the concerns expressed by Spelthorne residents and local leaders and which is now referred to as option 5 in the paper placed before the Communities Select Committee. Option 5 suggests a new centrally located fire station with one 24/7 whole-time crewed fire engine and one 24/7 fire engine staffed by people who are on-call (part-time staff who are available on a pager system from their place of work or at home) from the local community and who are trained to the same standards as whole-time staff. Surrey Fire and Rescue Service already operate this type of duty system in other parts of the county, for example, at Walton, Guildford and Haslemere. Under this option, 18 new local jobs would be created and would need to be recruited from within a 4-5 minute response footprint of the new location who would then commit to being available at least 54 hours each week and who would respond to the fire station having been alerted via a pager system. The annual operating costs of 18 staff on this "On-call" system are in the order of £170,000. This would be in addition to the costs of the one 24/7 whole-time crewed fire engine. Therefore option 5 delivers in the order of £800,000 of revenue savings but secures two fire engines in Spelthorne which is what most of the feedback indicated and generates 18 new employment opportunities in the borough whilst at the same time delivering improvements in the response standard. There is an initial one off start up cost of creating a new "On-call" crew in Spelthorne of around £80,000 associated with marketing, recruiting, training and providing the equipment to the new unit.

With any of the above options there are a number of associated cost savings as follows;

- Property running costs which are estimated at £35,000 per year per building based on the current building stock but future running costs will be dependent upon the final property solution and build type,
- Small savings in associated staff costs for training and personal protective equipment, future equipment and vehicle replacements. It must be noted that option 5 provides a small saving in future equipment costs but it does not deliver any savings against the vehicle replacement fund.

Finally there are the capital costs of the new build. The project is still at the pre-planning stage and therefore detailed capital costs for a new build and subsequent disposals are not currently known. However, the estimated net capital cost is anticipated to be in the region of £2million to £3million. The estimated capital cost of acquiring a site and building a new fire station in Spelthorne, and the associated

capital receipts from the possible disposal of Sunbury Fire station (Staines being owned by the Water Company) have been allowed for within an overall fire station rationalisation budget of £10.5m within the Medium Term Financial Plan (MTFP). The final build, design and contract awards will be subject to a separate cabinet paper.

The consultation process has highlighted that there were gaps in the information that we presented to the public. As with previous consultations we will review the comments, feedback and experiences of the past 6 months and we will seek to incorporate them into future consultations.

### **Question 2:**

How can the potential significantly increased risk arising from the construction and operation of the Charlton Lane “gassifier” (especially given the fate of its Scottish “cousin”) not be assessed and taken account of in the proposed reduction in Spelthorne Fire cover?

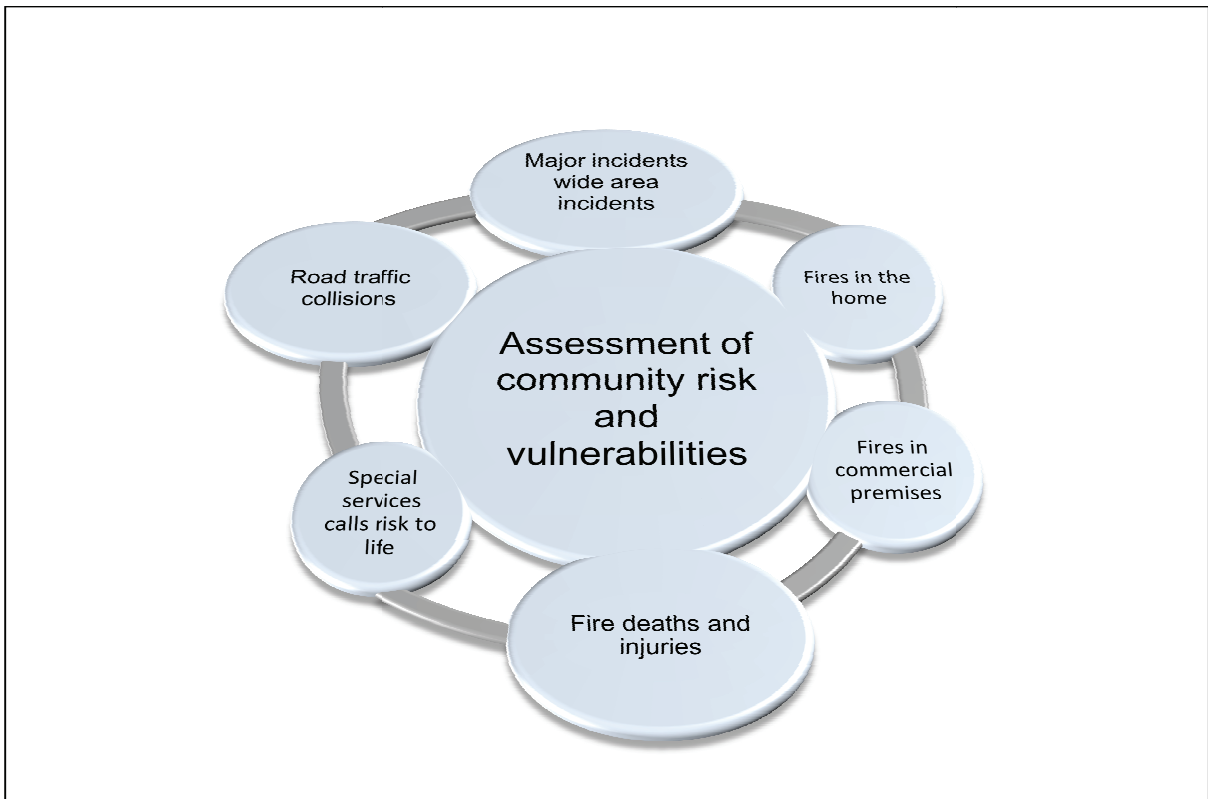
### **Response:**

Throughout the public consultation reference was made to the planned Waste Management facility at Charlton Lane, Shepperton, referred to as the “Eco-Park”. In particular, concerns were voiced with regard to the increase in risk because of the nature of that facility and that by reducing the number of fire appliances in Spelthorne the risk may be increased further.

In responding to this question the Service will outline how it approaches the management of risk, and in particular fire risk in the community and how it contributes to supporting community resilience.

Surrey Fire and Rescue Service conduct assessments of the risks for which it has a statutory responsibility which are defined by the Fire and Rescue Service Act 2004. The analysis draws upon various data and information sources including the Community Risk Register produced by Surrey Local Resilience Forum, census data and information from partner agencies. That analysis identifies the prevailing types of risks against which we then plan the delivery of our services. In Surrey the risks include fires in the home, fires in commercial and public buildings, Road Traffic Collisions and life threatening special services. Our main focus is on reducing the incidence of deaths and injuries associated with fires. This can be seen in figure 1 below.

Figure 1 The prevailing risks across Surrey for which Surrey Fire and Rescue has a statutory duty



Surrey Fire and Rescue is also a Category 1 Responder within the Civil Contingencies Act 2004. Under that legislation we also contribute to the assessment of the risk pertaining to major incidents. A major incident can be defined as *“An emergency that requires the implementation of special arrangements by one or more of the emergency services, and generally requires the involvement, directly or indirectly of large numbers of people”*. This could be a large scale industrial accident such as the fire in Buncefield, Hertfordshire (2005) or a wide area event such as flooding or a large, protracted commons fire such as Swinley Forest, Berkshire (2011). Surrey Fire and Rescue Service and its partners in Surrey Local Resilience Forum (SLRF) monitor events that happen in order to identify whether the type of infrastructure and activities (for example, industrial sites, chemical sites) that have led to major incidents elsewhere in the UK and overseas exist in Surrey. Surrey Fire and Rescue Service also considers the publicly available Community Risk Register, produced by the Surrey Local Resilience Forum which lists a wide range of civil contingencies, their likelihood and potential impact. They are identified by a combination of reviewing national and international historical incidents, and by recognising the potentially hazardous activities undertaken across the County. From the Community Risk Register it can be seen that risk reference HL7 Fire / Explosion “Industrial explosions and major fires” would be seen to apply to the “Eco-Park”. The Community Risk Register records the likelihood of this type of incident happening as “medium to low” with the associated impact as being “minor”. Overall the risk is recorded as being “medium” with the associated control measures being the Surrey Major Incident Plan & SLRF Plan, Category 1 responder plans / procedures, Site operator emergency plans and Legislative controls.

Surrey Fire and Rescue Services approach to risk mitigation and management has, and continues to be, to develop integrated risk reduction initiatives to address identified priorities in the most cost-effective way. These are then embedded into various initiatives across our Community Fire Prevention, Community Fire Protection teams and Emergency Response arrangements. As has been outlined Surrey Fire and Rescue Service’s approach to risk assessment identifies and estimates the predominant risks for which a response is required by statute, or needed as an “accepted” responsibility by Surrey Fire and Rescue Service; and for which community based fire prevention and protection activity can be shown to reduce those risks. As one would expect the frequency and type of incident varies from one locality to another but by approaching it in this way it allows our prevention and protection activity to be co-ordinated and integrated to provide an efficient use of resources.

The level, type and distribution of our prevention, protection and response resources will then aim to reduce risk “as low as reasonably practicable” by utilisation of the resources available to Surrey Fire and Rescue Service, as well as those that may be deployed by engaging in partnership with others. They will be applied in such a manner as to be proportionate to the identified risk. The highest risks will attract the highest priority. A good example of this type of approach has been in relation to our work with Adult Social Care. By studying the trends in fire deaths and injuries we have identified key “at risk” groups including people over 65 years of age, people with mental health difficulties and people with mobility problems (more information can be found in our publication “Keeping you safe from fire”).

This integrated approach to the management of risk is not solely dependent on the fire service. We work with a wide range of partners on a statutory basis as well as those in the private and voluntary sector (see figure 2 below)



Figure 2 Surrey Fire and Rescue Service integrated risk management



This approach spans all of our community fire prevention, protection and response arrangements. The “Eco-Park” is one example where the safe operation of the site is the responsibility of many people and regulatory bodies of which the fire service is one. Any new building is subject to a planning regime followed by compliance with building regulations and then, if it is a licensed operation or premises compliance with the various legislative framework that applies.

The role of the fire service community fire protection teams within the built environment is to ensure that premises are safe with regard to fire and fire related hazards and their associated risks. It does that by visiting premises to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005 and through statutory consultation frameworks with other bodies such as local borough Building Control departments. Statutory frameworks have designated lead bodies whether it is the Local Authority, Environment Agency or Fire Service, all of whom will have powers confirmed upon them under the legislation. Such frameworks may also state when the different bodies will be required to share information and whether any responses must or may be considered. With regard to the “Eco-Park” the Fire Service will provide a response under Part B (Approved Document B) of schedule 1 of the Building Regulations which covers the requirements with respect to fire safety when an application is received by the local authority or approved inspector. Architects, designers, the operators, managers and the Environment Agency will all contribute to the safe and effective operation of the premises. It is not the sole responsibility of the Fire Service to manage the risk.

The Waste industry has suffered from a number of high profile fires but the number of fires at waste recycling sites has decreased in 2012 with The Environment Agency stating that the number of waste recycling fires has decreased by almost 30%. The Chief Fire Officers Association (CFOA) has recognised that there is the potential for these types of incidents to “have a huge impact not only on the local community and environment but also to the economy via enforced road closures and the commitment of significant fire-fighting resources”. In an effort to reduce the potential for such fires to occur and mitigate the impacts of those that do, CFOA are working in partnership with organisations such as the Environment Agency and the Wood & Tyre Recycling Association to examine incident statistics and review existing guidance. They are also seeking to work with site operators to improve safety and lobby the government for decisive action, including legislative change where necessary. CFOA has welcomed the issue of an Environment Agency Technical Guidance Note “Reducing Fire Risk at Sites Storing Combustible Materials” to reduce the frequency and impact of fires at waste and recycling sites. The guidance clarifies the measures that waste sites must take to minimise the risk of fires and pollution and it will be adopted by the various regulatory bodies.

**Mrs Denise Saliagopoulos**  
**Chairman of Communities Select Committee**

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|            | population (%)    | incidents (%)  | 1 engine (%) | 2 engines (%) |
|------------|-------------------|----------------|--------------|---------------|
| Spelthorne | 95 598 (8.4)      | 1 067 (7.3)    | 1 (2.9)      | 2 (5.7)       |
| Surrey     | 1 132 390 (100.0) | 14 659 (100.0) | 34 (100.0)   | 35 (100.0)    |

- 1 x 24/7 Crew engine + 1 x Retained Crew engine is unequal treatment
- Only Surrey borough on “Middlesex” bank – bridges mean longer response, pinch points
- Third runway, Ecopark, M3, M25, reservoirs, river – extra risks

## Unsuitability of proposed site for Retained Crew

### Unsuitable recruitment/response area

Retained Crew contracts stipulate a 5 minute response from receiving alarm to arriving at the fire station.

Reservoirs, Green Belt and fewer commercial employers around the proposed site mean the pool of potential Retained Crew is much reduced.

Compared with Walton fire station, the potential pool would be 50% smaller. Walton itself has difficulties recruiting/keeping Retained Crew.



### Unsuitable access

In/out access for Retained Crew or appliances to proposed fire station site off the Fordbridge Roundabout is impractical and dangerous.

The proposed site can only reasonably be accessed from the north-west-bound (south) side of the dual carriageway A308 (\*). Retained Crew coming from Staines or Ashford would have to travel on other (longer) routes to access the north-west-bound carriageway further south (near BP petrol station intersection).

## Summary

- Safety of Residents
- Practicality of Operation
- Equity of Treatment

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# Tourism Strategy

A presentation to the  
Communities Select Committee.

Wednesday 15 January, 2014

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## Why is Surrey County Council doing this?

Currently –

We do not have an official position on Tourism –  
this affects decision making;

Surrey is not seen as a “visitor destination” -

So Tourism is a potential growth area;

Tourism encourages healthy lifestyles –  
walking, cycling, cultural activities;

Tourism helps sustain rural businesses that also serve residents

# The key issues?



To seek a more viable, creative and focussed  
public /private partnership business model for  
Visit Surrey

# The key issues?

## Branding

Create a distinctive and credible brand that challenges perceptions, stands out from the rest and represents the quality of our tourism product.

## Products

Surrey Hills

Guildford

Thames Corridor



# The key issues?

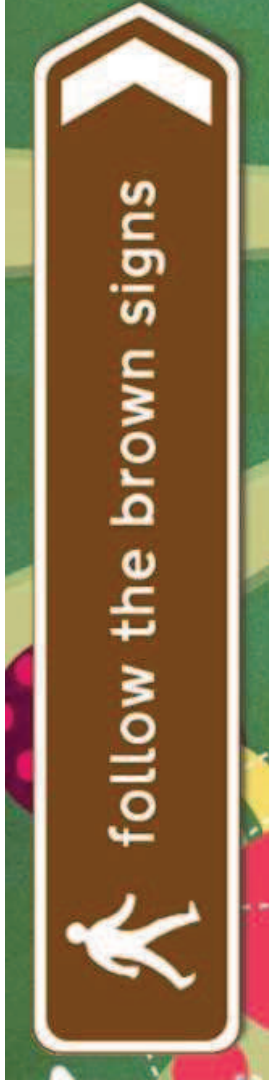


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Create a clear, linked web offer – Visit Surrey,  
Explore Surrey’s Countryside, Exploring  
Surrey’s Past, Culture/Events

# The key issues?



Introduce Policy changes to create a better environment for Tourism to flourish –  
planning, film and TV locations,  
brown signs, reducing red tape...

# The key issues?

Improve the visitor focus of our destinations

Co-ordinated parking/signage schemes,  
Loacn parking,

Better public transport links to destinations,  
Better customer service.

# The key issues?

## Business Tourism

Surrey ideally placed to be the destination for events and conferences?

Proximity to airports, London

Attractive accommodation and locations

Added value – golf courses, race courses...

# Communities Select Committee ideas...

Lean and mean = good  
in this situation

**The future of the  
Visit Surrey  
partnership**

Visit Surrey to co-ordinate  
Surrey's approach to  
tourism.

Private sector  
involvement? Approach  
businesses receiving  
turnover from tourism to  
make contribution to Visit  
Surrey.

D&B's already  
generating/promoting  
tourism – they have  
officers for this.

# Communities Select Committee ideas...

Brand the diversity of  
Surrey

Race courses, Surrey  
Hills, urban areas

Outstanding natural  
beauty, just miles  
outside London

**Branding of Surrey**

Concerns about  
branding Surrey as  
centre for cycling  
tourism

Use Surrey Hills TV  
programme ?

Businesses in tourism industry to use  
Surrey County Council logo? *But  
businesses and D&Bs have their own  
logos. Does there need to be one logo  
for Surrey? YES – there is the need for  
one Surrey message.*



# Communities Select Committee ideas...

Policy decision that Visit Surrey be the main site which links to other sites. Improve Visit Surrey website?

App – which co-ordinates websites and signposts to visitor attractions

**Web offer promoting the County**

Lean and mean – bring websites together. Co-ordinate web offer.

# Communities Select Committee ideas...

We are only reviewing and co-ordinating existing provision, so don't need policy changes

**Policy changes required**

Skills needed in leisure industry – how can we accommodate demand for these skills? More of a strategic issue. SCC are already talking to universities about this. *surrey contracts are going to local businesses.*

Develop apprenticeships/internships at Visit Surrey to resource the co-ordination of tourism in Surrey?



# Communities Select Committee ideas...

Improve roads

Affordable places to stay

Concern about costs of doing this

**How to improve visitor experience?**

Improve cleanliness.  
*We have litter policy.*

Join up with other services, Districts and Boroughs, and businesses to improve environment

# Communities Select Committee ideas...

Conference centres,  
race courses, golf  
courses

Two airports on our  
borders.

Do we need bigger  
venues? Max capacity =  
300/350. Don't see Surrey  
as a venue for larger  
events. There is London  
and similar urban  
destinations for this.

## Business Tourism

Needs less promotion  
– existing venues well  
promoted

If there is mass demand,  
the private sector will  
respond.

## Other select committee ideas/comments...

- Tourism is not a statutory duty – so what should be the Council's role?
  - Surrey economy dependent on tourism, over 35,000 jobs
  - Tourism = use of facilities for local people
- Is there a demand for tourism in Surrey?
  - Yes – a growing demand
- There is a need to protect residents from the negative impacts of tourism?

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**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00 am on 20 March 2014 at Woking Adult Learning Centre, Bonsey Lane, Westfield, Woking, GU22 9PR.

These minutes are subject to confirmation by the Committee at its meeting on Monday 19 May, 2014.

**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:**

Mrs Margaret Hicks

**In attendance**

Mrs Helyn Clack, Cabinet Member for Community Services

**11/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Alan Young, Chris Pitt and Robert Evans.

Margaret Hicks substituted for Alan Young.

**12/14 MINUTES OF THE PREVIOUS MEETING: 15 JANUARY 2014 [Item 2]**

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

**13/14 DECLARATIONS OF INTEREST [Item 3]**

Mr Saj Hussain informed the Committee that Surrey County Council leased the premises of Knaphill Library from his family.

Mr John Orrick informed the Committee that his wife worked for a Surrey library.

There were no additional declarations of interest.

**14/14 QUESTIONS AND PETITIONS [Item 4]**

None were received.

**15/14 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]**

The Committee noted the responses to recommendations from the Cabinet Member and Procurement & Commissioning.

**16/14 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]**

**Declarations of interest:** None.

**Witnesses:**

Peter Milton, Head of Cultural Services

**Key points raised during the discussion:**

1. Members queried when the Committee would receive an update on plans regarding the Magna Carta celebrations and were informed that an update would be provided in July 2014.
2. The Chairman requested Members to provide feedback on the grant funding list which had been circulated to the Committee following a recommendation made at the last meeting under item 9. Members stated that they felt that they did not have enough information to make specific comments on the list, but that the small grants were not cost effective due to the administrative costs associated with processing them.
3. The Chairman informed the Committee that a Member Reference Group to act as a sounding board for the revision of the Fire and

Rescue Service Public Safety Plan was to be set up, and the Chairman and Vice-Chairman would decide upon the membership as a number of Members had volunteered to be a part of the group.

**Recommendations:**

1. The Chairman and Vice-Chairman to decide upon the membership of the Fire and Rescue Service Public Safety Plan Member Reference Group.

**Actions/further information to be provided:** None.

**Committee next steps:**

The Committee to consider the Forward Work Programme and Recommendations Tracker at its future meetings.

**17/14 THE VISION FOR SURREY LIBRARIES [Item 7]**

**Declarations of interest:** None.

**Witnesses:**

Peter Milton, Head of Cultural Services  
 Rose Wilson, Library Operations Manager  
 Janet Thomas, Libraries Programme Manager  
 Helen Leech, Virtual Content Manager  
 Chris Fardon, Arts Council England  
 Helyn Clack, Cabinet Member for Community Services

**Key points raised during the discussion:**

1. Officers provided the Committee with a short presentation, the slides of which can be found attached to the minutes. They informed Members that physical visitors to libraries was declining slowly, as was being seen nationally, but that virtual usage was increasing by 20% annually. One in six people were still visiting the library in person however.
2. Five apps had been developed for the library service including Zinio which provides access to magazines subscribed for by the library service. The impact of e-books was still unknown to the service, with many publishers still not selling the rights to e-books to libraries. This was a national issue which was being looked into.
3. There were challenges within the virtual element of the library in that not all library staff had email accounts, there was a need for an online booking system for the 400 events run annually within libraries, and a project was ongoing to microchip all books so customers can check-out books in one go.
4. The service was moving to introduce a 'creative journey' for customers to encourage readers to consider new types of literature. Furthermore, they were trying to encourage new users to visit libraries by arranging talks by well-known authors, such as winners of the Booker Prize.

5. The Libraries were working to strengthen communities by tackling difficult areas of life by helping people to find support and advice e.g. through specialist reading groups.
6. Since 2005, the officers felt that the service had been well supported by the Council, however eight libraries were in need of becoming self-service and 22 were in need of refurbishment. Self service libraries provided some efficiencies while refurbishment provided a distinctive look which linked all Surrey libraries, in addition to making the spaces more useable as the new furniture could be moved for events.
7. The service stated that it was important that attention was also given to the external aspect of libraries, with more people shopping online, it was more of a priority that libraries were positioned well on high streets. For many communities the library is their only noticeable Surrey County Council service.
8. The Surrey Library service was performing well as it had been shortlisted for the library service of the year award and Woking Library had been chosen to be the flagship library for the South East for World Book Night. It was important to the service to maintain the good position of Surrey libraries.
9. Officers informed Members that it was difficult to compare the costs of virtual and physical books as only 2% of the libraries' budget was spent on e-books due to the difficulties of accessing the books from publishers. There was a government review looking into the access of e-books and it was hoped that it would lead to greater availability of books which could then be lent to customers, however Surrey library e-books could not be rented on Kindles but could be read on tablets.
10. The service explained the resource pressures in providing community events and programmes in areas such as domestic abuse, dementia, mental health and looked after children. The Arts Council England (ACE) felt that libraries could be formally commissioned to do more of this type of work within the community. The Cabinet Member felt that with Public Health being placed within the Council, more work could be done in this area as the team had the responsibility to commission services in this area. The service highlighted how libraries were central to many communities and a space where people could receive help without feeling like they were dealing with an institution.
11. Members felt that it was important that libraries had a policy regarding signposting customers to further help or providing social support, as it was important that highly trained people provided such support. The Library Service confirmed their role as one of signposting where specialised help and support is required.
12. The Committee were disappointed that the service did not have a specific IT budget for IT development and felt that development would be vital to the continued success of the service to enable it to respond to the changing needs of the public.



13. Members were concerned regarding the number of part-time posts within the library service and felt that it meant people were unable to develop their careers within the library service. Officers stated that they had far less full-time posts than in 80s and 90s which was in response to opening times, rotas and staff costs. They were however, discussing how this could be changed, but they did not feel part time work held people back in developing their careers.
14. Officers informed the Committee that they would like to develop two services further – processing Blue Badge applications and bus passes, however there were issues in being issued with licences to perform these tasks.
15. Members suggested that libraries should work more closely with high street bookshops so as to ensure people were able to access books; however officers stated that to-date there had been no uptake when offers were made to bookshops to share the library space.
16. Officers stated that workshops had been completed at the Community Partnered Libraries on the new technologies that had been introduced to help people to access services online.
17. Members stated that libraries should concentrate on enabling people to access services, including IT services, and suggested that the service should explore funding opportunities from the education sector who provide funding for improving access to STEM (science, technology, engineering and mathematics) subjects.
18. Members felt that Local Committees should look at the role of libraries within their areas and have a role in assessing and prioritising what services should be provided within each. Officers felt that it was important that the service remained complimentary and relevant to other services provided within the community.
19. The Arts Council England representative informed the Committee that the Surrey library service was held in high regard, and that Cambridgeshire library service was in a similar situation and was an organisation which Surrey could share good practice with.
20. Members suggested that an avenue to explore could be the streaming of live performances of opera, ballet or theatre in the library. The Arts Council England (ACE) representative stated that this was something the organisation was very interested in as it brought in new audiences into the library and introduced others to new forms of art. The ACE were in conversation with television broadcasters regarding the possibility. Library officers stated that the issue would be to ensure the venues were adequate to hold large events, such as having enough toilets.

#### **Recommendations:**

1. The Communities Select Committee approve the overall direction of travel for Surrey County Council libraries in relation to the Arts Council England goals and aspirations for libraries.

2. The Library service to work with the Head of Procurement and Commissioning to explore options for the Library service to be formally commissioned by other county council services to deliver events and programmes on their behalf, and to report back to the Select Committee.
3. The Library service to explore the funding opportunities from the education sector in respect of STEM (science, technology, engineering and mathematics) subjects to improve IT provision in Surrey libraries.
4. The Library Service to talk to other libraries on a similar journey to create the library of the future, to share best practice and learning.
5. That the Chief Digital Officer work with the Library service to develop their IT provision as part of the Council's development of their Digital Strategy.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

#### **18/14 THE VISION FOR COMMUNITY LEARNING & SKILLS [Item 8]**

**Declarations of interest:** None.

**Witnesses:**

Peter Milton, Head of Cultural Services  
 Paul Hoffman, Principal Community Learning and Skills  
 Anu Chanda, Deputy Principal  
 Cheryl Brown, Curriculum Manager – Family Programmes  
 Helyn Clack, Cabinet Member for Community Services  
 Two adult learners from the Family Learning Programme

**Key points raised during the discussion:**

1. Officers provided the Committee with a presentation, slides of which can be found attached to the minutes.
2. The Committee were informed that the service generates £1.6 million annually, mainly through fees, and pays the county council around £850,000 annually for the buildings and infrastructure of the seven sites.
3. Funding for the service had fallen around 20% in the last seven years due to no rise in line with inflation.
4. Despite East Surrey College holding the contract for the provision of adult learning for the east of the county, Surrey County Council provided family learning across the whole of Surrey.
5. The Committee were reminded of the Public Value Review (PVR) which recommended in 2012, the need to develop an overarching marketing strategy and plan centred on an effective interactive web presence to drive increased participation rates and income. The

Committee were disappointed to note that improvement of the quality of the service's web presence and creating functionality to provide online enrolment still remain outstanding from the PVR implementation plan. Officers showed the Committee examples of other counties' adult learning websites which were standalone and were interactive and engaging. Furthermore, these counties had seen a dramatic increase in enrolments after the websites had been developed and online enrolment introduced.

6. Officers felt that they had driven up standards within adult learning and hoped this would be reflected within the Ofsted inspection, which was expected in late 2014. The inspection in 2010 had been good, but new inspection standards had been introduced which required the service to continue to improve, with currently around 74% of classes at a good standard.
7. Over 500 learners had enrolled on accredited learning programmes in English and Maths, which enabled them to work towards GCSEs. In addition, the service was working with Job Centre Plus to develop personal and work skills courses which enables job seekers to find new jobs and gain confidence. The money for these courses come with the referrals from the Job Centre Plus.
8. The service has over 500 learners enrolled who have learning difficulties and/or disabilities which requires supported learning.
9. Family learning was available in all 11 Boroughs and Districts, though they concentrated on super output areas and areas of identified need for learning. The link with the child separates the family learning programme from all other learning provided. An child identified as requiring learning support would often have parents who have learning challenges and it is important to market the family learning service as helping the child as well as the parent as it has been noted that Family Learning increases child development by 15%.
10. Family Learning is marketed through word of mouth, leaflets at schools and identification of children at school. Classes are tailored to the needs of the students and have defined outcomes.
11. Two students from the Family Learning programme attended the meeting to answer Members questions. They stated that their children saw the service as beneficial as their parents now could help them with their homework and had more confidence, along with improved English. They aimed to find employment and were looking to enrol on more classes, such as courses on childcare.
12. The learners informed Members they had to wait two weeks only until their classes started and that tutors had assisted them in arranging childcare.
13. Members were disappointed that a new website had still not been developed 18 months after the PVR recommendations and queried what the holdup had been. They were informed that the service was reliant on the Information Management Team and the Digital Delivery team, and that they would prefer to have a standalone website

separate from the county council website in order to actively promote their service. The Cabinet Member stated that the appointment of a Chief Digital Officer would help in the speeding up of the development of a website.

14. The Committee strongly felt that the new website needed to be a priority for the service and developed by the summer, so that residents could enrol online for courses starting in September 2014.
15. Members queried who had responsibility for ensuring new immigrants had an understanding of English. Officers stated that they were contracted to deliver courses on English as a foreign language under a contract with the Skills Funding Agency, and that if a person has some English then they can go on an improvement course. Furthermore they were working with specific communities, such as the Ghurkha community, which they hoped would be self sustaining in the future.
16. The Committee expressed concern that the provision in the east of the county was not good. Officers informed Members that East Surrey College were performing well, however Surrey County Council were looking at the possibility of opening a centre in Dorking as an initial step to moving back into the east of the county, however it was felt that there was very little chance of gaining the contract back.
17. Members were concerned that due to East Surrey College not providing as much outreach provision, communities in high areas of deprivation such as those in Epsom & Ewell, were unable to participate in learning opportunities. The Cabinet Member suggested the Committee invite East Surrey College to answer Members queries regarding the provision of adult learning in the east of the county.
18. Officers were confident that online courses would not impact their number of learners for the next five to ten years, due to the nature of the classes offered. However, often students were completing online courses in parallel to their courses with Surrey.

#### **Recommendations:**

1. The Committee supports the service's bid to establish a highly effective independent web presence to markets its courses and engage in e-commerce.
2. The Committee support a review of the service's progress, its plans for the future and its commitment to quality improvement.
3. The Committee support the identification of new sources of funding and the removal of barriers to support service growth.
4. The Committee request that the Chief Digital Officer work with the Community Learning and Skills service to develop a standalone website to enable online booking for courses and effectively market the service. This is to maximise the potential of the service and ensure its sustainability. Report back to the committee on progress of development in three months.

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

East Surrey College to be invited to attend a future Communities Select Committee meeting to discuss the provision of adult learning in the east of the county.

**Committee next steps:**

To receive an update from the Chief Digital Officer and the Adult Learning Service in three months on progress on delivering a new website for adult learning.

**19/14 AUDIT REPORT: ADULT & COMMUNITY LEARNING 2013-2014 [Item 9]**

**Declarations of interest:** None.

**Witnesses:**

Frank Mannion, Compliance Auditor  
Peter Milton, Head of Cultural Services  
Paul Hoffman, Principal Community Learning and Skills

**Key points raised during the discussion:**

1. The Compliance Auditor informed the Committee that internal audit had reported high priority recommendations in the Management Action Plan that would assist the service to prioritise resource allocation for the recommendations for improvements. The auditor was satisfied with the progress of the actions. The Management Action Plan had been agreed with the Service.
2. The auditor would report progress to the Audit and Governance Committee. This takes place for audit reports every six months.
3. The service stated that they had invited Internal Audit to review the service as they were in a period of transition and wanted some advice on their performance.

**Recommendations:**

1. The report was noted by the Committee.

**Actions/further information to be provided:** None.

**Committee next steps:**

The Committee to review Internal Audit reports which have attracted an audit opinion of either "Major Improvement Needed" or "Unsatisfactory", and/or those with high priority recommendations, within its Terms of Reference.

**20/14 REPORT FROM THE CHAIRMAN [Item 10]**

**Declarations of interest:** None.

**Witnesses:**

Liz Mills, Chief of Staff, Surrey Fire & Rescue Service  
 Helyn Clack, Cabinet Member for Community Services

**Key points raised during the discussion:**

1. The Chairman informed the Committee that on Monday 17 March 2014 a private Communities Select Committee workshop took place to discuss, in detail, the proposed savings and draft Medium Term Financial Plan (MTFP) for the Surrey Fire and Rescue Service (SFRS). This had been briefly covered during the Communities Select Committee budget workshop on 20 February 2014.
2. The following Members attended the meeting on 17 March 2014: Denise Saliagopoulos, Chris Norman, Jan Mason, Mary Lewis and Barbara Thomson. At the workshop, SFRS presented the case for change within the service in the context of changes in demand and demographics, environmental changes, different ways of working and budget pressures. On the basis of the presentation and member discussion on 17 March 2014, the majority of members present agreed to put forward the attached tabled report to discuss at the Communities Select Committee meeting. It was being proposed that the recommendations in this report be submitted to the Cabinet meeting on 25 March 2014 to be considered alongside the MTFP 2014/19.
3. The Committee agreed to move into Part Two, under Section 110A of the Local Government Act 1972, which allowed for the public to be excluded from the meeting during consideration of the item of business on the grounds that there would be likely disclosure of exempt information under paragraph 3 of Part 1 of Schedule 12A of the Act.
4. The Committee received a presentation from the Chief of Staff on the case for change and voted upon the recommendations presented in the attached report. Eight members voted for the recommendations and two voted against.
5. The Committee voted to not publicise the minutes of the Part Two discussion.

**Recommendations:**

1. The recommendations from the attached tabled report be submitted to the Cabinet meeting on 25 March 2014 to be considered alongside the Medium Term Financial Plan 2014/19.

**Actions/further information to be provided:** None.

**Committee next steps:** None.

**21/14 DATE OF NEXT MEETING [Item 11]**

The Committee noted the next meeting of the Communities Select Committee would be on 19 May 2014.

Members were asked to note that they were invited to attend the Environment & Transport Select Committee meeting on 24 April 2014 to scrutinise an item on the County Council's Flood Event Response.

Meeting ended at: 1.30 pm

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**Chairman**

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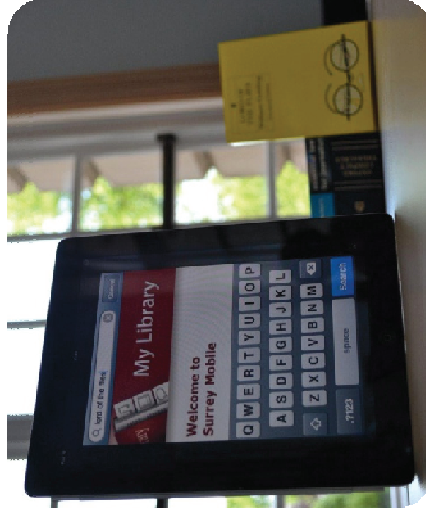


www.surreycc.gov.uk



Making Surrey a better place

# The Vision for Surrey Libraries



*Presentation to Customers and Communities  
Select Committee  
20 March 2014*

# Overview

- ❖ **Virtual services & IT in libraries**
  - ❖ *Helen Leech*
- ❖ **The libraries events programme**
  - ❖ *Janet Thomas*
- ❖ **Refurbishment programme & library property strategy**
  - ❖ *Rose Wilson*
- ❖ **Committee Discussions (3)**
  - ❖ *Arts Council England's priorities for libraries*
  - ❖ *What should the vision for libraries be*
  - ❖ *What services should be provided in the context of reducing budgets*

# What are we planning, IT-wise?



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*Helen Leech*  
*Acting Virtual Services Manager Surrey Library Service*  
*@helenleech*

# Virtual Visits



# People are going mobile...

- ❖ Tablet ownership has more than doubled in the past year, rising from 11% of homes to 24%.”
- ❖ “Over half of adults (51%) now own smartphones, almost double the proportion two years ago (27%).”

Page 17

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The Communications Market  
2013

# Piloting tablets for staff

- ❖ 40 Samsung Galaxy Tab 2s
- ❖ One to each A and B library
- ❖ Preloaded with library-related apps

## 14 Things you can do with a Tablet in each Branch.

1. Demonstrate E Reading to a user. (a) (b)
2. Demonstrate and use the Axie app to a reader. (a)
3. Access the Surrey Website to join a reader anywhere in the branch or even outside in the high street – see extras-. (a) (b)
4. Search the catalogue anywhere in the branch. Walk with the reader to shelf if its not there. Reserve it for them without having to return to a terminal. (a) (b)
5. Live Tweet from events. (a) (b)
6. Take photos of events and publish them online. (a) (b)
7. Take photos of invoices, passports etc and email them direct to Business Support.
8. Bus Pass. (a) (b)
9. Answer enquires eg Where is? Whats the number of? While floor walking. (a) (b)
10. Book the user onto an event. (a) (b)
11. Be a library advocate not tied to a desk. (a) (b)
12. Skype to have video meetings. (a)
13. Branch Emails through Good) (a)
14. Do nWOW. (a) (b)

# Apps for the public



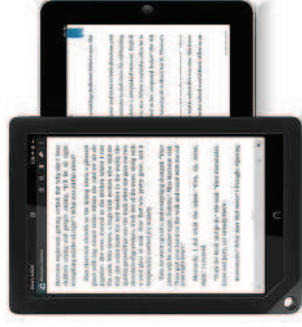
❖ Surrey Libraries (catalogue)

❖ Overdrive (eBooks)

❖ OneClickDigital (eAudiobooks)

❖ Zinio (magazines)

❖ Naxos (music)



# Ebooks

❖ *The number of Americans owning at least one digital reading device jumped from 18% in December 2012 to 29% in January 2013. Pew Research Centre, January 2013*

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❖ *One in five UK households (22%) has an e-reader.*  
*Ofcom Communications Report 2013*

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# What Surrey's doing about ebooks:

- ❖ Surrey is a leading member of Society of Chief Librarians Digital / ebooks group
- ❖ Co-chair of Shelf Free
- ❖ SCL / Sieghart pilot projects
- ❖ E-book workshops for staff and public
- ❖ Self-publishing

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**Shelf Free**

Flourishing e-books from your library is great — and we want to make it even better.



## Small projects we're doing

- ❖ [23 Things](#)
- ❖ Minecraft play sessions
- ❖ Geocaches in libraries
- ❖ Social media – new developments include Pinterest and paper.li
- ❖ Developing content for My Learning Extra and investigating Surrey Academy

# Imminent IT challenges

- ❖ RFID book control system, and associated software upgrade
- ❖ Email accounts for all staff
- ❖ Event booking software
- ❖ Arena – new catalogue for the public
- ❖ Project Unicorn: Public Service Network and Surrey Superfast Broadband
- ❖ Up skilling staff and volunteers

# Committee Discussion <sup>1/3</sup>

## Virtual Libraries

The exponential growth of virtual services and their cost effective way of delivering volume will need significant investment to sustain these customer led services. At the same time many residents want us to retain physical libraries. Do members think there should be a rebalancing of resources between the physical library network and the virtual, and if so, how would the physical libraries be reworked to do this?

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The library service has no IT budget of its own. The current IT budget for libraries is held within IMT. It covers running the basic book issuing system, with no budget for IT development. As IT is going to be key to the development of libraries in the future would Members support the development of a business case or cases for an invest to save approach to Libraries having an IT development budget?

# The libraries events programme



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Janet Thomas

Programme Manager, Surrey Library Service

*“Reading is to the mind what exercise is to the body”*  
(Richard Steele – essayist and dramatist)

*“ .. far from being passive and receptive, reading is a  
creative activity in itself and is the cornerstone of  
other creative processes”*  
(Demos)

# The base

- ❖ Pebble card launched
- ❖ Summer Reading Challenge 2013 – 17,000+ children @ £1.50 per child
- ❖ Reading groups – 700+ throughout the county
- ❖ 760 learners helped through basic IT skills sessions (2013)
- ❖ Library Direct – serving 1700 people + 22 homes (pilot) with room for expansion
- ❖ 526 children/families brought together during Family Learning Week

# Encouraging the creative journey

- ❖ Encouraging the creative journey
- ❖ Pebble's Reading Adventure
- ❖ Out the Page – Children's Book Award and Festival
- ❖ Surrey Reading Challenge
- ❖ Creative displays – prize winning titles
- ❖ Live sessions with major authors through Writers Booked (national award)
- ❖ Partnerships with local festivals and major publishers



# Strengthen the community

- ❖ Deliver against 6 of the 9 SCC priorities
- ❖ Domestic Abuse ([national award](#))
- ❖ Dementia
- ❖ Tackling difficult areas of life – mental health, reading well
- ❖ Working with looked after children (e.g. Letterbox club)
- ❖ Partnership with Job Centre Plus (Welfare to work)
- ❖ Countywide welfare reform group
- ❖ Business information
- ❖ Specialist reading groups



# Committee Discussion 2/3

## Events Programme

The more intensive work achieves high individual impact (sometimes life changing) for a smaller number of people. Generally not costly in pure outlay (equipment etc), it can be costly in terms of staff time and is not generally a short term effort. With a difficult financial climate yet increasing focus on issues such as dementia, mental health, what importance should we place on maintaining these kinds of activities and are some areas of work in this field more critical than others?

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The library building as a focal point for the community and activities is very important. Our virtual presence extends our reach and our ability to engage and draw people in. Should we create more events in non-library venues to engage non-users?

# Refurbishment programme & library property strategy



**Rose Wilson**  
**Library Operations Manager**  
**Surrey Library Service**

## Library refurbishment & self service programme

- ❖ 53 libraries
- ❖ 22 still to refurbish
- ❖ 8 need self service
- ❖ £4.3 million to complete
- ❖ Current technology becoming obsolete

# Design & Location

- ❖ Evolution in library design
- ❖ Wi-fi
- ❖ Flexible spaces- moveable shelving, seating, crowd facilities
- ❖ Visibility, signage and branding
- ❖ Libraries are more like retail than any other SCC service
- ❖ Social benefits of libraries
- ❖ Anchor buildings in communities
- ❖ Cultural quarters

# Committee Discussion <sup>3/3</sup>

## Refurbishment programme & library property strategy

Page 34

With declining resources what should be the key role/roles for libraries going forward?

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Would it be more effective to have a smaller, higher quality network or retain the current network?

If resources decline should the emphasis be on retaining the network, hours of opening and the front line services, or should the wider roles be retained?

[www.surreycc.gov.uk](http://www.surreycc.gov.uk)



# Adult Learning Service



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## Presentation to Customers and Communities Select Committee 20 March 2014



# Overview of the Adult Learning Service



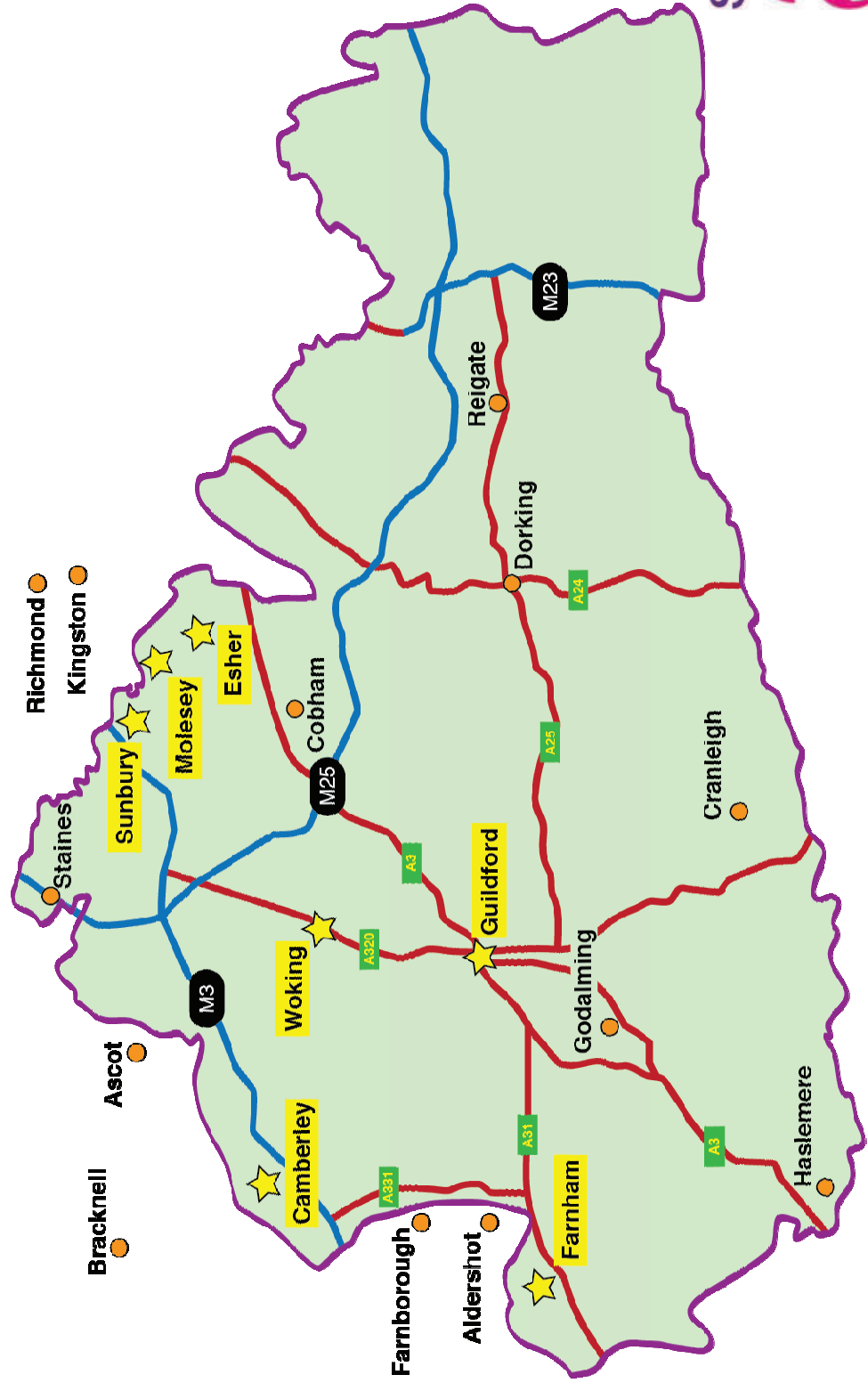
- What we do
- How are we funded
- Financial position
- Numbers enrolled
- Universal and targeted programmes

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# The Current Network of Centres



# A Time of Change



- The Impact of the PVR
- New Skills sets being developed in our staff
- Unfinished Business
- Key developments in the programme
- What is happening elsewhere in the country

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# Community Learning Websites



<https://www.kentadulthoodeducation.co.uk/>

<http://www.aspiresussex.org.uk/>

<http://www.surreycc.gov.uk/learning/adult-learning>

# A Focus on the Future

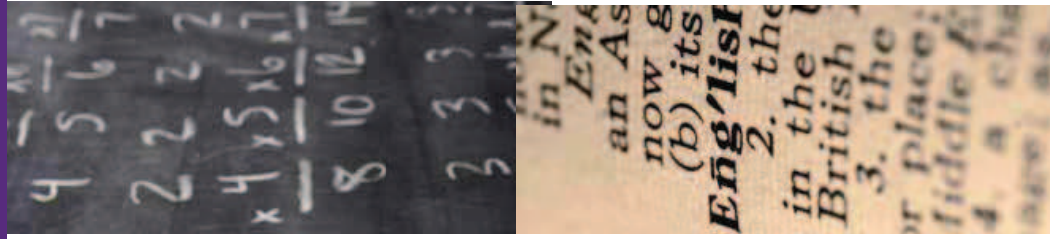


- Where next for the Service
  - more adult skills?
- What structure will enable us to best serve our community?
- When Ofsted comes calling
- How to balance a business centred approach with the delivery of its social educational purpose?

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# Impact of accredited learning programme English & Maths



- Number of learners supported through the accredited programme between September 2013 and April 201 was over 500
- Funding used to address English and Maths needs - both **GCSE** qualifications and **Improve Your English/Maths** courses (10 weeks) for learners not quite ready for a GCSE qualification



# Outreach and Computer Training



**Outreach:** Working with Job Centre Plus to develop personal skills, work skills, basic computer skills and managing money skills:



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- **Accredited Computer training**

# Supported Learning and Family Learning



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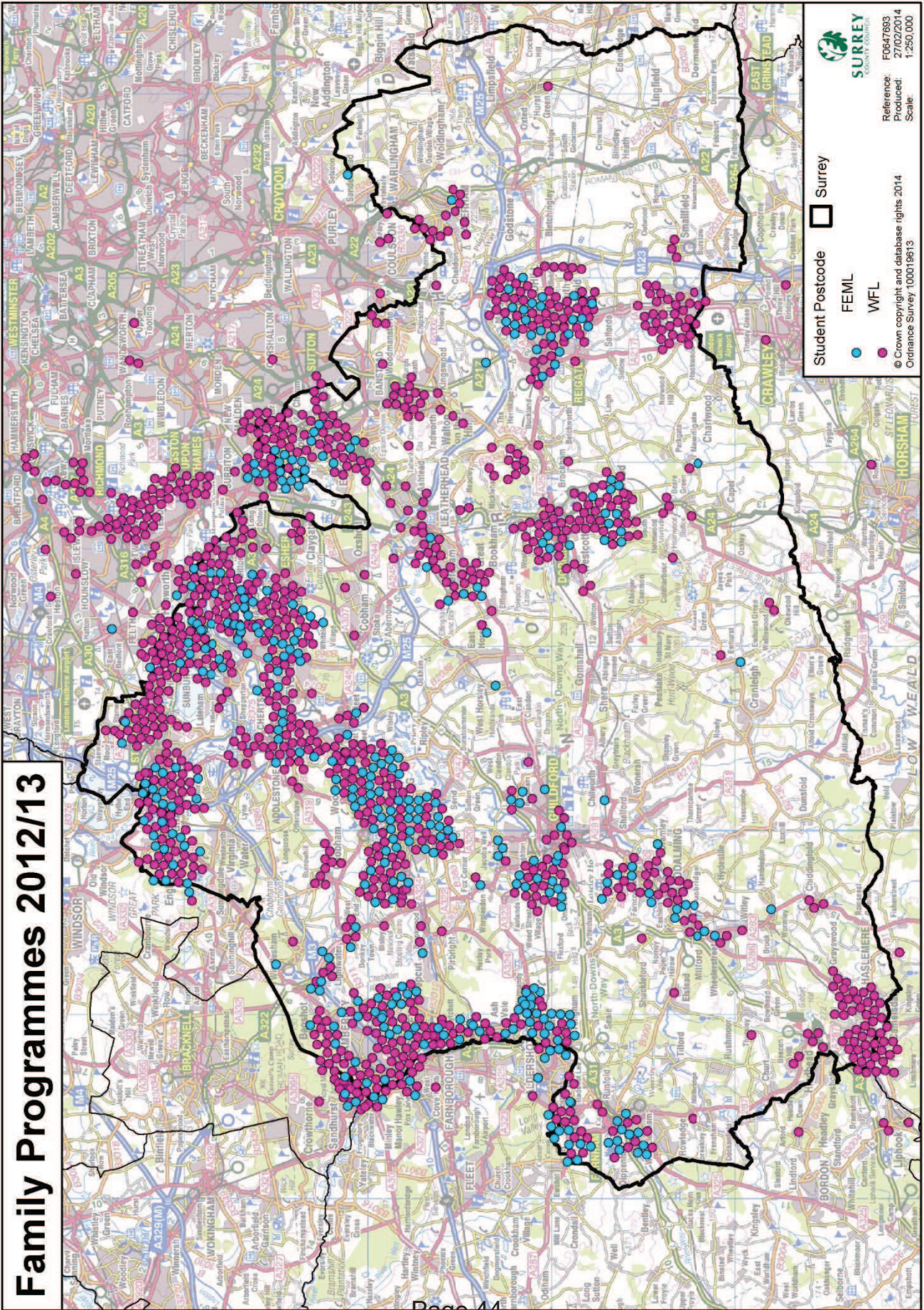
- **Supported Learning:** Working to improve the life skills of adults with learning difficulties and disabilities



**Family Learning:** Engaging with parents by working in partnership with schools and children centres.



# Family Programmes 2012/13





# Family Learning

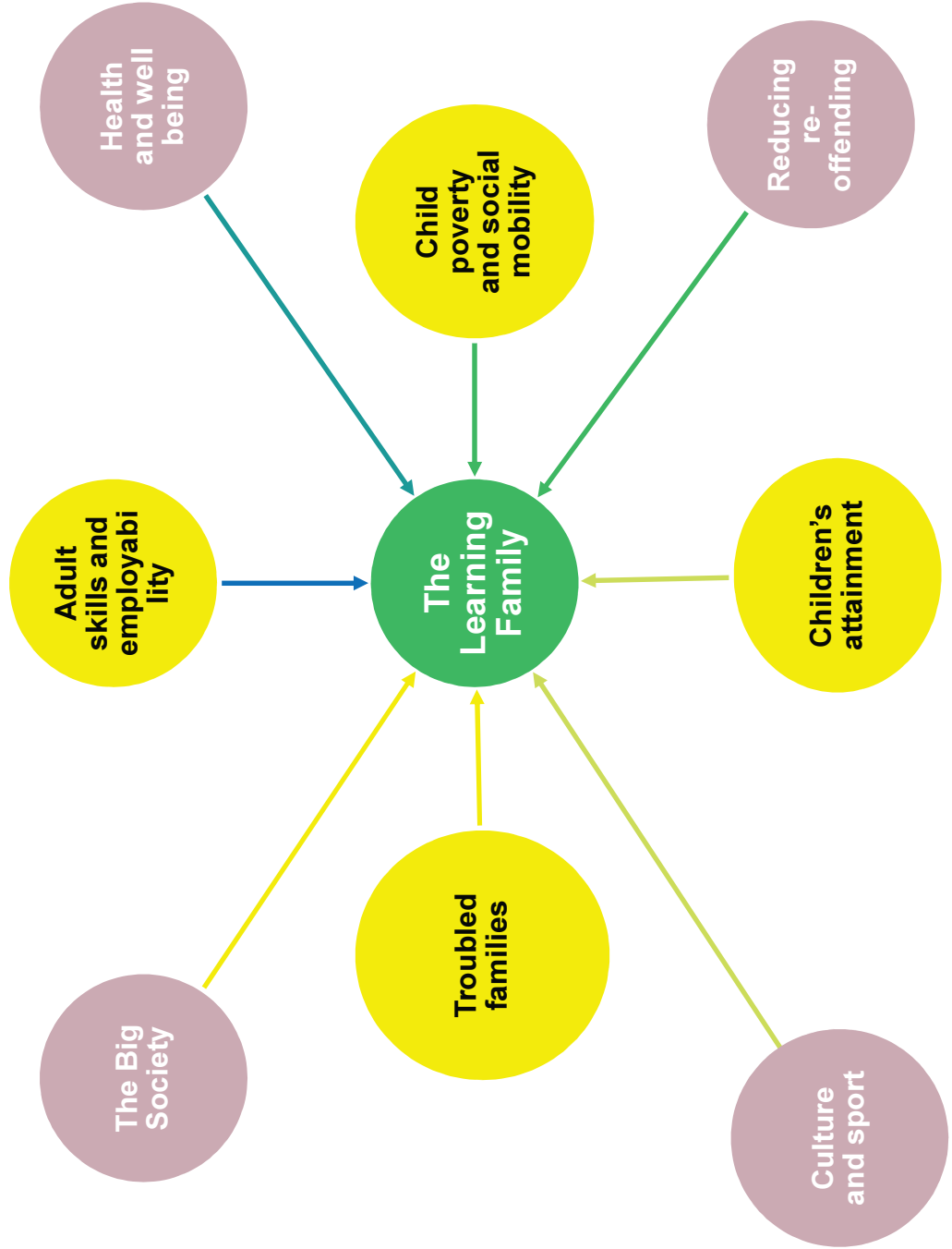


- **The Child, the ‘Hook’ by which we Engage**
- **A Leaflet in a Book Bag..... Word of Mouth!**
- **Tailored Learning**

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# Family Learning across policy agendas



# National Awards Successes



- **Presenting - Rachel & Rubina..... and our learners  
from New Monument Family Language Group**

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Page 85

# Matters to consider 1



- In the context of the contract we have with the Skills Funding Agency is the network of Centres right?

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# Matters to consider 2



- Is there support for the Service's position that a stand alone web site is the only way it can guarantee it can get its marketing and communication right?

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## Matters to consider 3



- How does the Service acquire additional resources to expand its targeted work particularly in Family Learning?

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# Matters to consider 4



- Ofsted are starting to challenge LA Service's on their governance arrangements - is Select part of a solution?

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**COMMUNITIES SELECT COMMITTEE****Item under consideration: PROPOSED DIRECTION OF TRAVEL FOR THE SURREY FIRE AND RESCUE SERVICE, IN LINE WITH THE PROPOSED MTFP 2014-19****Date Considered: THURSDAY 20 MARCH 2014**

- 1 Further to discussions at a Communities Select Committee budget workshop on 20 February 2014 and a further Fire Service workshop on Monday 17 March 2014, the Communities Select Committee discussed the draft Medium Term Financial Plan (MTFP) and direction of travel for the Surrey Fire and Rescue Service (SFRS) at its meeting on Thursday 20 March.
- 2 During these discussions, SFRS have presented on the case for change within SFRS in the context of changes in demand and demographics, environmental changes, different ways of working and budget pressures. This is not an exclusive list.
- 3 On the basis of these discussions, the Committee voted 8 to 2 in favour of the below recommendation, which the Committee asks the Cabinet to consider alongside the MTFP 2014-19 which is being presented to Cabinet for approval on Tuesday 25 March 2014.

**Recommendation:**

The Communities Select Committee recommends:

- a) That the proposed direction of travel for the Surrey Fire and Rescue Service, in line with the proposed MTFP 2014-19, be supported.

The Member Reference Group being formed to act as a sounding board for the revision of the Surrey Fire and Rescue Services Public Safety Plan (which will detail the changes required for the service), will closely scrutinise the development of this plan and report back to the Communities Select Committee as required.

- b) That the Surrey Fire and Rescue Service, supported by its County Council colleagues, ensure that robust plans are in place for consultation with stakeholders and residents on the revision of the Public Safety Plan.

**DENISE SALIAGOPOULOS**  
Chairman of the Communities Select Committee

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**CABINET RESPONSE TO COMMUNITIES SELECT COMMITTEE****PROPOSED DIRECTION OF TRAVEL FOR THE SURREY FIRE AND RESCUE SERVICE,  
IN LINE WITH THE PROPOSED MTFP 2014-19**

The Communities Select Committee recommends:

- a. That the proposed direction of travel for the Surrey Fire and Rescue Service, in line with the proposed MTFP 2014-19, be supported. The Member Reference Group being formed to act as a sounding board for the revision of the Surrey Fire and Rescue Services Public Safety Plan (which will detail the changes required for the service), will closely scrutinise the development of this plan and report back to the Communities Select Committee as required.
- b. That the Surrey Fire and Rescue Service, supported by its County Council colleagues, ensure that robust plans are in place for consultation with stakeholders and residents on the revision of the Public Safety Plan.

**Response**

The Cabinet Member for Community Services thanked the Communities Select Committee for their support re. the direction of travel for Surrey Fire and Rescue and endorsed the formation of a Member Reference Group. She also confirmed that robust plans would be in place for consultation with stakeholders and residents on the revision of the Public Safety Plan.

**Mrs Helyn Clack**  
**Cabinet Member for Community Services**  
**25 March 2014**

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**COMMUNITIES SELECT COMMITTEE 2013-2014  
ACTIONS AND RECOMMENDATIONS TRACKER – 19 May 2014**

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>                                |
|--------------------------------------|---|---|--|-----------------|--|
| 15<br>JANUARY<br>2014<br><br>Page 95 | <b>GRANT<br/>CRITERIA AND<br/>FUNDING<br/>OPPORTUNITIES<br/>GUIDE</b> | That the Chairman speak to the service to decide how to relay the Committee's concerns about the grant list to the service. | ACHIEVED<br><br>The Committee clarified at its meeting on 20 March 2014 that they felt that they did not have enough information to make specific comments on the grant list, but that they felt the small grants were not cost effective due to the administrative costs associated with processing them. This feedback was passed onto the Procurement and Commissioning team. | May 2014        | Laura Langstaff<br>Rachel Crossley<br>Susie Kemp<br>Helyn Clack<br>Denise Le Gal |

|   |  |   |   |                  |   |
|---|--|---|---|------------------|---|
| <p>20 MARCH 2014</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p> | <p><b>VISION FOR SURREY'S ADULT LEARNING SERVICE</b></p> | <p>That the Chief Digital Officer work with the Adult Learning Service to develop a stand alone website to enable on-line booking for courses and effectively market the service. This is to maximise the potential of the service and ensure its sustainability. Report back to the Communities Select Committee on progress of this development in 3 months time.</p> | <p>ONGOING</p> <p>The Chairman has sent a letter to the Chief Digital Officer (copying in relevant officers and cabinet members) with this recommendation to take forward. It has become apparent that the Head of Information Technology and the Head of Customer Services together with Cultural Services, not the Chief Digital Officer, are responsible for taking this recommendation forward. The recommendation will be amended to reflect this. Their response is as follows:</p> <ul style="list-style-type: none"> <li>• Adult Learning, IMT and Customer Services have been working on this.</li> <li>• The Adult Learning web pages are currently being redesigned and a new 'course finder' module is being developed. The 'go-live' for these improvements is June 14.</li> <li>• The new Adult Learning web pages will take advantage of the new website design. The new approach allows individual Services much greater flexibility over the 'look and feel' whilst, still presenting a single, coherent overall SCC website for customers.</li> </ul> | <p>July 2014</p> | <p>Mark Irons<br/>Paul Brocklehurst<br/>Peter Milton<br/>Paul Hoffman<br/>Susie Kemp</p> <p>Helyn Clack<br/>Denise Le Gal</p> |
|---|--|---|---|------------------|---|

|               |  |   |  |   |   |
|---------------|--|---|--|---|---|
|               |  |   | An update report on progress of development of Adult Learning website and online enrolment has been added to the agenda for July 2014.   |   |   |
| 20 MARCH 2014 | <b>VISION FOR SURREY'S LIBRARY SERVICE</b> | The Library Service to work with the Head of Procurement and Commissioning to explore options for the Library Service to be formally commissioned by other County Council Services to deliver events and programmes on their behalf and to report back to the Select Committee. | <p>ONGOING</p> <p>The Chairman has sent a letter to the Head of Procurement and Commission and the Head of Cultural Service, (copying in relevant officers and cabinet members), with this recommendation to take forward.</p> <p>Response:</p> <ul style="list-style-type: none"> <li>• Libraries senior management team have been briefed.</li> <li>• Exploratory meeting with Laura Langstaff is being scheduled for end of May.</li> <li>• Information will be gathered from other library services who are carrying out paid commissioned work (end of June).</li> <li>• Work to develop model for Surrey libraries (end of July).</li> <li>• Market commissioning to suitable County Council internal customers (September).</li> <li>• Pilot project running in October.</li> </ul> | Further update for tracker in July 2014 | <p>Laura Langstaff<br/>Peter Milton<br/>Rose Wilson<br/>Susie Kemp</p> <p>Helyn Clack<br/>Denise Le Gal</p> |

|   |   |  |  |   |   |
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| <p>20 MARCH<br/>2014</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 98</p> | <p><b>VISION FOR<br/>SURREY'S<br/>LIBRARY<br/>SERVICE</b></p> | <p>The Library Service to explore the funding opportunities from the education sector in respect of STEM subjects (science, technology, engineering and mathematics), to improve IT provision in Surrey libraries.</p> | <p><b>ONGOING</b></p> <p>The Chairman has sent a letter to the Head of Cultural Services (copying in relevant officers and cabinet members) with this recommendation to take forward.</p> <p>Response:</p> <ul style="list-style-type: none"> <li>• Information will be gathered on Government and education approaches to encouraging study and delivery of STEM subjects (end of July)</li> <li>• Contact and explore funding with a range of potential partners (end of September)</li> <li>• Assess stem strategies as possible source of funding/IT initiatives and report to Select on viability.</li> </ul> | <p>Update for tracker in September 2014</p> | <p>Peter Milton<br/>Rose Wilson<br/>Susie Kemp</p> <p>Helyn Clack</p> |
|---|---|--|--|---|---|



20 MARCH  
2014

**VISION FOR  
SURREY'S  
LIBRARY  
SERVICE**

Surrey's Library Service to talk to other libraries on a similar journey to create the library of the future, to share best practice and learning.

**ONGOING**

The Chairman has sent a letter to the Head of Cultural Services (copying in relevant officers and cabinet members) with this recommendation to take forward.

**Response:**

- Will Increase range of activities to collect user and non-user feedback and ideas to inform planning
- Senior library staff to research and attend a range of policy briefings workshops and seminars looking at the future of libraries (ongoing)
- Library staff to proactively exploit current contacts, professional groups and peers to look at best practice (ongoing)

Update for  
tracker in  
September  
2014

Peter Milton  
Rose Wilson  
Susie Kemp

Helyn Clack

|                          |   |   |   |   |  |
|--------------------------|---|---|---|---|--|
| <p>20 MARCH<br/>2014</p> | <p><b>VISION FOR<br/>SURREY'S<br/>LIBRARY<br/>SERVICE</b></p> | <p>That the Chief Digital Officer work with the Library Service to develop their IT provision as part of the Council's development of their Digital Strategy.</p> | <p><b>ONGOING</b></p> <p>The Chairman has sent a letter to the Head of Cultural Services (copying in relevant officers and cabinet members) with this recommendation to take forward. It has become apparent that the Head of Information Technology, Head of Customer Services, Head of Procurement and Cultural Services, not the Chief Digital Officer is responsible for taking this recommendation forward. The recommendation will be amended to reflect this.</p> <p>Response:</p> <ul style="list-style-type: none"> <li>• Libraries to create discussion paper on library IT issues and future needs (end of July)</li> <li>• Libraries and Head of Cultural Services to meet with Head of Procurement and Head of IMT to agree options to be explored and develop action plan ( August)</li> <li>• Commence work on a range of options (September)</li> </ul> | <p>Update for tracker in September 2014</p> | <p>Mark Irons<br/>Paul Brocklehurst<br/>Laura Langstaff<br/>Peter Milton<br/>Rose Wilson<br/>Susie Kemp</p> <p>Helyn Clack<br/>Denise Le Gal</p> |
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| 20 MARCH<br>2014 | <b>REPORT FROM<br/>THE CHAIRMAN<br/>(SFRS – MTFP<br/>2014-19<br/>SAVINGS)</b> | The recommendations from the tabled report be submitted to the Cabinet meeting on 25 March 2014 to be considered alongside the Medium Term Financial Plan 2014/19. | <p>ACHIEVED</p> <p>The recommendations from the tabled report were submitted by the Chairman to the Cabinet meeting on 25 March 2014.</p> <p>The response from the Cabinet is included in the papers for this meeting.</p> | May 2014 | <p>Chairman of<br/>Communities<br/>Select Committee</p> <p>Helyn Clack</p> |
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**COMMUNITIES SELECT COMMITTEE:  
DRAFT FORWARD WORK PLAN 2014**

| Date   | Proposed Item   | Why is this item proposed?   | Contact Officer / Member   | Proposed Method of Handling  |
|--|---|--|--|--|
| <b>19 May 2014 – Ordinary meeting – County Hall</b>  |   |  |  |  |
| 19 May 2014  | Magna Carta   | Update on Magna Carta anniversary proposals  | Peter Milton<br>Susie Kemp<br>Helyn Clack  | Report to Committee  |
| 19 May 2014  | Community Safety  | Progress report on Community Safety Partnerships following annual scrutiny meeting on 31 October 2013  | Gordon Falconer<br>Jane Last<br>Yvonne Rees<br>Helyn Clack<br>Kay Hammond                    | Report to Committee  |
| 19 May 2014  | SFRS – Contingency Crewing and Specialist Rescue Contract | Scrutiny of evaluation of pilot contingency crewing contract and proposals to tender for a new contract that covers specialist rescue and contingency crewing and further develops innovative partnerships and new improved ways of working. | Russell Pearson<br>Dave Sargeant<br>Helyn Clack<br>Kay Hammond                               | Report to Committee  |
| <b>23 July 2014 – Ordinary meeting – County Hall</b> |   |  |  |  |
| 23 July 2014   | Trading Standards - RIPA                                  | Scrutiny of annual report on Surrey Trading Standards use of the Regulation of Investigatory Powers Act 2000   | Steve Ruddy<br>Yvonne Rees<br>Helyn Clack  | Report to Committee  |
| 23 July 2014   | VCFS infrastructure organisations                         | Scrutiny of full year performance information, analysis and trends on delivery of outcomes of VCFS infrastructure  | Rachel Crossley<br>Saba Hussain<br>Susie Kemp<br>Helyn Clack                                 | Presentation/Report to Committee [Invite new Chairman of Surrey Compact] |
| 23 July 2014   | Adult Learning  | Update on progress of development of Adult Learning website and online enrolment   | Paul Brocklehurst<br>Mark Irons<br>Paul Hoffman<br>Peter Milton<br>Susie Kemp<br>Helyn Clack | Report to Committee  |

| Date   | Proposed Item                                 | Why is this item proposed?  | Contact Officer / Member                                       | Proposed Method of Handling                                       |
|--|---|---|--|---|
| 23 July 2014   | Fire Service Public Safety Plan               | Scrutiny of progress against developing a draft refreshed Public Safety Plan 2025                                 | Russell Pearson<br>Dave Sargeant<br>Helyn Clack<br>Kay Hammond | Report to Committee   |
| <b>25 September 2014 – Ordinary meeting – County Hall</b>        |   |   |  |   |
| 25 September 2014  | Fire Service Public Safety Plan               | Scrutiny of draft refreshed Public Safety Plan 2025   | Russell Pearson<br>Dave Sargeant<br>Helyn Clack<br>Kay Hammond | Report to Committee   |
| 25 September 2014  | Trading Standards – proposals for new service | Scrutiny of business case for a new joint trading standards service with Buckinghamshire County Council from 2015 | Steve Ruddy<br>Yvonne Rees<br>Helyn Clack                      | Report to Committee   |
| <b>19 November 2014 – Ordinary meeting – East Surrey College</b> |   |   |  |   |
| 19 November 2014   | Adult Learning                                | Scrutiny of adult learning provision in the east of the County  | Paul Hoffman<br>Peter Milton<br>Susie Kemp<br>Helyn Clack      | Report to Committee<br>Invite East Surrey College to host meeting |

| <b>To be scheduled for 2014/15</b> |                                 |   |   |                     |
|------------------------------------|---------------------------------|---|---|---------------------|
| TBC - 2014                         | Community Safety Partnership    | Annual Scrutiny of Surrey's Community Safety Partnerships                                     | Gordon Falconer<br>Jane Last<br>Yvonne Rees<br>Helyn Clack<br>Kay Hammond | Report to Committee |
| TBC                                | Governance of Cultural Services | Scrutiny of options for governance of cultural services                                       | Peter Milton<br>Susie Kemp<br>Helyn Clack                                 | Report to Committee |
| TBC                                | Draft Tourism Strategy          | Scrutiny of developed draft tourism strategy (before it is presented to Cabinet for approval) | Barrie Highham<br>Peter Milton<br>Susie Kemp<br>Helyn Clack               | Report to Committee |

|                      |                                    |  |  |                     |
|----------------------|------------------------------------|--|--|---------------------|
| TBC –<br>Spring 2015 | Fire Service Public<br>Safety Plan | Scrutiny of the refreshed final Public Safety Plan | Russell Pearson<br>Dave Sargeant<br>Helyn Clack<br>Kay Hammond | Report to Committee |
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## Communities Select Committee

19 May 2014

### Magna Carta 2015

**Purpose of the report:** to provide an update to the Communities Select Committee on recent and proposed developments of the Magna Carta 800<sup>th</sup> anniversary commemorations in Surrey. The Committee is asked for comment on the progress of the project.

**Relevance:** the aim of these recommendations is to celebrate our heritage, raise the profile of the area, increase economic growth and enhance existing facilities to encourage healthier lifestyles.

**Background:** the sealing of the Magna Carta in Runnymede is a major part of Surrey's heritage and cultural identity, and the 800th anniversary (15 June 2015) will be an occasion of national and international prominence and significance. The Runnymede Meadow site witnessed the sealing of the Magna Carta which established the Rule of Law and Human Rights and effectively challenged for the first time the divine right of Kings. The County Council is working with local, national and international partners to ensure that the 800th anniversary is celebrated and a lasting legacy is created by raising the profile of the area, attracting inward investment - for the benefit of residents, businesses and visitors.

## **INTRODUCTION:**

- 1 In December 2012, in response to the local bid for Heritage Lottery Fund (HLF) funding for a proposed visitor centre, SCC requested that officers develop a Masterplan for the site together with proposals for the Magna Carta 800<sup>th</sup> anniversary celebrations. In July 2013, Surrey County Council's Cabinet approved funding of £1 million towards a partnership project to celebrate the 800<sup>th</sup> anniversary of the sealing of the Magna Carta in Runnymede and to bring a lasting legacy to the area.
- 2 Surrey County Council has been working closely in a leadership role with key stakeholder organisations (Runnymede Borough Council, National Trust, Royal Holloway University of London (RHUL), Brunel University and the Royal Borough of Windsor and Maidenhead) to develop and implement these ambitious plans. At a national level, all partners are represented on the Magna Carta 800<sup>th</sup> Committee. This ensures coordination with national plans for celebrating the 800<sup>th</sup> anniversary.
- 3 Surrey County Council and the National Trust have jointly appointed a Project Manager, Geri Silverstone, whose principal role will be to oversee the delivery of the plans for 15 June 2015 and the anniversary weekend and be the key contact for all partners. Roles and responsibilities have been clearly defined, and the governance structure that involves the principal partners and stakeholders in the project has been set up.

## **ANALYSIS:**

- 4 Surrey County Council is supporting this scheme because of the tremendous importance of Magna Carta in terms of heritage, education, economic development, tourism and civic pride in our county. Through the events in 2015 and the legacy of an enhanced visitor offer, the profile of the area will be improved both nationally and internationally which will benefit the economy of the area. This report covers:
- 5 The legacy – one of the key ambitions for the 2015 anniversary (at both local and national level) is to provide improved visitor facilities and interpretation arrangements at the historically important site in Runnymede with minimal impact on the natural environment.
- 6 Celebration events – creating an event programme that will raise the profile of the area, bring the community together to participate in a variety of cultural, healthy and educational pursuits, and provide an international celebration worthy of the occasion.

## **UPDATE ON THE PROPOSALS:**

### **The Legacy**

- 7 Runnymede and Ankerwycke offer sanctuary in an urbanised landscape, and it is this landscape which in many ways is the legacy of the Magna Carta. This project will better tell the stories of Runnymede and Magna Carta; improve the conservation of the historic landscape and the buildings within it; provide a more comprehensive and considered learning offer in conjunction with our partners; and encourage more people to come and spend time at this unique place. An option Masterplan was produced for the partnership in

summer 2013 and many elements of the project are based on its recommendations.

- 8 The vision for the legacy is based on a regional park concept to create a culturally branded destination and tourism identity for the Runnymede area - with the aim to increase economic benefit to the vicinity through increased visitor numbers and promote awareness of the national and international historic significance of the location – its heritage, countryside, wildlife, landscape conservation and bio-diversity of the area. This will be achieved by raising the profile of Runnymede and its environs. Historic Egham will, overtime – and as the destination marketing brand develops - be promoted as the “gateway” to “Magna Carta Country” – thereby generating an economic dynamic to support the growth/regeneration of the rural area and associated towns.
- 9 The area will embrace the site of the sealing of the Magna Carta, Runnymede Pleasure Ground (which has been agreed by the Pleasure Ground trustees’), the ancient historic Meadows/NT Runnymede estate, Wraysbury, Ankerwycke, the Magna Carta and Kennedy memorials – as well as including the Commonwealth Air Forces Memorial and its adjacent woodland setting. The diverse habitats at Runnymede are rich in flora and fauna and represent a distinctive landscape area to be promoted for conservation and access. The Langham Pond area of the National Trust estate is a designated Site of Special Scientific Interest and therefore protected under legislation. Key to the concept would be the promotion of access to the wider adjacent countryside and landscape for leisure and recreation purposes – land-based on the southern stretch and water- based activities on the northern section of the park.
- 10 Additional funding for the project is being sought on behalf of the partnership through a Heritage Lottery Fund application. The bid will seek support for long term improvements to the Runnymede Meadow and Runnymede Pleasure Ground sites as well as creating a gateway to the area from the town of Egham. An initial application of £4,317,980 was submitted in April 2014, and if successful, a full bid for a 5 year legacy project will be submitted in 2015.
- 11 There will be increased visitor numbers, which will require greater safety for pedestrians crossing the A308 Windsor Road. There are plans for controlled pedestrian crossing points, traffic calming and speed reduction measures – these will be funded from the Highways departments existing budget and, along with road resurfacing – are due to be completed before June 2015. The Communities Select Committee will be kept fully informed of the traffic management recommendations, for which there will be a subsequent report.
- 12 The plan to improve the visitor offer includes:
  - a. Improving and enhancing visitor facilities by better utilising existing buildings such as toilets, cafes, and educational facilities.
  - b. Safe pedestrian access across the A308 Windsor Road.
  - c. Providing a lasting legacy of the sealing of the Magna Carta through an iconic commission in the landscape of a British memorial for Magna Carta. A number of possible locations have been identified in

the Landscape Masterplan – two are in the Meadows flood plain and the brief requires that any structure / installation in this location must address flooding issues – the National Trust, as landowner, will work directly with artists regarding this matter. A selection of artists have been shortlisted and will be submitting proposals based on the brief – for selection.

- d. Improved interpretation through digital smartphone technology which is being designed by Royal Holloway University, and will be ready for testing by the end of 2014.
- e. Creating the economic dynamic to support the growth and regeneration of Egham and surrounding areas which will inform the Egham and Royal Holloway University of London (RHUL) Masterplans. These Masterplans are in development and will create an additional inward investment into the area and provide a significant revitalisation/improvement to the town centre and local economy.
- f. Promoting awareness and understanding of the national and international historic significance of Runnymede and the surrounding area.
- g. Improving access to, movement around and understanding of the areas heritage, countryside, wildlife and biodiversity. This will include improvements to the Thames Path, walking and cycling trails around the area, and improved opportunities for boat trips along the river.
- h. Creating a new range of volunteering opportunities in the following areas: walking guides, rangers, visitor welcome, research, administration, operational support (tea room, exhibition space, education resource coordinator).
- i. Work with partners, particularly RHUL and Brunel University, to deliver a resource which can be used to deliver significant education programmes to a wide range of stakeholders, including school age children (KS3, KS4, KS5), university students and staff (undergraduate, postgraduate and research), and the wider public through local youth groups and initiatives such as the University of the Third Age.

### **Celebration Events**

- 13 Awareness raising events in 2014 and early 2015 will increase interest in preparation for the major celebratory events on the weekend of the 800<sup>th</sup> anniversary and subsequent activities on the site during the summer months/school holidays. The events will range from high profile events attracting international attention, to community events involving celebrations with local residents.
- 14 The 15<sup>th</sup> June 2014 will be used as a 'one year to go' event, to take place on the Runnymede Meadows to raise awareness and increase the profile of the project.

- 15 A Magna Carta themed event will be delivered by Surrey Arts at the Royal Albert Hall on 12<sup>th</sup> May 2015, providing an opportunity to showcase a range of high quality local music and drama at an iconic venue.
- 16 The weekend of 13<sup>th</sup> and 14<sup>th</sup> June 2015 will be Eghams’s Magna Carta Day on Saturday, and an exciting new festival is being planned at the Royal Holloway University on Sunday, which it is hoped will become an annual occasion.
- 17 The partnership is working with the Houses of Parliament to ensure Runnymede is fully involved with all of their initiatives and national celebrations, such as ‘Liber-teas’ that will be enjoyed during the weekend; and a number of arts projects that they are currently developing.
- 18 Monday 15<sup>th</sup> June 2015, the 800<sup>th</sup> anniversary of the sealing of Magna Carta, it is anticipated that this occasion will be marked by the attendance of national and international dignitaries.
- 19 During the summer of 2015, projects will take place in Egham, to ensure that visitors continue to spend time in the town and as a gateway to access the Runnymede Meadows and also on the National Trust Meadows.

**CONSULTATIONS:**

- 20 Regular consultation has taken place with key stakeholders - see Annex A. Previous meetings attended by the partnership are listed in Table 1, and the forward plan of stakeholder engagements are listed in Table 2. Consulted sources are listed in Annex B, and a summary of the 2013 consultation results displayed in Annex C.

**WHAT HAPPENS NEXT:**

- 21 The views of the Communities Select Committee will be fully considered and inform the work of the Magna Carta Surrey Partnership.
- 22 The Communities Select Committee will be kept informed on the developments of the programme through periodic reports to the Committee, the Communities Select Committee Bulletin and the Magna Carta Surrey Partnership Newsletter (in conjunction with coordinated cross organisational communication).

**Contact Officer:**

Susie Kemp  
Peter Milton

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Head of Cultural Services [Peter.Milton@surreycc.gov.uk](mailto:Peter.Milton@surreycc.gov.uk)

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## **CONSULTATION ACTIVITY LOG & FORWARD PLAN**

- In 2013, the Magna Carta Surrey Partnership collated a total of 430 (108 online and 322 forms) completed from the public via a range of consultation techniques including; electronic survey link, hardcopy surveys and email inbox ([magna.cart@surreycc.gov.uk](mailto:magna.cart@surreycc.gov.uk)). *The summary of the collated results can be seen in Annex C.*
- Runnymede Borough Council conducted public consultation in 2012, to collate the public's comment on how the 800<sup>th</sup> anniversary of the Magna Carta should be commemorated.
- An activity log of various meetings and events attended by the partnership can be seen in Table 1. The consultation forward plan can be seen in Table 2.
- NB: Please note that, pending the success of the HLF bid application, an audience development manager and educational coordinator will be employed to engage with communities and audiences.

Table 1. Activity Log - Previous Public Face to Face Events and Meetings

| <b>Date</b>                    | <b>Group Consulted</b>                   | <b>Location</b>                 |
|--------------------------------|--|---------------------------------|
| 4 <sup>th</sup> March 2013     | Stakeholders                             | Egham                           |
| 27 <sup>th</sup> May 2013      | National Trust Visitors                  | Runnymede Meadows               |
| 29 <sup>th</sup> May 2013      | General Public                           | Egham High Street               |
| 11 <sup>th</sup> June 2013     | Wraysbury Skiff and Punting Club Members | Egham                           |
| 11 <sup>th</sup> June 2013     | Egham Residents Association              | Egham                           |
| 15 <sup>th</sup> June 2013     | General Public                           | Magna Carta Day - Egham         |
| 20 <sup>th</sup> June 2013     | Local Chamber of Commerce                | Egham                           |
| 22 <sup>nd</sup> June 2013     | General Public                           | Englefield Green - Village Fair |
| 24 <sup>th</sup> June 2013     | Local museums                            | Runnymede                       |
| 29 <sup>th</sup> June 2013     | General Public                           | Virginia Water Carnival Capers  |
| 19 <sup>th</sup> Sept 2013     | Charter Towns meeting                    | LGA Smith Square                |
| 17 <sup>th</sup> October 2013  | Speakers' Advisory Committee             | Westminster                     |
| 6 <sup>th</sup> November 2013  | Stakeholders / general public            | Egham                           |
| 9 <sup>th</sup> December 2013  | Member Briefing                          | County Hall                     |
| 24 <sup>th</sup> February 2014 | Local Committee                          | Runnymede                       |
| 15 <sup>th</sup> April 2014    | Cabinet briefing                         | County Hall                     |

|                             |                                   |                     |
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|                             |                                   |                     |
| 29 <sup>th</sup> April 2014 | Runnymede Association of the Arts | Thorpe Village Hall |

Table 2. Forward Plan - Public Face to Face Events and Meetings

| <b>Date</b>                   | <b>Group to consult</b>       | <b>Location</b>   |
|-------------------------------|-------------------------------|---|
| 14 <sup>th</sup> June 2014    | General Public                | Stall - Magna Carta Day Egham                           |
| 15 <sup>th</sup> June 2014    | General Public                | Runnymede Meadows '799 event'                           |
| 17 <sup>th</sup> June 2014    | Stakeholders / general public | Egham (RHUL) event and lecture                          |
| 19 <sup>th</sup> June 2014    | Stakeholders / general public | Egham Strodes College                                   |
| 21 <sup>st</sup> June 2014    | General Public                | Stall - Englefield Green Village Fair (Carnival Capers) |
| 28 <sup>th</sup> June 2014    | General Public                | Stall - Carnival Capers Virginia Water                  |
| 1 <sup>st</sup> July 2014     | Stakeholder                   | Runnymede Business Forum                                |
| 11 <sup>th</sup> Sept 2014    | Stakeholders / general public | Egham Strodes College                                   |
| 15 <sup>th</sup> January 2015 | Stakeholders / general public | Egham Strodes College                                   |
| 14 <sup>th</sup> May 2015     | Stakeholders / general public | Egham Strodes College                                   |



**LIST OF CONSULTEES**

The Magna Carta Surrey Partnership have engaged with a range of stakeholder groups to date, covering a variety of Environmental, Community, Cultural, Business, Landowners, Education and Government agencies, including:

**Environmental:**

CPRE Runnymede  
National Trust  
Natural England  
Open Spaces Society

**Community:**

Egham Residents Association  
Englefield Green Residents Association  
The Runnymede Access Liaison Group

**Cultural:**

American Bar Association  
Cherstey Museum  
Chertsey Society  
Egham Museum  
Magna Carta 800<sup>th</sup> Committee  
Magna Carta Action Community Group  
Runnymede Arts

**Business**

Chelgate  
Egham Chamber of Commerce  
French Brothers  
Karnak Travel  
Runnymede Business Network  
Runnymede Hotel  
Runnymede Pleasure Ground Trust  
Thames Alive

**Land holders:**

American Bar Association (Magna Carta Memorial)  
Culture Department RBWM  
JFK Memorial  
RAF Memorial  
Visit Surrey  
Windsor and Maidenhead  
Wraysbury Skiff and Punting Club

**Government:**

All County Councillors for Runnymede  
Communities Select Committee  
Houses of Parliament  
Ministry of Justice  
RBC Councillors (Project Councillors and Ward)  
Royal Borough of Windsor & Maidenhead  
Runnymede Borough Council  
Runnymede Local Committee  
SCC Assistant Chief Executive

SCC Cabinet Member for Communities and Events  
SCC Chairman – Communities Select Committee  
SCC Chief Executive  
SCC Chief Finance Officer  
SCC Leader  
SCC Monitoring Officer  
Surrey County Councillors for Runnymede  
Wraysbury Parish Council

8

**Education:**

All County Councillors for Runnymede  
BBC  
Brunel University  
Communities Select Committee  
Magna Carta School – all local schools  
Royal Holloway University London  
Runnymede Local Committee  
Runnymede School Confederation  
Strodes College

## SUMMARY OF MAGNA CARTA CONSULTATION

### 1. Introduction:

- The objective of this consultation exercise is to understand the wishes and aspirations of as many local people and visitors as possible. These views are being used to inform the plans for a Magna Carta celebration and tourism destination.

Number of responses received: 430 (108 online and 322 forms completed)

### 2. Key findings:

#### Relevance

- 96% of people agree that: Runnymede should be promoted as the location where the Magna Carta was sealed.

#### Creating a legacy:

- 83% of people agree that the area (Meadows, RPG and Ankerwyke) should be enhanced.
- 84% of people agree that memorials should be refurbished as necessary.
- 98% of people feel information should be provided, and the most popular suggestions were digital (website and smartphone apps).

#### Respondents felt that:

- The existing facilities most in need of improvement are the toilets, car park and catering.
- New facilities that could be considered include family activities, gift shop and cafe.
- Boating, walking and cycling are popular activities that could be improved.

#### Events:

- There are a broad range of suggestions, those that feature the strongest being historical re-enactments, medieval fairs, concerts and family fun days.

### 3. Other Issues:

- A308 traffic and speed
- Improve transport links to the area

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Communities Select Committee  
19 May 2014

**Progress Report  
Community Safety Partnerships**

**Purpose of the report:** This paper sets out progress made by the County Community Safety Board and District & Borough Community Safety Partnerships on recommendations made following the Scrutiny of Community Safety Partnerships held on 31 October 2013.

**Introduction:**

1. Following the Police and Justice Act 2006, Local Authorities are required to undertake annual scrutiny of Community Safety Partnerships (CSPs). Surrey County Council's Communities Select Committee can meet the requirements of the Act as it has legal power to scrutinise and make reports or recommendations regarding the functioning of the responsible authorities that comprise a Community Safety Partnership.
2. The last scrutiny of Community Safety Partnerships took place on the 31 October 2013 and the following updates are provided in response to recommendations made at that meeting.

**RECOMMENDATION: Police and Fire Service safety campaigns be supported and driven through the Community Safety Board (CSB)**

3. Both the Police and Fire Service are represented on the CSB and are encouraged to submit agenda items that require support, including any up and coming Safety Campaigns.
4. The Domestic Abuse agenda is already well supported by a multi agency DA Communications Group, a sub group of the DA Development Group, which co-ordinates high profile countywide campaigns and the annual Domestic Abuse Awareness week. A key achievement of this group was the launch of the countywide Surrey Against DA website: <http://www.surreyagainstda.info/>. The intention is to replicate this joint communications model for issues relating to Anti Social Behaviour.
5. Membership of the DA Communications Group is as follows:
  - o Surrey County Council, Community Safety

- Surrey Police, Communications
- Surrey County Council, Communications
- Surrey County Council, CSF Communications
- Surrey County Council, Libraries
- Woking Borough Council, Community Safety

6. Future plans include the development of a central Community Safety website, managed and maintained by the Surrey Community Safety Team, through which messages and information on a wide range of crime and anti social behaviour issues can be coordinated.

**RECOMMENDATION: District, borough and county organisations are encouraged to explore closer collaborative working among Community Safety Partnerships in the County.**

9

### **District and Borough Community Safety Partnerships**

7. Local CSPs were asked to provide evidence of closer collaboration for the purpose of this report. Individual responses are provided in **Annex 1**.

### **East Surrey Community Safety Partnership**

8. The community safety landscape has changed radically over the last two years; the arrival of the PCC, direct Home Office funding ceasing, huge pressure on all partners budgets, and the creation of new health structures.
9. Currently each district and borough authority in East Surrey has its own Community Safety Partnership (CSP) involving district and county members and officers, Police, Fire & Rescue, Clinical Commissioning Groups and a range of other partners.
10. Discussions amongst the responsible authorities across Mole Valley, Reigate & Banstead and Tandridge CSPs have identified a desire to form a single East Surrey Community Safety Partnership. This builds upon co-ordinated delivery and single representation across these CSPs that has already been established over a number of years.
11. It was felt that the time was right to consider whether the benefits of three CSPs outweigh the overheads. A look at community safety strategies would suggest that the issues facing the boroughs are broadly similar with the addition of some uniquely rural crimes in some authorities. Clearly volumes and blend of crimes will differ driven by population numbers, demographics and geography, but this is an issue for the Police to address in deploying their resources and not an argument for individual CSPs. Given the pressures set out above it was felt there was logic in moving towards “a cluster CSP”.
12. Benefits / added value:
  - A merged East Surrey CSP would provide enhanced strategic leadership to reduce crime & disorder,

- A merged CSP would also increase efficiencies through a reduction in meetings for County-wide partners, a reduction in administration requirements across the three CSPs and reduced bureaucracy through a single Community Safety Plan which would enhance streamlined delivery on shared issues.
  - Locality-specific issues would continue to be addressed through the borough and district based Community Incident Action Groups and Joint Action Groups.
13. The Home Office is supportive of CSPs merging where this is felt to improve local delivery and the reduction of anti social behaviour and crime. The Surrey Police and Crime Commissioner, Kevin Hurley, has also stated his support for this approach within Surrey.
14. Currently a formal proposal to create an East Surrey CSP is being considered by the responsible authorities and the district and boroughs concerned. Approval has been given at all Committees where presented so far. The proposal will go to Local Committees for information in June and it is expected that the first meeting of the Joint East Surrey CSP will take place mid-July 2014.

### **Surrey Domestic Abuse Strategy**

15. This has now been published. A detailed annual action plan was discussed at the DA Development Group meeting in December with work stream leads being agreed. The action plan is now being populated by the leads with the group monitoring its delivery and in turn reporting to the Community Safety Board on progress and raising with them any issues or blockages to delivery.
16. Membership of the DA Development Group is as follows:
- Surrey County Council:
    - Community Safety
    - Children, Schools and Families
    - Adult Social Care
    - Surrey Safeguarding Children Board
    - Surrey Safeguarding Adults Board
    - Public Health
  - Surrey Police
  - East Surrey Domestic Abuse Outreach Service (Lead Provider)
  - Surrey and Sussex Probation Trust
  - Office of the Police and Crime Commissioner
  - Crown Prosecution Service
  - Surrey and Borders Partnership NHS Foundation Trust
  - Woking Borough Council
  - Tandridge District Council

### **Multi Agency Anti Social Behaviour Strategy**

17. Since the scrutiny meeting on 31 October 2013 the County Community Safety Team has led on the development of a multi agency Anti Social Behaviour Strategy for the County. The strategy and delivery plan is provided in **Annex 2**.

18. This strategy has been developed by a multi agency ASB steering group in response to the ASB Crime and Policing Act 2014, which received royal assent in March this year.
19. The key focus of the strategy is how, in partnership, we can provide effective support to victims of anti social behaviour, ensuring that together we understand better the impact ASB can have on their lives and ensure processes are in place to protect them from further harm.
20. The strategy also focuses on preparation for the new tools and powers introduced by the Act to tackle ASB. The Community Safety Team are working closely with partners to develop a range of briefings and training to assist CSPs in the transition from the old powers to new ones.

**RECOMMENDATION: District, Borough and partner organisations be encouraged to establish a set list of substitutes for CSP meetings to allow for consistent attendance at these meetings.**

21. Progress against this recommendation is provided in **Annex 3**.

**RECOMMENDATION: The Deputy Police and Crime Commissioner write to the Home Secretary regarding the issues raised by the Committee in relation to Domestic Homicide Reviews.**

22. Jeff Harris, the Deputy Police and Crime Commissioner, wrote to the Home Secretary outlining concerns about the costs and timescales involved in conducting Domestic Homicide Reviews, against a back drop of significant reductions in both financial and human resources available to Community Safety Partnerships. The response received from Norman Baker MP, Minister for Crime Prevention, is provided in **Annex 4**.
23. The Community Safety Board has since adopted this issue as a priority and it was agreed that a pool of trained staff should be created who could sit on, and most importantly, Chair future DHRs. The aim being to achieve a reciprocal arrangement where CSPs provide support to each other and avoid the considerable expense of buying in outside consultants.
24. To this end the Surrey Community Safety Team organised and funded a one day training session delivered by a leading expert in the field of Domestic Homicides, which took place on 24 January 14. The day was well attended by representatives from 10 out of the 11 CSPs in Surrey.
25. A letter is due to be sent from the Chair of the Community Safety Board to Chairs of CSPs, strongly urging them to identify who would be best placed to Chair a DHR and nominate them to join the central pool of experts able to respond to future DHRs as they occur. If it is required, further training can be provided, in the form of a two day intensive DHR Chair's training course, to further enhance the knowledge and skills of this pool.



26. The above training was originally provided by the Home Office, although they have no plans to repeat it. However, SCC's Community Safety Team is in contact with the professionals that designed and delivered this training, so it could be commissioned specifically for Surrey colleagues.

**RECOMMENDATION: 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.**

The following response was received from Linda Kemeny, Cabinet Member for Schools and Learning, in relation to this recommendation.

27. "In this connection, I am pleased to advise that awareness of domestic abuse issues is delivered through the Child Protection Liaison Officer network, the training for which takes place on a termly basis in each of Surrey's four education quadrant areas. This involves all of Surrey's Primary and Secondary schools. In addition, there is an Education Toolkit available to schools to support their work in this area.
28. Information about the Surrey Against Domestic Abuse campaign, which runs from 27th January until 16th February 2014, was included in the Assistant Director of Schools' Bulletin which is sent to all Head teachers and Chairs of Governors of Surrey's maintained schools."

**RECOMMENDATION: That County communication and education programmes on domestic abuse be offered to both independent and state schools.**

The following response was received from Linda Kemeny, Cabinet Member for Schools and Learning, in relation to this recommendation.

29. "Further work to create closer links with independent schools is being planned by the Education Safeguarding Group, and I would be pleased to write to you again in, say, six months time to appraise the Committee of the Group's progress."

**RECOMMENDATION: 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.**

30. This issue has now been superseded by the Home Secretary's announcement to set up a national group to oversee improvements in the police response to domestic abuse following the publication of the HMIC report, [Everyone's business: Improving the police response to domestic abuse](#), published in March 2014. Surrey's PCC, Kevin Hurley, has written to the Home Secretary asking to be part of that group.
31. Each force area has been provided with their own summary report. Surrey's report is provided in **Annex 5**.

32. Going forward, all Police and Crime Commissioners will be expected to work closely with Chief Constables to draw up force action plans to improve police performance in tackling domestic abuse.
- 

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**Communities Select Committee**  
**19 May 2014**  
**Progress Report - Community Safety Partnerships**

**RECOMMENDATION:** District, borough and county organisations are encouraged to explore closer collaborative working among Community Safety Partnerships in the County.

|                               |  |
|-------------------------------|--|
| <b>Elmbridge</b>              | There are no current collaborative projects with Spelthorne & Runnymede although they are in communication and look for possibilities in sharing or working together as opportunities arise.   |
| <b>Epsom &amp; Ewell</b>      | Epsom & Ewell CSP were involved initially in the discussions to establish an East Surrey CSP and decided that they would not join at the present time. The Family Support Programme in Epsom & Ewell is delivered in collaboration with Elmbridge and Spelthorne Boroughs and the domestic abuse outreach provider also works across these areas so Epsom & Ewell may have more in common with these areas currently although joining the East area in the future hasn't been ruled out.   |
| <b>Guildford</b>              | Guildford CSP works collaboratively with the other CSPs in the West Division. The Community Safety Officers meet regularly to update each other on their actions and initiatives and to explore opportunities for working together.  |
| <b>Mole Valley</b>            | Mole Valley CSPs are part of the collaboration working towards creating an East Surrey Community Safety Partnership. The aim is to enhance community safety and local delivery by collaborating more and sharing resources. There are many benefits of this and together they hope to increase their chances of joint funding bids and cut down on meeting duplication.  |
| <b>Reigate &amp; Banstead</b> | Tandridge CSP are part of the collaboration working towards a merged East Surrey CSP (Mole Valley, Reigate & Banstead & Tandridge), currently the proposal report is going through individual organisations for consultation and approval. It is intended that the individual local committees will also receive the report at their next scheduled meetings.  |
| <b>Runnymede</b>              | There are no current collaborative projects with Spelthorne & Elmbridge although Runnymede is currently without a dedicated Community Safety Officer. A new appointment is due to take up the position in June 2014.   |
| <b>Spelthorne</b>             | Spelthorne have collaborated with Runnymede and Elmbridge on past projects such as radio broadcasts over Christmas regarding drink driving and displays on the rolling television screen at Ashford St Peters hospital regarding support services available via CSP Partners. However as there is no longer any government funding directly available to CSPs, money for projects has become very tight. Discussions have been had with Elmbridge regarding possible future joint projects with funding accessed via the Police and Crime Commissioner's Office, and they will be discussed with the new Runnymede Community Safety Officer once they are in post. |
| <b>Surrey Heath</b>           | Surrey Heath Community Safety Partnership are part of the Western Cluster and their Community Safety Board representative is the Surrey Heath Chief Executive who represents the cluster of Guildford, Woking and Waverley. The west cluster work collaboratively to maximise their output, this can be demonstrated by joint working relating to community safety campaigns hosted by Eagle Radio, recent examples of this include: inconsiderate parking and fires.  |
| <b>Tandridge</b>              | Tandridge CSP are part of the collaboration working towards a merged East Surrey CSP (Mole Valley, Reigate & Banstead & Tandridge), currently the proposal report is going through individual organisations for consultation and approval. It is intended that the individual local committees will also receive the report at their next scheduled meetings.  |

|                 |   |
|-----------------|---|
| <b>Waverley</b> | Waverley CSP undertakes collaborative working with the other CSPs in the West Division. The Community Safety Officers meet regularly to update each other on their actions and initiatives and to explore opportunities for working together. Eagle Radio campaigns, Domestic Abuse services and campaigns and feedback from various meetings, training, summits are some of the current areas. |
| <b>Woking</b>   | Woking CSP currently do joint work on Eagle Radio campaigns with Surrey Heath, Guildford and Waverley CSPs and there is the county wide Domestic Abuse work that they all support. Woking CSP will continue to explore opportunities to work together collaboratively where appropriate.  |

# Surrey Multi-Agency Anti Social Behaviour Strategy

2014-2017

## 1. Introduction

The phrase Anti Social Behaviour takes in a range of nuisances, disorder and crimes which affects people's lives on a daily basis. It looks different and feels different in every area and to every victim. What is considered anti social by one person can be acceptable to another. The Home Office describes Anti Social Behaviour as, 'any aggressive, intimidating or destructive activity that damages or destroys another person's quality of life'.

Anti Social Behaviour (ASB) covers a wide range of incidents and is dealt with by a number of different agencies. If ASB is not dealt with appropriately and in a timely manner it can have a devastating impact on the lives of individuals, families and communities. It is widely recognised that single agencies cannot tackle ASB alone and must work in partnership to address the issues.

Issues that can be considered as ASB include:

- Rowdy, noisy behaviour in otherwise quiet neighbourhoods
- Night time noise from houses or gardens, especially between 11.00pm and 7.00am
- Threatening, drunken or intimidating behaviour
- Vandalism, graffiti and fly-posting
- Litter and fly-tipping rubbish
- Aggressive begging
- Drinking in the street
- Setting off fireworks late at night
- Abandoning cars

Some ASB such as threats, damage to property and dealing or buying drugs, are clearly criminal acts and should always be reported directly to the police.

### **What is not Anti Social Behaviour?**

ASB can be difficult to define, and although annoying, there are some types of behaviour that are not classed as anti social:

- Children playing in the street or communal areas - unless they are causing damage to property
- Young people gathering socially - unless they are rowdy, inconsiderate and being intimidating to individuals
- Being unable to park outside your own home
- DIY and off road car repairs- unless these are taking place late at night or early in the morning

## 2. Purpose of this Strategy

This strategy sets how Surrey's Community Safety Partnerships, at both county and district/borough level, will work together to reduce the harmful effects of ASB over the next three years, building upon the excellent partnership work already operating and ensuring that together we continue to drive down incidents of ASB and sustain residents' high levels of public confidence and satisfaction.

## Putting Victims First

A key focus of this strategy will be how we can provide effective support to victims of anti social behaviour, ensuring that together we understand better the impact ASB can have on their lives and ensure processes are in place to protect them from further harm.

Our priority will be the identification and protection of high risk or vulnerable victims of ASB. A vulnerable person is one whose experience of ASB, and resulting harm, is likely to be more significant because of their individual personal circumstances.

### 3. Scope of the Strategy

This strategy covers those ASB reduction activities that require a partnership approach and are common across the county of Surrey. The strategy does not include those individual, bespoke, ASB interventions and solutions that are developed and delivered at the local district and borough Community Safety Partnership level. These local activities are outlined in each of the 11 CSP Partnership Plans.

### 4. The National Context

This strategy has been developed in response to the ASB Crime and Policing Act 2014.

The Act contains a variety of measures to protect the public, including from anti-social behaviour, dangerous dogs, forced marriage, sexual harm and illegal firearms used by gangs and in organised crime. It also includes changes to improve the provision of services to victims and witnesses.

The Act includes the following key provisions to tackle ASB:

- Simpler, more effective powers for tackling ASB, which provide better protection for victims and communities, act as a real deterrent to perpetrators and give victims a say in the way their complaints are dealt with.
- Replacement of the existing 19 powers to deal with ASB with six faster, more effective ones.
- Landlords given powers to deal swiftly with the most serious ASB committed by their tenants.
- Victims given the power to ensure that action is taken to deal with persistent ASB through the new community trigger, and a greater say in what form of sanction an offender receives out of court through the new community remedy.

In addition to the above, this strategy also takes into account the findings of Her Majesty's Inspector of Constabulary (HMIC) report, '[A Step in the Right Direction](#)', published in June 2012, following the latest HMIC inspection. This report found that:

- Performance when dealing with ASB has improved in every Police Force
- Further information is needed as victim satisfaction varies across England and Wales
- More needs to be done to identify and respond to those victims most at risk of harm

## **New Powers**

Under the Act, 19 existing tools/powers to deal with ASB will be reduced to six. Anti Social Behaviour Orders (ASBOs) and some other court orders would be abolished and replaced by two new tools:

- The Criminal Behaviour Order (CBO) issued by any criminal court against a person who has been convicted of an offence to tackle the most persistently anti social individuals who are also engaged in criminal activity, and
- The Injunction to Prevent Nuisance and Annoyance (IPNA) to stop or prevent individuals engaging in ASB quickly, before problems escalate.

Unlike ASBOs, both these orders could have positive requirements as well as prohibitions attached to them. As is the case with ASBOs, breach of a CBO would be a criminal offence with a maximum prison sentence of five years. Breach of a IPNA would be punished as contempt of court with unlimited fine or up to two years in prison.

New community protection orders would replace a range of other orders and powers to deal with environmental ASB, ASB in specific public places and various premises closure powers.

The introduction of these new tools and powers will lead to a significant training need, for both police staff and their community safety partners.

## **Community Trigger and Community Remedy**

The ASB Crime and Policing Act includes two new measures which are designed to give victims and communities a say in the way ASB is dealt with:

- The Community Trigger, which gives victims the ability to demand action, starting with a review of their case, where the locally defined threshold is met.
- The Community Remedy, which gives victims a say in the out-of-court punishment of offenders for low-level crime and ASB.

Delivery of this strategy should ensure that Surrey's communities are satisfied with the response they receive to a reported ASB issue. However, if a community trigger does occur we need to ensure valuable lessons are learnt and acted upon to prevent further triggers.

## **5. The Local Context**

Overall satisfaction with Surrey as a place to live remains very high, and residents' confidence and satisfaction in the police and local authorities in dealing with crime and anti social behaviour has improved in the past three years. However, sustaining a reduction in these key areas during a time of economic hardship and shrinking public sector funding will be challenging.

While the latest results from the Residents' Survey suggest improving perceptions in Surrey, reductions in funding will put pressure on local authority provision of relevant services, such as those for young people or environmental health, and carry a risk of



reversing this trend. As such, partnership working needs to continue to prioritise anti social behaviour in two ways, first through a commitment to addressing public concerns through visible joint agency working and secondly, through better integrated services focused on the most vulnerable victims and intensive service users.

Further information about ASB and other crime and disorder priorities for Surrey are contained in the [Surrey Single Strategic Assessment](#).

### Links with other relevant Surrey strategies and initiatives

This strategy links with a number of existing county-wide strategies and initiatives that already contribute to the reduction of ASB. These include:

|  |   |
|--|---|
| <p><b>Police and Crime Plan for Surrey</b></p>                             | <p>In particular the Police &amp; Crime Commissioner for Surrey intends to:</p> <ul style="list-style-type: none"> <li>• Monitor how Surrey Police and Criminal Justice partners improve their support for victims of crime and ASB</li> <li>• Review the community safety funding and grants they give to partners who support victims to ensure value for money is achieved</li> <li>• Ensure that they look after those people most vulnerable in our society</li> </ul> |
| <p><b>Community Safety Partnership Plans</b></p>                           | <p>Crime and anti social behaviour is tackled in every local district and borough area by multi-agency Community Safety Partnerships (CSPs). Each CSP is required to set clear and robust priorities for their area and develop activities driven by reliable evidence that meet the needs of local communities. These activities are outlined in each CSP's partnership plan.</p>  |
| <p><b>Youth Justice Strategic Plan 2013-16</b></p>                         | <p>Uses restorative approaches to prevent offending, address offending effectively, improve victim satisfaction, raise public confidence and where appropriate to divert young people from the criminal justice system (including young people who are looked after).</p>   |
| <p><b>Surrey Family Support Programme</b></p>                              | <p>The intention of the programme is to target those families who have, and cause, the most problems in their local communities. It plans to turn around the lives of families stuck in a cycle of unemployment, alcohol abuse, anti-social behaviour and truancy.</p>  |
| <p><b>Surrey Fire &amp; Rescue Service Prevention Strategy 2011-15</b></p> | <p>Includes a well developed set of intervention initiatives to address fire setting and reduce road casualties amongst young people including Fire Wise, the Youth Engagement Scheme (YES) and Safe Drive Stay Alive.</p>  |
| <p><b>Drive Smart Road Safety &amp; Anti-Social Driving Strategy</b></p>   | <ul style="list-style-type: none"> <li>• Reduce and prevent death and injury on Surrey's roads</li> <li>• Reduce and prevent anti-social driving on Surrey's roads</li> <li>• Increase public confidence that Surrey County Council and Surrey Police will work together to tackle anti social driving</li> <li>• Increase customer satisfaction after complaining about anti-social driving to the police.</li> </ul>  |

## 6. Vision

We aim to improve understanding of, and our response to, incidents of anti social behaviour in all our communities. We intend to reduce instances of anti social behaviour and the numbers of people who are involved in anti social behaviour as victims and offenders. Where anti social behaviour does occur, we are committed to putting the victim first, particularly if they are vulnerable or a repeat victim.

## 7. Aims and objectives

**Aim One:** Improved, victim focused, response to ASB across Surrey

Objective:

- Facilitate a co-ordinated response across Surrey to legislative changes and the introduction of new ASB tools and powers under the ASB Crime and Policing Act
- Implement a risk assessment process that identifies high risk cases particularly where the victim is vulnerable, or a repeat victim
- Facilitate effective information sharing including shared IT that allows a more joined up approach to victims at risk and case management of perpetrators
- Improve support for victims of ASB through district and borough based Community Safety Partnerships

**Aim Two:** Improved understanding of Anti Social Behaviour in local communities

Objectives:

- Deliver effective communication at both local and county level to ensure that professionals and communities alike have a better understanding of ASB and are aware of the action that can be, or has been, taken to address it
- Undertake community engagement that identifies community concern, priorities and harm at a neighbourhood level and involves communities in resolutions where appropriate

**Aim Three:** Reduce the damaging effects of ASB through long term problem solving

Objectives:

- Use problem solving approaches to deal with issues that are affecting a community or section of the community
- Deliver effective education and engagement activities to reduce ASB and victimisation in the long term

## 8. Implementation and monitoring

This strategy sets out a programme of partnership activity over the next three years. The delivery plan will be updated regularly in order that progress can be monitored by Surrey's multi agency Community Safety Board.

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**Email:** [louise.gibbins@surreycc.gov.uk](mailto:louise.gibbins@surreycc.gov.uk)

**APPENDIX ONE**

**DELIVERY PLAN**

| <b>Aim One:</b>   |  | Improved, victim focused, response to Anti Social Behaviour across Surrey |               |  |
|---|--|---|---------------|--|
| <b>Objectives:</b>  | <b>Key Actions</b>   | <b>Progress to date</b>   | <b>Status</b> | <b>Key Contact/Lead Agency</b>   |
| Facilitate a co-ordinated response across Surrey to legislative changes and the introduction of new ASB tools and powers under the ASB Crime and Policing Act | <ul style="list-style-type: none"> <li>Develop a consistent countywide process for responding to Community Triggers in Surrey</li> </ul>   |   |               | Debbie Stitt<br>Reigate & Banstead BC<br><i>ASB Strategy Group</i>   |
|   | <ul style="list-style-type: none"> <li>Deliver training for Community Safety Partnerships in preparation for the new ASB tools and powers</li> </ul>   |   |               | Louise Gibbins<br>Surrey County Council<br><i>ASB Strategy Group</i>   |
|   | <ul style="list-style-type: none"> <li>Develop a consistent countywide response to the implementation of new ASB powers contained within the ASB Crime and Policing Act</li> </ul>                                   |   |               | Jo Grimshaw<br>Surrey Police<br><i>ASB Strategy Group</i>  |
| Implement a risk assessment process that identifies high risk cases particularly where the victim is vulnerable, or a repeat victim                           | <ul style="list-style-type: none"> <li>Develop a consistent countywide response to the Community Remedy which gives victims a say in the out of court punishment of offenders for low level crime and ASB</li> </ul> |   |               | Amy McLeod<br>Office of the PCC & Michael Blower<br>SCC Services for Young People<br><i>ASB Strategy Group</i> |
|   | <ul style="list-style-type: none"> <li>Develop an effective call handling system for incidents of ASB ensuring repeat and vulnerable victims are identified at first point of contact</li> </ul>                     |   |               | Superintendent Chris Moon<br>Surrey Police<br><i>ASB Strategy Group</i>  |
| Facilitate effective information sharing including shared IT that allows a more joined up approach to victims at risk and case management of perpetrators     | <ul style="list-style-type: none"> <li>Implementation of a web-based system to improve real-time information sharing, management of and responses to high risk victims and perpetrators of ASB cases.</li> </ul>     |   |               | Superintendent Matt Goodridge<br>Surrey Police<br><i>SafetyNet Implementation Group</i>                        |

|   |   |  |  |  |
|---|---|--|--|--|
|   | <ul style="list-style-type: none"> <li>○ Review and update the Surrey Crime and Disorder Information Sharing Protocol to ensure confident, effective and appropriate information exchange amongst Community Safety Partners.</li> </ul> |  |  | Louise Gibbins<br>Surrey County Council                              |
| Improve support for victims of ASB through district and borough based Community Safety Partnerships | <ul style="list-style-type: none"> <li>○ Countywide learning conference for Community Safety Partnerships with the theme 'putting victims first'</li> </ul>   |  |  | Louise Gibbins<br>Surrey County Council<br><i>ASB Strategy Group</i> |
|   | <ul style="list-style-type: none"> <li>○ Develop a process where vulnerable victims in high risk cases can be referred to multi-agency CIAGs for case management and support</li> </ul>   |  |  | Louise Gibbins<br>Surrey County Council<br><i>ASB Strategy Group</i> |

| Improved understanding of Anti Social Behaviour in local communities   |  |                         |   |
|--|--|-------------------------|---|
| <b>Aim Two:</b>  | <b>Key Actions</b>   | <b>Progress to date</b> | <b>Lead Agency and Key Contact</b>  |
| <b>Objectives:</b>   |  |                         | <b>Status</b>   |
| Deliver effective communication at both local and county level to ensure that professionals and communities alike have a better understanding of ASB and are aware of the action that can be, or has been, taken to address it | <ul style="list-style-type: none"> <li>○ Implement a process for keeping local communities informed of action taken at a local level</li> <li>○ Develop a countywide ASB website providing information to both professionals and the public on the processes, tools and powers available to tackle ASB</li> <li>○ Produce a joint communications strategy to set out how Surrey's Community Safety Partnerships will deliver effective ASB communications campaigns to the Surrey public.</li> </ul> |                         | <div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> <div style="width: 33%; background-color: red;"></div> <div style="width: 33%; background-color: yellow;"></div> <div style="width: 33%; background-color: green;"></div> </div> <p>Lead to be confirmed<br/><i>ASB Strategy Group</i></p> |
|  | <ul style="list-style-type: none"> <li>○ Increased use of Community Conferences with a particular focus on addressing the 'cultural gap' between older residents and young people which can result in over reporting of incidents involving young people</li> </ul>  |                         | <p>Richard Carpenter<br/>Surrey County Council<br/><i>ASB Strategy Group</i></p> <p>Lead to be confirmed<br/><i>ASB Strategy Group</i></p> <p>Lead to be confirmed<br/>Surrey Youth Support Service<br/><i>ASB Strategy Group</i></p>   |
| Undertake community engagement that identifies community concern, priorities and harm at a neighbourhood level and involves communities in resolutions where appropriate   |  |                         |   |

| <b>Aim Three:</b>   |  | Reduce the damaging effects of ASB through long term prevention and problem solving |               |   |
|---|--|---|---------------|---|
| <b>Objectives:</b>  | <b>Key Actions</b>   | <b>Progress to date</b>   | <b>Status</b> | <b>Lead Agency and Key Contact</b>  |
| Use problem solving approaches to deal with ASB issues that are affecting a community or section of the community | <ul style="list-style-type: none"> <li>Produce toolkits based on national research and best practice to assist Community Safety Partnerships in tackling common ASB issues across the County.</li> </ul>   |   |               | Richard Carpenter<br>Community Safety Team<br>Surrey County Council                     |
|   | <ul style="list-style-type: none"> <li>Implementation of a web-based system to facilitate the monitoring and case management of Neighbourhood ASB issues.</li> </ul>   |   |               | Superintendent Matt Goodridge<br>Surrey Police<br><i>SafetyNet Implementation Group</i> |
| Deliver effective education and engagement activities to reduce ASB and victimisation in the long term            | <ul style="list-style-type: none"> <li>Deliver six Youth Engagement Scheme (YES) courses each year, each working with up to 14 young people that have been identified as being involved in, or at risk of, anti-social behaviour.</li> </ul>   |   |               | Mark Taylor<br>Surrey Fire & Rescue Service   |
|   | <ul style="list-style-type: none"> <li>Deliver Safe Drive, Stay Alive performances to up to 14,000 16 - 19 year olds each year, in order to positively influence their attitude to driving and reduce the number of road traffic collisions, injuries and deaths involving young people.</li> </ul>                |   |               | Mark Taylor<br>Surrey Fire & Rescue Service   |
|   | <ul style="list-style-type: none"> <li>Deliver a universal fire safety education programme to up to 30 000 to include education on the consequences of anti social and unsafe behaviour such as hoax calls and deliberate fire setting.</li> </ul>   |   |               | Mark Taylor<br>Surrey Fire & Rescue Service   |
|   | <ul style="list-style-type: none"> <li>Deliver targeted and timely educational intervention to children and young people that have been identified, and referred to SFRS, as deliberate fire setters and who have therefore been placing themselves, those around them and the wider community at risk.</li> </ul> |   |               | Mark Taylor<br>Surrey Fire & Rescue Service   |

**Communities Select Committee**  
**19 May 2014**  
**Progress Report - Community Safety Partnerships**

**RECOMMENDATION:** District, Borough and partner organisations be encouraged to establish a set list of substitutes for CSP meetings to allow for consistent attendance at these meetings.

|                               |   |
|-------------------------------|---|
| <b>Elmbridge</b>              | The statutory Partners on the Elmbridge Community Safety Partnership are encouraged to have both an executive Board member and an operational officer member to provide continuity at meetings and to assist in taking forward the operational work of the CSP.   |
| <b>Epsom &amp; Ewell</b>      | Epsom & Ewell CSP doesn't currently have named substitutes. However as a result of the Chairman stepping down and the retirement of the Head of Policy & Partnerships, the Community Safety Officer has been consulting members on a revised structure and membership of the CSP. Proposals will be discussed at the next meeting and named substitutes may be something to consider.   |
| <b>Guildford</b>              | Guildford CSP are due to discuss this issue at their next meeting.  |
| <b>Mole Valley</b>            | Mole Valley CSP is involved in the collaboration to create an East Surrey CSP with Reigate & Banstead and Tandridge. Named attendees and substitutes are being decided as part of the new Terms of Reference for this group.  |
| <b>Reigate &amp; Banstead</b> | Reigate & Banstead CSP is involved in the collaboration to create an East Surrey CSP with Mole Valley and Tandridge. Named attendees and substitutes are being decided as part of the new Terms of Reference for this group.  |
| <b>Runnymede</b>              | All CSP partner organisations have been asked to provide both primary and substitute names for the CSP. Responses have been mixed and this was discussed again at the last Runnymede CSP meeting on 13 March 2014. Some partners such as the Clinical Commissioning Group have failed to engage at all since becoming a statutory partner last year and the Probation service is rarely able to attend. The CSP are still trying to address this, but attendance at CSP meetings seems to remain a low priority for some. |
| <b>Spelthorne</b>             | Spelthorne CSP already has a list of substitutes for members of their CSP.  |
| <b>Surrey Heath</b>           | The Community Safety Partnership meetings are generally well supported by partner organisations, with substitutes already encouraged to attend.   |
| <b>Tandridge</b>              | Tandridge CSP is involved in the collaboration to create an East Surrey CSP with Mole Valley and Reigate and Banstead. Named attendees and substitutes are being decided as part of the new Terms of Reference for this group.  |
| <b>Waverley</b>               | Waverley Community Safety Partnership do not have a set list of substitutes but some partners (Police and Waverley Borough Council) do send alternatives if the regular member cannot attend the meeting. The CSP do however have Deputy Chairs identified for The Strategy Group, the various delivery groups such as the Coordinating Group, CIAG and JAG.  |
| <b>Woking</b>                 | It has been agreed that Woking will form a Joint Committee in place of the current local committee. The CSP will become a community safety sub-committee which will report directly to the Joint Committee. It is proposed that there are two members appointed from either authority, and under responsibility of attendees, they are required to provide a consistent representative from each organisation.  |

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Home Office

30 JAN 2014

Norman Baker MP  
Minister for Crime Prevention

2 Marsham Street,  
London SW1P 4DF  
www.homeoffice.gov.uk

Mr Jeff Harris  
Deputy Police and Crime Commissioner for Surrey  
PO Box 412  
Guildford  
Surrey  
GU3 1BR

Reference: M14745/13

27 January 2014

Dear Mr Harris,

Thank you for your letter of 5 November 2013 to the Home Secretary outlining concerns about the costs and timescales involved in conducting Domestic Homicide Reviews. I am replying as the Minister with policy responsibility for the issues you have raised and I am sorry for the delay.

We believe that victims and their families deserve the best quality help, with the necessary processes in place to prevent any tragic events occurring. We recognise that local authorities have to make some tough spending decisions. However, it was our aim to ensure that protecting vulnerable people and victims of domestic violence, including potential future victims, was a priority in the Spending Review.

It is the responsibility of the individual local authority to identify any gaps in service provision for victims of domestic violence and put in place appropriate solutions to address this. We would expect local authorities to build services based on the needs of their communities, taking account of locally available information. This includes the funding of Domestic Homicide Reviews to learn local lessons, and take action to improve protection and provide the appropriate local support.

It is recognised that the needs of victims vary locally, and we believe that Police and Crime Commissioners are best placed to assess the needs of their communities and

ensure they receive the assistance they deserve. That is why the Government decided that funding for a range of local victims' services will be devolved to the democratically elected and accountable Police and Crime Commissioners.

Police and Crime Commissioners will be required to consult with their partners in setting the policing priorities in their local area. While commissioning for a range of victims' services will go to Police and Crime Commissioners, the Government will retain responsibility for commissioning services where there are either proven economies of scale, or they are genuinely specialist in nature.

The Domestic Homicide Reviews quality assurance process helps to ensure that all the local areas are conducting Domestic Homicide Reviews where required, in accordance with the statutory guidance. We are also keen to learn from those involved in the process of conducting Domestic Homicide Reviews, to improve the protection for victims and those who are vulnerable, and identify lessons of national importance from the reviews.

On 19 November we published the 'lessons learned' document setting out the most common themes that the Home Office Domestic Homicide Review Quality Assurance Panel have identified as emerging from the reports they have quality assured. The document also includes suggestions for work that can be undertaken locally, as well as national initiatives we are taking forward. The common themes identified are:

- awareness raising
- risk assessment
- information sharing
- multi-agency working
- approach to complex needs
- perpetrators and bail
- safeguarding the needs of children.

More on this can be found in the 'lessons learned' document which can be found at: <https://www.gov.uk/government/publications/domestic-homicide-review-lessons-learned>.

Internal processes in the Home Office have also been strengthened to increase the frequency of the Quality Assurance Panel meetings, to better manage the volume of submissions we receive and ensure more timely feedback to the areas.

Additional links to the current timetable for the Quality Assurance Panel meetings, including timescales within which Community Safety Partnerships will receive feedback from the Panel, is now also on the Government website, and can be found at: <https://www.gov.uk/government/organisations/home-office/groups/home-office-domestic-homicide-review-quality-assurance-panel>. You may also be interested to note that from 3 November all response letters to local areas from the Quality

Assurance Panel will be copied to their local Police and Crime Commissioner for information.

Other helpful links including: "Domestic Homicides: How to conduct a review" section of the Government website on domestic violence and abuse contains information and tools designed to assist those involved in the DHR process. Here is a link to the page: <https://www.gov.uk/domestic-violence-and-abuse>.

The recently issued Revised Statutory Guidance for Conducting Domestic Homicide Reviews can be found at: <https://www.gov.uk/government/publications/revised-statutory-guidance-for-the-conduct-of-domestic-homicide-reviews>.

You may find that the criteria for assessing Domestic Homicide Reviews that we have published on the Government website will also be of assistance in conducting them in the future. It can be found at: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/207602/criteria-DHR-web-v2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/207602/criteria-DHR-web-v2.pdf).

I hope this clarifies the Government's position and that you find this information helpful.

Yours sincerely



**Norman Baker MP**  
**Minister of State**

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# Surrey Police's approach to tackling domestic abuse

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## Introduction

The extent and nature of domestic abuse remains shocking. A core part of the policing mission is to prevent crime and disorder. Domestic abuse causes both serious harm and constitutes a considerable proportion of overall crime. It costs society an estimated £15.7 billion a year.<sup>1</sup> 77 women were killed by their partners or ex-partners in 2012/13.<sup>2</sup> In the UK, one in four young people aged 10 to 24 reported that they experienced domestic violence and abuse during their childhood.<sup>3</sup> Forces told us that crime relating to domestic abuse constitutes some 8 percent of all recorded crime in their area, and one third of their recorded assaults with injury. On average the police receive an emergency call relating to domestic abuse every 30 seconds.

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People may experience domestic abuse regardless of their gender, ethnicity, religion, sexuality, class, age or disability. Domestic abuse may also occur in a range of different relationships including heterosexual, gay, lesbian, bi-sexual and transgender, as well as within families.

While both men and women can be victims of domestic abuse, women are much more likely to be victims than men.

The cross-government definition of domestic violence and abuse is:

*“any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:<sup>4</sup>*

- *psychological*
- *physical*
- *sexual*
- *financial*
- *emotional”.*

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<sup>1</sup> Walby, S. (2009). *The cost of domestic violence*. Retrieved from: [www.lancaster.ac.uk/fass/doc.../Cost\\_of\\_domestic\\_violence\\_update.doc](http://www.lancaster.ac.uk/fass/doc.../Cost_of_domestic_violence_update.doc)

<sup>2</sup> Office for National Statistics (2013). *Focus on violent crime and sexual offences 2012/13 – Chapter 4: Intimate Personal Violence and Partner Abuse*. Retrieved from: [http://www.ons.gov.uk/ons/dcp171776\\_352362.pdf](http://www.ons.gov.uk/ons/dcp171776_352362.pdf)

<sup>3</sup> Radford L, Corral S, Bradley C et al (2011) *Child abuse and neglect in the UK today*. London: NSPCC.

<sup>4</sup> All definitions are taken from [www.gov.uk/domestic-violence-and-abuse](http://www.gov.uk/domestic-violence-and-abuse)

*Controlling behaviour* is defined as a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

*Coercive behaviour* is defined as: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. This definition includes so-called honour-based violence, female genital mutilation and forced marriage.

Tackling domestic abuse and keeping its victims safe is both vitally important, and incredibly complicated. The police service needs to have the right tools, resources, training and partnerships in place to help it identify victims and keep them safe. It also needs to investigate and bring to justice offenders, when no two domestic abuse environments are the same, and some victims have suffered in silence for years or even decades.

In September 2013, the Home Secretary commissioned HMIC to conduct an inspection.<sup>5</sup> We were asked to consider:

- the effectiveness of the police approach to domestic violence and abuse, focusing on the outcomes for victims;
- whether risks to victims of domestic violence and abuse are adequately managed;
- identifying lessons learnt from how the police approach domestic violence and abuse; and
- making any necessary recommendations in relation to these findings when considered alongside current practice.

To answer these questions, HMIC collected data and reviewed files from the 43 Home Office funded forces. We spoke to 70 victims of domestic abuse in focus groups throughout England and Wales and surveyed over 100 victims online. We also surveyed 200 professionals working with victims of domestic abuse.

We inspected all police forces in England and Wales, interviewing senior and operational leads in forces, holding focus groups with frontline staff and partners, and carrying out visits to police stations (which were unannounced) to test the reality of each force's approach with frontline officers. Our inspection teams were supplemented by expert peers, which included public protection

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<sup>5</sup> [www.gov.uk/government/news/major-review-of-police-response-to-domestic-violence](http://www.gov.uk/government/news/major-review-of-police-response-to-domestic-violence)

experts from over 15 forces and those working with victims of domestic abuse in voluntary and community sector organisations.

This report details what HMIC found in Surrey Police and at the end of the report we set out some recommendations. These recommendations should be considered in conjunction with the recommendations for all forces made in the national report.<sup>6</sup> A glossary of frequently used terms also appears at the end of the report.

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<sup>6</sup> There is a requirement under section 55(5) and section 55(6) of the Police Act 1996 for the police and crime commissioner to publish a copy of their comments on this report, and the recommendations for all forces in the national report, and forward these to the Home Secretary.



## Domestic abuse in Surrey<sup>7</sup>

### Calls for assistance



In Surrey, domestic abuse accounts for 2% of calls to the police for assistance. The force was unable to provide the number of these calls that were from repeat victims.

### Crime

# 9%

Domestic abuse accounts for 9% of all recorded crime.

### Assault with intent

# 16%

Surrey recorded 82 assaults with intent to cause serious harm, of these 13 were domestic abuse related. This is 16% of all assaults with intent to cause serious harm recorded for the 12 months to end of August 2013.

### Assault with injury

# 36%

The force also recorded 2,969 assaults with injury, of these 1,071 were domestic abuse related. This is 36% of all assaults with injury recorded for the 12 months to end of August 2013.

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<sup>7</sup> Data in this section is based upon forces' own definition of calls for assistance and domestic abuse, and forces' use of domestic abuse markers on IT systems.

Source: HMIC data collection. Crime figures are taken from police-recorded crime submitted to the Home Office.

## Harassment

# 51%

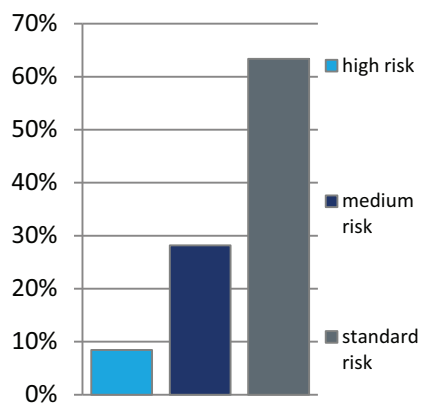
The force recorded 1,013 harassment offences, of these 520 were domestic abuse related. This is 51% of all harassment offences recorded for the 12 months to end of August 2013.

## Sexual offences

# 10%

The force also recorded 590 sexual offences, of these 61 were domestic abuse related. This is 10% of all sexual offences recorded for the 12 months to end of August 2013.

## Risk levels



On 31 August 2013 Surrey had 71 active domestic abuse cases; 8% were high risk, 28% were medium risk, and 63% were standard risk.

## Arrests



For every 100 domestic abuse crimes recorded, there were 45 arrests in Surrey. For most forces the number is between 45 and 90.

## Outcomes



Surrey recorded 4,339 domestic abuse related crimes for the 12 months to the end of August 2013. Of these crimes, 17% resulted in a charge, 6% resulted in a caution and, 28% had an out of court disposal, for example, a fixed penalty notice for disorderly conduct.

## Executive summary

There are a number of areas that require further development by Surrey Police in order to tackle domestic abuse and make victims safer.

Tackling domestic abuse is a priority for the police and crime commissioner and the chief constable. However, the force recognises that more must be done to improve its response. The chief constable has taken personal responsibility for ensuring that improvements are delivered.

There is a fragmented approach and gaps in service to some victims, particularly those who are assessed as having a standard risk of serious harm. There is a lack of clarity about who is responsible for safeguarding these victims through the criminal justice process and updating victims when a perpetrator is released from prison. This is a concern.

There is sound partnership working and the multi-agency risk assessment conferences (MARACs) are regarded as working well, with information being shared promptly.

There is no structured process in place to ensure that learning from domestic homicide reviews is embedded and reflected in the way the force will deal with domestic abuse in the future.

This report outlines a number of areas where the force could further strengthen its response.

### Identifying victims

Victims of domestic abuse are identified by the force through calls to the contact centre through their attendance at police stations and referrals from other agencies, such as the health service or social care or through the MARAC. Where incidents require deployment, they are flagged to the force control room (FCR) which then manages the deployment process.

Within the contact centre staff are trained to question callers to establish the nature of the call, the risk level to the victim and other people involved in the incident. Officers should be sent to all incidents that are identified as domestic abuse. Contact centre staff research police databases to gather available information about a caller, the victim, alleged perpetrator and family or address. This information is passed via the FCR to attending officers to help build a picture of the threat of harm and risk to the victim and other people involved, for example a child. This part of the process works well.

## **Keeping victims safe**

Domestic abuse is regarded as important by the force. Officers and staff have had relatively little training in respect of domestic abuse. However, they are encouraged to use their own discretion to think beyond using the domestic abuse, stalking and harassment (DASH) risk assessment as a 'box-ticking' exercise. This helps them make a rounded assessment of the level of risk that a victim of domestic abuse faces, which is vital if appropriate measures are to be put in place to keep the victim and children safe.

All victims who are assessed as high or medium risk are referred to and supported by, the public protection investigation unit's (PPIU) officers and staff. Force policy is that standard-risk domestic abuse is dealt with by the prisoner investigation unit (PIU). However, there is some evidence of confusion over who deals with those victims who have been assessed as being at a standard risk. Ownership of cases moves through the organisation, with different officers, staff and departments being responsible for the case and victim safety at different stages. This can mean that victims receive a disjointed response, particularly in respect of contact about their case. They may not be contacted at all, as officers or staff think it is someone else's responsibility, or they may be contacted by a number of different people, which can be equally concerning (as victims may lose confidence in the police response if they are repeatedly asked similar questions by different staff).

## **Management of risk**

Officers and their supervisors review the completed DASH risk assessment form to make sure the assessment made is accurate, based on the information available. All cases of domestic abuse are referred to the PPIU. Those cases that are assessed as standard risk are dealt with by the force's PIU. This team deals with domestic abuse in the same way as any other crime and does not have staff with specialist skills.

The force has recently introduced a multi-agency safeguarding hub (MASH) and its MARACs are regarded as working well. There are good relationships with partners which means that information is exchanged promptly, and victim safety plans are put in place to reduce risk.

However, there is a lack of knowledge among frontline officers about what the specialist team does. Despite force policy, there is also a lack of clarity about who is responsible for victim safety throughout the investigation and criminal justice process, particularly for standard-risk cases.

## **Organisational effectiveness for keeping people safe**

The PCC and force are keen to improve services for domestic abuse victims and they are working with partners to do this.

Domestic abuse performance, strategy and delivery of services are discussed at a number of police and multi-agency meetings. The force has a number of plans, either directly focused on domestic abuse or with a domestic abuse element within them. However, at present, the force needs to apply more rigour and improve the implementation process in order to achieve success.

It is not always clear who is responsible for updating victims and re-assessing their risk when perpetrators are released from custody. This could result in a victim being contacted by a number of people or not contacted at all, and the force and partner agencies might not be aware of the victim's increased risk.

The force does not have a clear process to make sure any learning from domestic abuse incidents is understood and that action is taken to improve.

## Findings

### **How does the force identify victims of domestic abuse, and in particular repeat and vulnerable victims?**

Victims of domestic abuse are identified by the force through calls to the contact centre through their attendance at police stations and referrals from other agencies, such as the health service or social care or through the MARAC. Where incidents require deployment, they are flagged to the force control room (FCR) which then manages the deployment process.

Within the contact centre staff are trained to question callers to establish the nature of the call, the risk level to the victim and other people involved in the incident. Officers should be sent to all incidents that are identified as domestic abuse. Contact centre staff research police databases to gather available information about a caller, the victim, alleged perpetrator and family or address. This information is passed via the FCR to attending officers to help build a picture of the threat of harm and risk to the victim and other people involved, for example a child. This part of the process works well.

Contact centre staff must complete certain actions when dealing with callers reporting a domestic abuse incident. These actions ensure that they obtain enough detail to accurately assess risk, such as whether there are children at the address. There is a set of questions that call handlers follow to determine if the incident being reported is domestic abuse. The call handler will try to keep the conversation free flowing to try and draw as much information from the caller as possible and therefore better understand the risk presented. Staff within the contact centre and FCR receive regular training on domestic abuse and those spoken to by HMIC had a good understanding of their responsibilities.

HMIC listened to a small sample of calls and found in the majority of the cases (90 percent) the call handlers asked questions which established whether the caller or any other person, for example a child, was at immediate risk of harm. This risk assessment was recorded in the incident log.

When a call is received by the control centre, the system does not automatically identify whether there has been a previous call from that person. However, call handlers are required to ask the caller whether they have previously suffered a domestic abuse incident. Having a record of the history is important for the call handler as it means they are in possession of information that may help to inform them of what initial actions need to be taken to keep a victim safe. This information can also be passed to attending officers. Staff within the contact

centre were confident and empathetic when dealing with callers who were experiencing domestic abuse.

Other police systems should also be checked to establish whether there is any information available which will help the contact centre staff (and officers who attend the incident) establish the level of risk the caller faces. The systems hold information such as previous calls to the address; information about the caller and alleged perpetrator; information relating to children in the house, who may also be at risk; and other actions that may have been taken in the past, for example court proceedings or the involvement of other agencies. There are intelligence officers within the FCR to do these checks. This information is passed to the call handler, and is then given to the attending officers. In the majority of the incident logs (90 percent) reviewed by HMIC there was a record of these checks having been done. However, frontline staff stated that the information they receive from the FCR is often about officer and staff safety, rather than the victim, perpetrator and incident. While this is important, it is essential that officers attending a domestic abuse incident are given as much information as possible, to help them understand the risk faced by a victim and their family.

The force has a policy to attend all reported incidents of domestic abuse. The decision on how quickly resources have to attend is based on the contact centre's assessment of threat, harm and risk faced by the victim. The FCR call handler then locates and dispatches the nearest available officer, usually a response officer (called the targeted patrol team), to the incident. Unless there is a risk to an officer's safety the FCR do not usually deploy more than one officer to incidents of domestic abuse. This means that the officer is unable to easily separate the parties involved in the incident, and hear each account for what has happened in isolation.

Contact centre staff receive inputs on domestic abuse at their regular training days. These inputs include learning from incidents. A wide spectrum of what domestic abuse is, including coercive control is recognised and understood by officers and staff.

A repeat victim is defined by the force as someone who has experienced more than one incident in the previous 12 months. Staff demonstrate a good understanding that any case where a victim has reported domestic abuse to the police or another agency or where a victim states they have been subjected to abuse in the past is a 'repeat case'. This will influence any risk assessment that is made.

All domestic abuse incidents are reviewed by a local policing supervisor to make sure that relevant evidence has been captured at the scene of an



incident. They also review the DASH risk assessment form to make sure it is completed correctly, and the assessment, based on the information available, is accurate. They will provide support and advice to those officers attending incidents. Supervisors have not been given any specific training to oversee domestic abuse incidents.

## **How does the force respond to victims of domestic abuse? This includes initial action, including risk assessment**

Domestic abuse is regarded as important by the force. Officers and staff have had relatively little training in respect of domestic abuse. However, they are encouraged to use their own discretion to think beyond using the domestic abuse, stalking and harassment (DASH) risk assessment as a 'box-ticking' exercise. This helps them make a rounded assessment of the level of risk that a victim of domestic abuse faces, which is vital if appropriate measures are to be put in place to keep the victim and children safe.

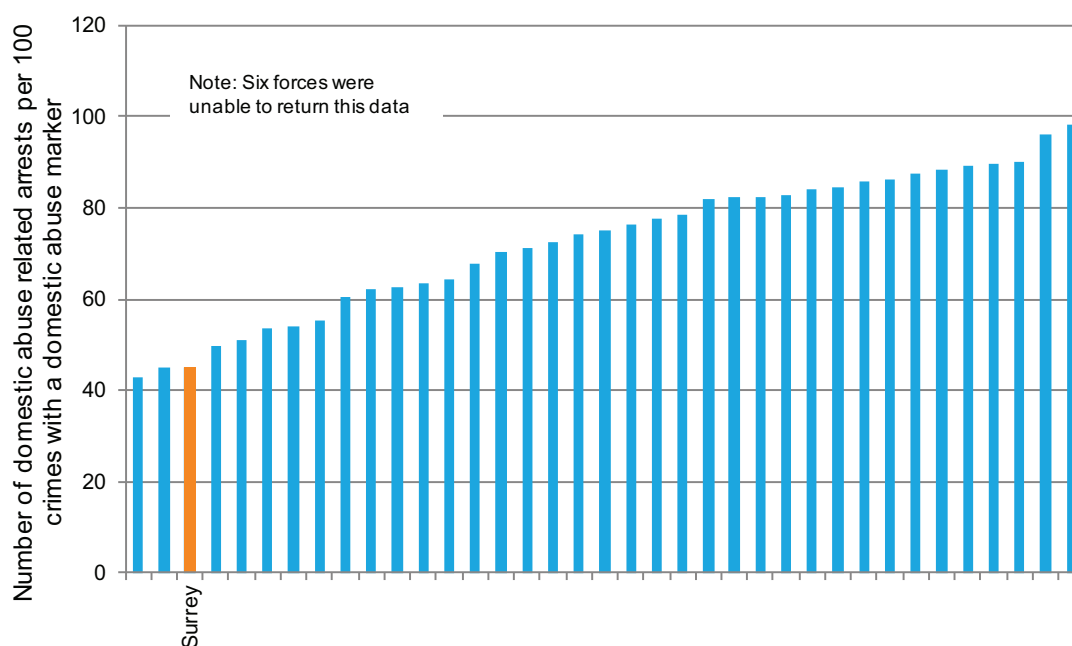
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For every 100 domestic abuse crimes recorded there were 45 arrests in Surrey. For most forces the number is between 45 and 90.<sup>8</sup> The low arrest rate compared to other forces indicates that this is an issue the force may want to review.

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<sup>8</sup> Based on forces' own definition of domestic abuse and use of a domestic abuse marker on IT systems.

**Figure 1: Number of domestic abuse related arrests per 100 crimes with a domestic abuse marker for the 12 months to 31 August 2013<sup>9</sup>**



9

Source: HMIC data collection

Dealing with domestic abuse is a priority for the force. The PCC has a number of ‘people’s priorities’, two of which relate to and specifically refer to domestic abuse:

- Take a zero-tolerance approach to policing.
- Put the victims at the centre of the criminal justice system.

The force has a strong customer focus of “putting Surrey public first”. It is seeking to increase the levels of reported violence related to domestic abuse as this will show confidence in victims in feeling able to report incidents. There is an additional focus on reducing the level of repeat victims.

Officers and staff understand that tackling domestic abuse is one of a number of priorities for the force. They understand the importance of their role in properly assessing threat, harm and risk at each incident they attend. However, frontline officers state that their focus is on volume crime detection and reduction, for

<sup>9</sup> Based on forces' own definition of domestic abuse and use of a domestic abuse marker on IT systems.

example, on vehicle crime and burglaries, rather than the detection and reduction of domestic abuse incidents. This is due to the messages they receive from the force about the need to reduce volume crime (rather than domestic-abuse-related crime) and the lack of recognition they get when they deal well with an incident and victim.

The force works with partner agencies such as the health service and social care at both a strategic and operational level to deal with violence against adults and children. There is a structure of meetings in place, for example the community and public safety board and the domestic abuse development group, which ensures that the necessary programmes of work to improve police and partnership response to domestic abuse are delivered. The PCC, force and partners recognise the importance of these groups and ensure that the appropriate level of representation and support is given to them.

Officers and staff have previously received training specifically about domestic abuse. This is included the completion DASH risk assessment process which must be completed at every domestic abuse incident. However, other than for those who have recently joined the force, or attended other ad hoc training, for the majority of officers and staff, this training was approximately three or four years ago. There are force policies and procedures that officers can refer to for guidance. The force recognises that it needs to develop officers' knowledge, understanding and awareness. To address this, refresher training is being developed. DASH risk assessment refresher training has started, with the first session taking place in mid-November 2013. Some 75 officers and staff from the PPIU, domestic abuse champions (see below) and other supervisors within the local policing divisions have been trained. A training package is also being created which supervisors can cascade to their staff.

Despite this lack of formal training, staff display a good understanding of coercive control, stalking and harassment. They display commitment and willingness to obtain the best evidence at domestic abuse incidents and taking action to make the victim feel safe.

The force has recently introduced domestic abuse champions. These are frontline officers (mostly supervisors) based in the local policing divisions, who will be receiving a higher level of domestic abuse awareness training. Their role is to offer support, advice and guidance to those officers dealing with domestic abuse incidents.

The DASH risk assessment form is used to establish the level of risk to a victim. It has a number of questions that must be asked in order to assess the risk to the victim accurately, and officers understand why they are asking these questions. In addition to the assessed level of risk identified through the

questions, officers are able to use their own professional judgement, should they feel that a victim is at greater risk than the assessment has indicated. Officers cannot reduce the assessed risk based on their own judgement. Those attending incidents have a good understanding of how they need to establish any threat, harm and risk to victims, and that their role is to do whatever they can to reduce this.

There is a clear commitment displayed by staff in the contact centre and FCR, and attending and specialist officers to understand the risk to everyone connected to domestic abuse incidents, in particular, children and any vulnerable adults. Officers attending a domestic abuse incident – where children have been present in the past, or where children have been identified as being at risk – are informed of this. This helps them establish the current level of risk and take any action necessary to protect the children.

The force has a policy that officers will attend incidents – including domestic abuse incidents – alone, unless it is thought their safety is at risk, in which case, more than one officer will be sent. This means that if they are on their own, they are not able to speak to each party separately to gain an understanding of what has taken place, which could mean they are not being given the full or correct details of an incident. Once in attendance, officers' main priority is the safety of the victim and anyone else who may be at risk, so they must take some form of 'positive action'. Positive action does not necessarily mean arrest, but can mean support for victims and witnesses, and referral to social services. The action must provide the necessary safety arrangements for the victim and other people present. Officers are expected to make an arrest where an offence has been committed. Officers are also expected to complete safety planning for the victim. The management of risk is the responsibility of the attending officer until – if it is a high or medium risk case – it is passed to the PPIU, or if a standard-risk crime case, to the PIU. If it is a standard-risk incident, then no further safeguarding is provided to the victim after the officer has left the incident, unless the victim has been given details of support agencies to contact. Immediate action taken by officers is monitored by their supervisors.

When officers attend a domestic abuse incident and make an arrest, the case is dealt with by either the PPIU or the PIU. The cases are allocated for investigation based on the threat, harm and risk to the victim, rather than the seriousness of the crime committed. This means that a case where a minor crime is committed, but the risk to a victim is high or medium will be dealt with by an experienced officer who will have the skills and confidence to achieve the best possible outcome for a victim. This is positive.

The investigation of offences where the victim has been assessed as standard risk are dealt with by a PIU officer. This means that a victim may be supported

and managed by an inexperienced officer, who may not have the skills or confidence to achieve the best possible outcome for them. Staff and officers, both on the front line and in the specialist units, indicate they would benefit from better communication between teams. There is some confusion as to who (which team or unit) is responsible for what. This means that where cases are passed between teams and units, there is a danger that appropriate action may not be taken, as there may be an expectation from one team or unit that another would take the action. It could also be the case that a number of different people could be taking the same or similar action, which can be equally concerning. The responsibility of and support to those victims who have been assessed as high and medium risk was robust, but it was less so in respect of those victims who are assessed as standard risk.

All domestic abuse incidents where a DASH risk assessment has been completed are reviewed and re-assessed by supervisors. They are then reviewed again by staff within the PPIU. This means that, at the start of police involvement, there is a level of scrutiny of risk which helps to ensure that the action taken and level of support given to victims is appropriate.

HMIC reviewed a small number of files, and found that in the majority of cases the actions taken by officers when initially attending the scene of a domestic abuse crime help to provide a better prospect of a successful outcome for the victim.

## **How are victims of domestic abuse made safer as a result of the police response and subsequent action?**

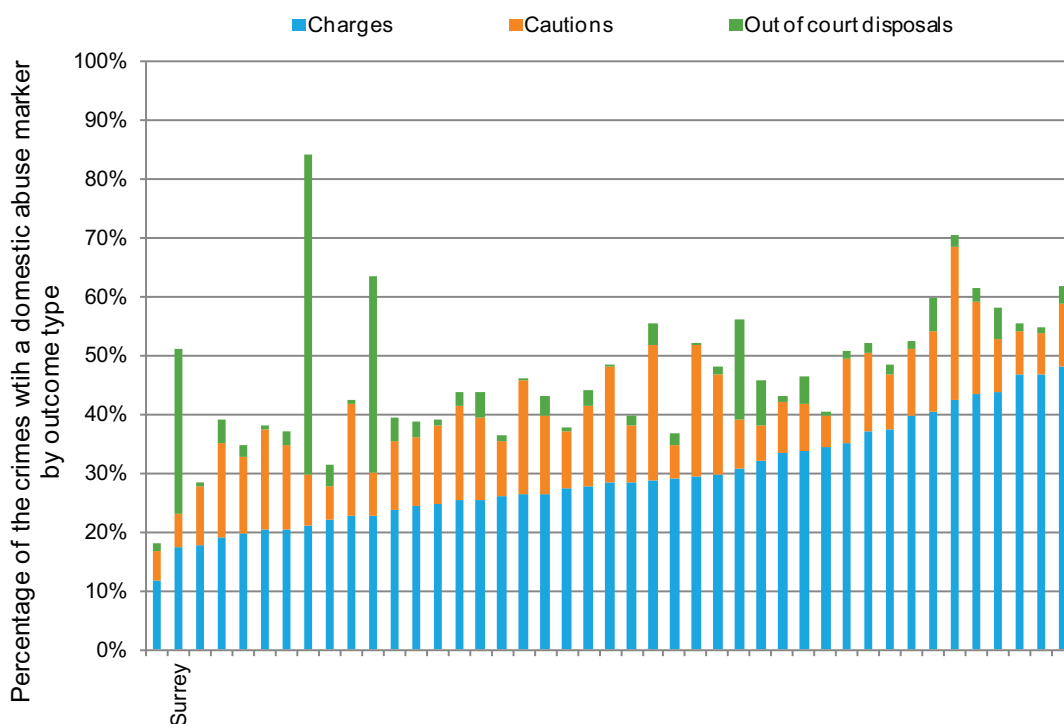
Officers and their supervisors review the completed DASH risk assessment form to make sure the assessment made is accurate, based on the information available. All cases of domestic abuse are referred to the PPIU. Those cases that are assessed as standard risk are dealt with by the force's PIU. This team deals with domestic abuse in the same way as any other crime and does not have staff with specialist skills.

The force has recently introduced a multi-agency safeguarding hub (MASH) and its MARACs are regarded as working well. There are good relationships with partners which means that information is exchanged promptly, and victim safety plans are put in place to reduce risk.

However, there is a lack of knowledge among frontline officers about what the specialist team does. Despite force policy, there is also a lack of clarity about who is responsible for victim safety throughout the investigation and criminal justice process, particularly for standard-risk cases.

Surrey recorded 4,339 domestic abuse related crimes for the 12 months to the end of August 2013<sup>10</sup>. Of these crimes, 17 percent resulted in a charge, six percent resulted in a caution and 28 percent had an out-of-court disposal, for example a fixed penalty notice for disorderly conduct.

**Figure 2: Percentage of different outcome types used for crimes with a domestic abuse marker for the 12 months to 31 August 2013**

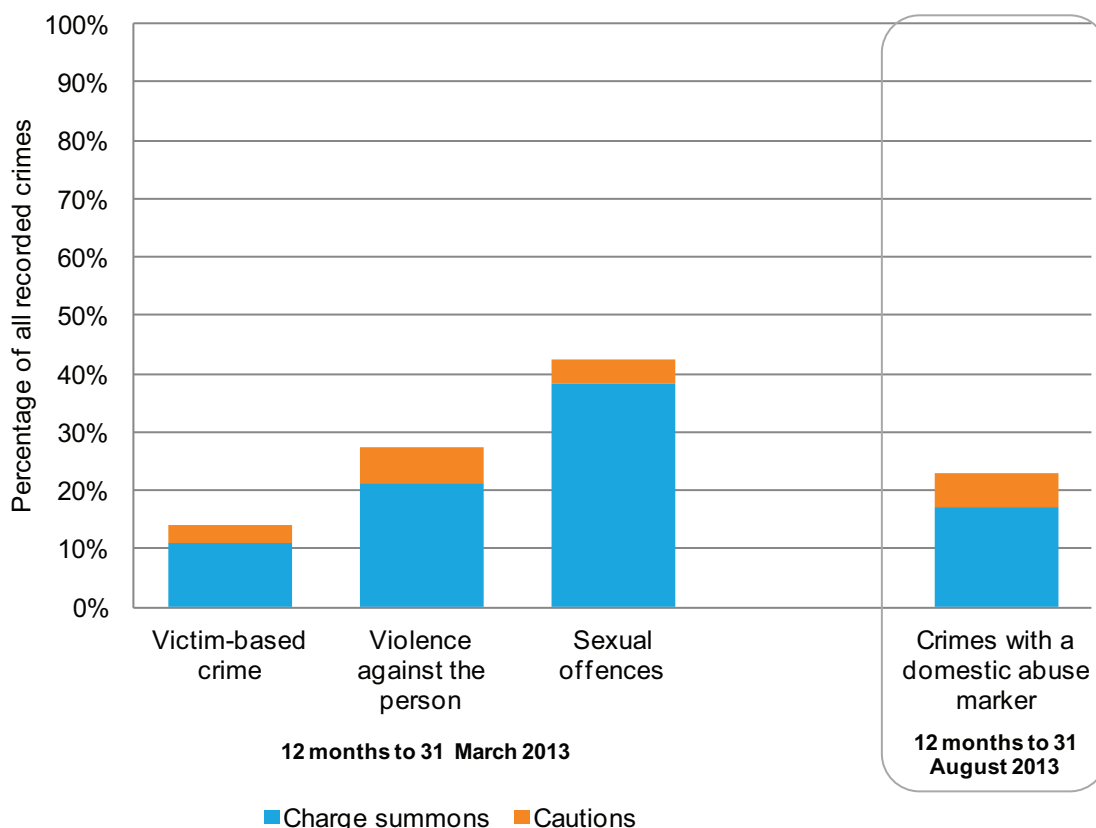


Source: HMIC data collection

Surrey Police charges a higher proportion of crimes with a domestic abuse marker than recorded victim-based crime. This may indicate that the force has a different approach to domestic abuse outcomes than other crimes.

<sup>10</sup> Based on forces' own definition of domestic abuse and use of a domestic abuse marker on IT systems.

**Figure 3: Percentage of charge summons and cautions used for victim-based crime, violence against the person, sexual offences and all crimes with a domestic abuse marker<sup>11</sup>**



Sources: HMIC data collection, Home Office Crimes detected in England and Wales, ONS Crime in England and Wales

The force has specialist officers and staff within its PPIU. They deal with child abuse, vulnerable adult abuse and domestic abuse crimes and incidents. They have not received any additional training in respect of tackling domestic abuse and managing the safety of the victims. However, their level of expertise is enhanced by the experience they gain on a daily basis when dealing with domestic abuse incidents, victims, offenders and other partners and agencies. Work is allocated to these officers and staff based on the level of threat, harm and risk. This means that, due to staffing pressures, a domestic abuse incident, particularly a historic case, may not always get a timely allocation of resources to it. The force is aware of this and a business case is being prepared, proposing an increase in the number of staff within the PPIU, to ensure that all

<sup>11</sup> Based on forces' own definition of domestic abuse and use of a domestic abuse marker on IT systems.

incidents of abuse get the appropriate level of response and resource allocated to them.

Specialist officers and staff within the PPIU review all completed DASH risk assessment forms. They use additional information from partner agencies to help them develop a more complete picture of the risk a victim may be facing. This means that a victim facing high or medium levels of risk, or those who are repeat victims, should receive appropriate support and actions to reduce risk, for example, help to secure their house or a mobile phone to contact the police in an emergency. If there are cases that raise further concerns, or there are standard-risk cases that are repeat incidents, the PPIU will conduct the investigation and support the victim and manage safety arrangements. This provides reassurance that all victims will receive the appropriate support as dictated by the information available to the reviewing officers at the start of police involvement. However, HMIC is concerned that once the investigation has been concluded, there is a gap on reviewing and re-assessing the risk level for victims, and who has the responsibility for this.

The specialist officers within the PPIU have not received any additional training in relation to domestic abuse awareness and investigation. However, the majority of the specialist officers are very experienced and have been working in the domestic abuse area for a number of years. When speaking to them they were very confident and knowledgeable. Unfortunately, officers on the front line and other teams do not really understand what the specialist unit does, and who has responsibility for what.

The force has a MASH, where police and partner agencies (children services and mental health) work together to protect vulnerable people. This unit risk-assesses cases (domestic abuse, child abuse and vulnerable adult abuse) and shares information with other agencies. The MASH will continue to be developed, and other partners have agreed to join it (health and probation). A countywide *Domestic Abuse Strategy for Surrey 2013–2018*<sup>12</sup> has been agreed. This is a joint strategy with other partners and agencies, as much of the victim support and assistance is provided by partners, who have considerable influence over keeping victims safe. An action plan to deliver the objectives within the strategy is under development.

The force has access to two independent domestic abuse advisers (IDVAs) and ten IDVA trained outreach workers. The role of the IDVAs and outreach workers is to offer advice, advocacy, information and support via face-to-face meetings,

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<sup>12</sup> Available from: [www.surreycc.gov.uk/data/assets/pdf\\_file/0008/709532/Surrey-DA-Strategy-2013-18.pdf](http://www.surreycc.gov.uk/data/assets/pdf_file/0008/709532/Surrey-DA-Strategy-2013-18.pdf)



telephone calls, text messages and email. They offer advice on a range of issues including benefits, debt, criminal and civil law, homelessness and housing, safety planning and risk, safeguarding children, and child contact. They also undertake risk assessments using the DASH risk assessment process and safety planning to maximise safety and minimise risk and harm. They are not managed or controlled by the police.

They are currently jointly-funded by the force, PCC and Surrey County Council. There are good working relationships with partners including health, housing and the local authorities. This helps reduce risk to victims through sharing information between organisations in order to develop a better understanding of risk. There are four MARACs within the county. These each meet on a monthly basis and are attended by police and partner agencies. The purpose of the MARACs is to review high-risk cases, which have been referred by any of the attending agencies. The MARACs assesses any new information and ensures that every organisation takes responsibility for what they can do to reduce the risk to a victim. The Surrey MARACs are regarded as well run, and they have good representation from each of the agencies. This means that when high-risk victims' cases are discussed, they are likely to receive a good multi-agency response to reduce risk. A detective inspector from the PPIU chairs each of the MARACs.

The PPIU re-assess all incidents and risk assessments. Safety plans are also reviewed to ensure that all that needs to be done to help make victims safe is being done. There are no formal mechanisms in place to ensure that at key stages in the investigative process, risk is routinely re-assessed and appropriate action taken to protect the victim. For example, there is no re-assessment on release of a perpetrator from police custody, or when a court date is approaching. However, staff from the PPIU said that risk assessments were re-assessed at trigger points. HMIC spoke to a number of frontline officers who said they would benefit from having more information about domestic abuse victims, perpetrators and locations of offences. This would help them provide a better service, particularly in respect of keeping the victim safe.

The majority of information on victims, perpetrators and incidents, together with information received from the MARAC, is available on police systems. However, particularly in the case of the MARAC, information officers were either not aware of it or did not access it.

There is a lack of clarity about who is dealing with the victims of domestic abuse throughout the investigation and criminal justice process. The role of the PPIU is unclear to many staff, who do not understand the structures and processes within it. The identity of the domestic abuse champions is also not widely known within the contact centre or among frontline officers. Therefore, they are not

being sent routinely to domestic abuse incidents or asked for advice. This means that the skill and expertise of these officers is not being made available to support the victims of domestic abuse and attending officers.

Officers attending incidents are expected to produce a safety plan to reduce risk to victims. This might include re-housing the victim or perpetrator, or ensuring that any future call to an address is treated as an emergency by marking police systems to show this. At the start of police involvement these safety plans are reviewed and updated by the PPIU. Any change in circumstances, for example, when a perpetrator is released from police custody, should mean the risk assessment is reviewed. In such a situation, it is not certain that a safety plan would be reviewed and updated to deal with any changes in risk. It is also not clear – particularly in those cases where the PPIU is not available, or in those cases that have been assessed as standard risk – who has responsibility for doing this or who makes sure a victim is aware that this had happened or is to happen. The PIU deals with standard risk domestic abuse crime as they would any other crime, such as burglaries or vehicle crime. No additional focus is given to incidents of domestic abuse and in particular victim safety and support.

The MARAC process in Surrey is regarded as working well. Both police and partner agencies, including the voluntary sector (for example, Women's Aid and Refuge) refer cases into the MARACs and each is discussed to ensure that risk is being managed by all agencies and information is shared. Co-ordinated Action Against Domestic Abuse (CAADA) has recently analysed the outcomes from the MARAC process. The findings will help the force understand how the process is working and where it can be improved.

All staff, throughout Surrey Police, display a commitment to reducing threat, harm and risk to victims of domestic abuse. Each understands their role in this, although there is a lack of clarity about what the specialist team is responsible for. In addition, there are no minimum standard for how the safer neighbourhood teams (SNTs) across the force should respond to and manage domestic abuse victims on their areas. In some areas, this work is not being done by SNTs because it is not recognised as a priority.

## **Does the force have appropriate systems, processes and understanding to manage domestic abuse and risk to victims in the future?**

The PCC and force are keen to improve services for domestic abuse victims and they are working with partners to do this.

Domestic abuse performance, strategy and delivery of services are discussed at a number of police and multi-agency meetings. The force has a number of plans, either directly focused on domestic abuse or with a domestic abuse element within them. However, at present, the force needs to apply more rigour and improve the implementation process in order to achieve success.

It is not always clear who is responsible for updating victims and re-assessing their risk when perpetrators are released from custody. This could result in a victim being contacted by a number of people or not contacted at all, and the force and partner agencies might not be aware of the victim's increased risk.

The force does not have a clear process to make sure any learning from domestic abuse incidents is understood and that action is taken to improve.

It is essential that victims are updated prior to a perpetrator being released from prison and their levels of risk re-assessed in light of this. There is a lack of clarity about who is responsible for informing a victim of a release; it could be the witness care officers within the criminal justice department, the specialist officers within the PPIU, the IDVAs, outreach workers, or the officer who dealt with the case. This means that some victims may not be updated before a perpetrator is released, and a true understanding of their risk may not be established because the professionals involved may think someone else has done this. In addition, a victim might be contacted by a number of people, which could again be an issue for them. However, if a perpetrator is bailed or released by a court, then the victim should be updated in a timely way, as the force has made a commitment that an officer will attend every court hearing relating to domestic abuse crime. This means that their level of risk should be re-assessed at this critical time.

At the time of inspection, the force did not have a process to manage, or actively police, those serial domestic abuse perpetrators who pose the greatest risk. Frontline officers state that they do not routinely receive information about those perpetrators who are living or visiting their areas. Officers and staff were keen to know who the high-risk perpetrators and victims are in their communities so that they will be able to provide a better service to help keep victims safe. By not being involved in the whole process and by not knowing all the information available about a person or incident, they felt they were just

providing an immediate response to an incident, rather than being fully equipped to give the best service possible.

SNT officers are invited to MARACs and their area inspector sends details of the high-risk cases in their area. However, there is evidence that SNT officers are not consistently made aware of the vulnerable and repeat victims of domestic abuse in their area. There is no electronic system or list of high-risk victims, and knowledge of them is through previous attendance at a domestic abuse incident, or from colleagues. Access to systems which contain details of domestic abuse incidents and the intelligence associated with these is available, however, not all officers were aware of the full range of information that can be accessed, for example details of the involvement of, and actions from, the MARAC. As with other frontline officers, those SNT officers we spoke to during the inspection stated they want to be made aware, on a regular basis, of vulnerable and high-risk victims in their area. These are missed opportunities for the force to equip officers with improved information about those who present the most risk, and those who are at greatest risk in their area.

Where there have been no further calls from victims who have been victims on a number of occasions, there is no mechanism to understand why they have stopped calling. This is a gap for the force, as the reason repeat victims of domestic abuse stop calling is often not because the abuse has stopped.

There are two domestic homicides currently under review. Recommendations from these reviews have action plans which are led by the head of the PPIU. The public protection programme board has oversight of this process (see below). However, while the force states that corporate learning is embedded from these reviews or any other reviews through its own internal communication campaigns, at the time of the inspection the HMIC found no evidence of this.

The PCC's police and crime plan has a number of 'people's priorities', two of which are related to domestic abuse. There are no actual targets in relation to these priorities. The force recognises that its approach to domestic abuse performance management needs to change. It has recently introduced a crime performance board which scrutinises key domestic abuse data, for example the number of repeat victims, arrests and criminal charges. In addition, the board looked at links to other crimes, and the number of DASH risk assessments (at each risk level). By analysing these data, the force is able to understand what the issue is, what this means for the force and what actions it needs to take to reduce the number of repeat victims. These actions are included in the *Domestic Abuse Tactical Plan 2013/14*. While the most important measure for the force, for domestic abuse, is how victims feel about the service, there has been no work at this time which gives the force a good understanding of this.

The force had identified a number of actions it needs to take to improve its response in tackling public protection and safeguarding issues which include domestic abuse. To do this, it has a number of plans which are either directly focused on domestic abuse or they have a domestic abuse element within them. However, at present, the force needs to apply more rigor, oversight and governance to these plans. This, together with a review of the actions within each of the plans, to identify the interdependencies between them, and to assess the risks and priorities associated with each of them, will help ensure that the force achieves success in its ambition to improve the delivery of services to the people of Surrey.

The force had recognised that it needs to have more robust governance and oversight arrangements and so it has recently introduced a public protection programme board. The purpose of this board is to provide strategic leadership and direction for the force's approach to public protection and safeguarding, oversee the delivery of strategic and tactical plans related to public protection and safeguarding, and to support the crime performance board in its oversight of public protection performance.

The force does not have a formalised process that manages perpetrators. Its focus is predominantly on victim support through other agencies. However, the force recognises this as an area for improvement and is developing a process that will focus on managing serial domestic abuse perpetrators and actively policing those who pose the greatest risk to victims. Frontline officers indicated that they are not aware of who the serial perpetrators or repeat victims are in their areas, because, at the time of the inspection, this information was not communicated routinely. Staff and officers said that they would benefit from having this information given to them at the regular briefings they have.

## Recommendations

As a result of this inspection, HMIC has developed recommendations which are designed to tackle any risks identified in the service to victims of domestic abuse. These force-specific recommendations should be considered in conjunction with recommendations to all forces set out in HMIC's national report on domestic abuse.

1. The force should publicise to staff that domestic abuse is a priority, both in terms of investigation (reduction and detection of incidents) and victim safety.
2. The force should publicise the role of the public protection investigation unit in order that all staff understand what it does, and how it can help make victims safer.
3. The force should review the training and guidance currently provided to all staff including enhanced training for those staff within the public protection investigation unit.
4. The force should review the current policy on deployment and attendance at domestic abuse incidents where only one officer is sent. Two officers would enable the separation of parties in order to get a true account of what has happened.
5. The force should review the contact officers and staff have with victims throughout their involvement with the police, to give one single point of contact who is able to update them and ensure that the risk assessment is reviewed at every stage, to avoid fragmentation of service. This should include a process to update and re-assess risk to victims when perpetrators are released from prison.
6. The force should review the mechanism of how information is provided to officers in respect of both victims and those perpetrators assessed as being the greatest risk to victims.
7. The force should set minimum standards, through a mandated policy, of how safer neighbourhood teams across the force should respond and manage domestic abuse victims on their areas.
8. The force should apply more rigor, oversight and accountability in respect of the various domestic abuse and associated action plans.
9. The force should review the actions within each of the plans and identify interdependencies between each plan, and the risks and priorities associated with each of the actions.

10. The force should review the domestic abuse training programme for the force to ensure all staff have an understanding of, and recognise all types of domestic abuse.
11. The force should ensure there is a process by which learning from domestic homicide review, and other learning is embedded in the way the force deals with domestic abuse in the future.

## Glossary

### **Bail conditions**

A court can remand a defendant in custody or grant bail, with or without conditions attached. Before the first court hearing, the police can also retain a defendant in custody or grant bail, with or without conditions attached, but their powers to do so are more limited than the court's. Conditions can only be imposed to ensure that the defendant attends the next court hearing, commits no new offences in the meantime, and does not interfere with any witnesses or obstruct the course of justice.

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### **Body worn camera**

A video camera, worn on the helmet or upper body of an officer, which records visual and audio footage of an incident.

### **CAADA (Co-ordinated Action Against Domestic Abuse)**

CAADA is a national charity supporting a strong multi-agency response to domestic abuse. Its work focuses on saving lives and public money.

CAADA provides practical help to support professionals and organisations working with domestic abuse victims. The aim is to protect the highest risk victims and their children – those at risk of murder or serious harm.

### **CCTV**

Evidence from Closed Circuit Television (CCTV) can be used to support police investigations. It is primarily used for corroborating what is already known in investigating incidents and to trigger further opportunities to carry out investigation, such as the identification of witnesses and suspects.

### **Clare's Law**

Clare's Law – the Domestic Violence Disclosure Scheme – is designed to provide victims with information that may protect them from an abusive situation before it ends in tragedy. The scheme allows the police to disclose information about a partner's previous history of domestic violence or violent acts. The



Domestic Violence Disclosure Scheme is named after Clare Wood who was brutally murdered in 2009 by her former partner George Appleton, who had a record of violence against women.

### **Code of Practice for Victims of Crime**

The Code of Practice for Victims of Crime (the Victims' Code) places a statutory obligation on criminal justice agencies to provide a standard of service to victims of crime or, where the victim died as a result of the criminal conduct, their relatives. The obligations the Victims' Code places on the agencies concerned include that:

- They provide victims, or their relatives, with information about the crime, including about arrests, prosecutions and court decisions;
- They provide information about eligibility for compensation under the Criminal Injuries Compensation Scheme;
- Victims be told about Victim Support and either be referred on to them or offered their service;
- Bereaved relatives be assigned a family liaison police officer; and
- Victims of an offender who receives a sentence of 12 months or more after being convicted of a sexual or violent offence have the opportunity to make representations about what licence conditions or supervision requirements the offender should be subject to on release from prison.

There are enhanced entitlements for victims of the most serious crime which includes domestic violence.

### **Coercive control**

This is term and concept developed by Evan Stark which seeks to explain the range of tactics used by perpetrators and the impact of those on victims. It highlights the on-going nature of the behaviour and the extent to which the actions of the perpetrator control the victim through isolation, intimidation, degradation and micro-regulation of everyday life. Crucially it sets out such abuse can be psychological as well as physical. Coercive control is explicitly covered by the definition of domestic abuse.

## **Control room**

A police control or communications room manages emergency (999) and non-emergency (101) calls, and sending police officers to these calls.

## **Counter-allegation**

Where someone initially identified as the perpetrator makes an allegation against the victim. If counter-allegations are not identified and resolved agencies may be providing services to the perpetrator and inadvertently helping them isolate and control the victim. The victim may not get access to the services they need because they are labelled 'the perpetrator'.

## **Crime Scene Investigator**

Police staff who work alongside uniformed and plain clothed police officers during the investigation of a crime to locate, record and recover evidence from crime scenes.

## **DASH – domestic abuse, stalking and harassment (DASH 2009)**

DASH is a risk identification, assessment and management model adopted by UK police forces and partner agencies in 2009. The aim of the DASH assessment is to help front-line practitioners identify high risk cases of domestic abuse, stalking and so-called honour-based violence.

## **Domestic Homicide Review**

Local areas are expected to undertake a multi-agency review following a domestic homicide. The process aims to assist all those involved, to identify the lessons that can be learned from homicides where a person is killed as a result of domestic violence, with a view to preventing future homicides and violence.

## **Domestic Violence Prevention Notices (DVPN)**

A DVPN is the initial notice issued by the police to provide emergency protection to an individual believed to be the victim of domestic violence.

This notice, which must be authorised by a police superintendent, contains prohibitions that effectively bar the suspected perpetrator from returning to the victim's home or otherwise contacting the victim.

A DVPN may be issued to a person aged 18 years and over if the police superintendent has reasonable grounds for believing that:

- the individual has been violent towards, or
- has threatened violence towards an associated person, and
- the DVPN is necessary to protect that person from violence or a threat of violence by the intended recipient of the DVPN

### **Female Genital Mutilation (FGM)**

Female genital mutilation (sometimes referred to as female circumcision) refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. The practice is illegal in the UK.

### **Frontline**

These are police officers or police staff who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law. The HMIC publication, *Policing in Austerity: Rising to the Challenge* (2013) sets this out in more detail.

### **Golden hour**

Commonly used to refer to the time after a crime has been committed during which there is maximum potential for recovery of forensic evidence

### **Harassment**

The term harassment is used to cover the 'causing alarm or distress' offences under section 2 of the Protection from Harassment Act 1997 as amended (PHA), and 'putting people in fear of violence' offences under section 4 of the PHA.

## **House-to- house**

House-to-house enquiries are likely to feature in many investigations to: identify suspects and canvas for witnesses in areas connected to an incident, establish who lives or works in a particular location, and obtain an account of their movements during relevant times.

## **High risk**

Term used when, following a DASH risk assessment, there are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious. Risk of serious harm (Home Office 2002 and OASys 2006): 'A risk which is life threatening and/or traumatic, and from which recovery, whether physical or psychological, can be expected to be difficult or impossible'.

## **IDVA – independent domestic violence adviser**

Independent domestic violence advisers or advocates (IDVAs) are trained specialists who provide a service to victims at high risk of harm from intimate partners, ex-partners or family members, with the aim of securing their safety and the safety of their children. Serving as a victim's primary point of contact, IDVAs normally work with their clients from the point of crisis, to assess the level of risk, discuss the range of suitable options and develop safety plans.

## **Incident**

When a member of the public calls for police assistance, or a police officer observes or discovers a crime the police usually create an incident record. This is the first step, the police will then decide whether a crime has been committed and, if it is appropriate, create a crime record.

## **Intimate Partner Violence**

This describes physical, sexual, or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or same-sex couples and does not require sexual intimacy.

## **MARAC (Multi-Agency Risk Assessment Conference)**

MARACs are regular local meetings where information about high risk domestic abuse victims (those at risk of murder or serious harm) is shared between local agencies. By bringing all agencies together at a MARAC, and ensuring that whenever possible the voice of the victim is represented by the IDVA, a risk focused, co-ordinated safety plan can be drawn up to support the victim. There are currently over 270 MARACs operating across England, Wales, Scotland and Northern Ireland managing more than 64,000 cases a year.

## **MASH – Multi Agency Safeguarding Hub**

A Multi Agency Safeguarding Hub (MASH) brings together staff from police and partner agencies who work from the same location, sharing information and ensuring a timely and joined-up response to protect children and vulnerable adults.

## **Medium risk**

Term used when following a DASH risk assessment there are identifiable indicators of risk of serious harm. The offender has the potential to cause serious harm but is unlikely to do so unless there is a change in circumstances, for example, failure to take medication, loss of accommodation, relationship breakdown, drug or alcohol misuse.

## **National Domestic Abuse helpline**

A Freephone 24 Hour National Domestic Violence Helpline, run in partnership between Women's Aid and Refuge, is a national service for women experiencing domestic violence, their family, friends, colleagues and others calling on their behalf.

The Helpline can give support, help and information over the telephone, wherever the caller might be in the country. The Helpline is staffed 24 hours a day by fully trained female helpline support workers and volunteers. All calls are completely confidential. Translation facilities for callers whose first language is not English, and a service for callers who are deaf or hard of hearing are available.

## Partnership

A term used where collaborative working is established between the police and other public, private or voluntary organisations.

## Police and Criminal Evidence Act 1984 (PACE)

The Police and Criminal Evidence Act 1984 and the PACE codes of practice provide the core framework of police powers and safeguards around stop and search, arrest, detention, investigation, identification and interviewing detainees.

[www.gov.uk/government/collections/police-and-criminal-evidence-act-1984-pace-current-versions](http://www.gov.uk/government/collections/police-and-criminal-evidence-act-1984-pace-current-versions)

## Positive action

The term refers to the steps and action taken at all stages of the police response to ensure effective protection of victims and children, while allowing the criminal justice system to hold the offender to account. It is often used in the context of arrest policy, police guidance states that “arrest will normally be ‘necessary’ under the terms of PACE to protect a child or vulnerable person, prevent the suspect causing injury and/or to allow for the prompt and effective investigation of the offence”.

## Problem-solving

Problem-solving is a term used in policing where forces systematically identify and analyse crime and disorder problems, develop specific responses to individual problems and subsequently assess whether the response has been successful.

## Refuge

A refuge is a safe house where women and children who are experiencing domestic violence can stay free from abuse. Refuge addresses (and sometimes telephone numbers) are confidential. According to Women’s Aid on a typical day, **over 7000 women and children** are resident in refuge accommodation in England

## **Risk assessment**

A risk assessment is based on structured professional judgment. It provides structure and informs decisions that are already being made. It is only a guide/checklist and should not be seen as a scientific predictive solution. Its completion is intended to assist officers in the decision-making process on appropriate levels of intervention for victims of domestic violence.

## **Safeguarding**

The term safeguarding is applied when protecting children and other vulnerable people. The UK Government has defined the term 'safeguarding children' as: *"The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully."*

## **Sexual Assault Referral Centre (SARC)**

SARCs are specialist medical and forensic services for anyone who has been raped or sexually assaulted.

They aim to be a one-stop service, providing the following under one roof: medical care and forensic examination following assault/rape and, in some locations, sexual health services.

## **Standard Risk**

Term used following a DASH risk assessment where current evidence does not indicate likelihood of causing serious harm.

## **Victim Personal Statement**

The Victim Personal Statement (VPS) gives victims an opportunity to describe the wider effects of the crime upon them, express their concerns and indicate whether or not they require any support.

Provisions relating to the making of a VPS and its use in criminal proceedings are included in the Code of Practice for Victims of Crime (Victims' Code), which was published on 29 October 2013 and came into force on 10 December 2013.

## **Vulnerable**

A term used to describe a person who is in need of special care, support, or protection because of age, disability, or risk of abuse or neglect.

## **What Works Centre for Crime Reduction**

The What Works Centre for Crime Reduction is hosted by the College of Policing. The What Works Centre for Crime Reduction will: review research on practices and interventions to reduce crime, label the evidence base in terms of quality, cost and impact, and provide police and crime commissioners and other crime reduction partners with the knowledge, tools and guidance to help them target their resources more effectively.

It will be led by a core team from the College of Policing, and supported by a "commissioned partnership programme" which has been jointly funded by the College and the Economic and Social Research Council.





Communities Select Committee  
19 May 2014

**RENEW CONTRACT ARRANGEMENTS FOR SPECIALIST  
RESCUE AND CONTINGENCY CREWING**

**Purpose of the report:** Scrutiny of Services and Budgets/Performance Management/Policy Development and Review

In 2012, Surrey Fire and Rescue Service (SFRS) entered into a pilot contract with a private contractor to secure the provision of specialist rescue and contingency crewing capacity. Communities Select Committee is asked to scrutinise the evaluation of the pilot contract, and consider the proposal to renew the contract with a broadened scope.

**Introduction:**

1. Surrey Fire and Rescue Authority (SFRA) must provide contingency cover for Industrial Action, according to the Fire and Rescue Services Act 2004, National Framework and Civil Contingencies Act 2004.
2. In 2012, Surrey Fire and Rescue Service (SFRS) entered into a contract with a private provider for specialist rescue on a day-to-day basis, and contingency crewing, run as a pilot (for proof of an innovative concept). The pilot has been extended until 31 March 2015.
3. This paper includes a review of the pilot scheme, as announced to Cabinet previously (October 2013), and explores options on how to proceed.
4. SFRS propose to commence a full tender process for a long term contract for the provision of this service and for the possibility to extend the full use of capabilities to obtain better value for money and to develop new ways of working.

**Background:**

5. Sir Ken Knight's national review of efficiencies and operations in fire and rescue authorities in England ('Facing the Future', 2013) recognised that fire and rescue services are facing a changing demand, so they must adapt to provide more effective and efficient

services. In particular the review identified that the biggest opportunities lie in wider transformative structural and collaborative approaches, requiring ambition and leadership to achieve. SFRA are refreshing the current Public Safety Plan setting out their longer term vision against the changing environment and national and local demands. This will be presented as the Public Safety Plan (PSP) 2015-2025.

6. The increasing financial pressures faced by public services emphasise the need to consider alternative models of delivery and operation to support the broadening range of activities delivered by fire and rescue services. The PSP 2015-2025 will set out a framework within which alternative models for service delivery are evaluated and recommended.
7. In addition to strategic challenges that require SFRS to consider alternative ways of working, SFRS also need to meet the service requirement under the Fire and Rescue Services Act 2004, National Framework and Civil Contingencies Act 2004 for the provision of contingency crewing during industrial action or due to degradation of capability (for example, Pandemic Flu).
8. In October 2012, Surrey County Council Cabinet approved for SFRS to enter a contract (as a pilot scheme) to provide contingency crewing and other rescue capabilities to support SFRS to meet their special rescue requirements for example surface and sub-surface water rescue/recovery, high level working, cave or other confined space rescue. A Surrey-based contractor was identified and since December 2012, SFRS have had a contract in place for the provision of contingency crewing and specialist rescue delivery on a day to day basis, until 31 March 2015 when the contract, extended, ends.

#### **Evaluation of pilot scheme**

9. Surrey County Council first contracted the services of a private company ('the incumbent supplier') on 1 December 2012.
10. The initial pilot was intended to run for one year with the ability to extend. In October 2013, Cabinet approved the extension of the contract until 31 March 2015. The incumbent supplier provides support to SFRS at all times when the Service is unable to fully crew appliances such as during industrial action, or to assist with specific incident types including:
  - Persons requiring water or underwater rescue or recovery
  - Persons missing or trapped underground
  - Persons trapped or protesting/threatening suicide at height
  - Persons trapped or missing in collapsed structures
  - With an additional resource of a helicopter which provided daily critical aerial reconnaissance during the recent flooding period.

11. There are a number of services and capabilities provided by the incumbent supplier that have developed outside of the original specification e.g.
  - Co-responding (with vehicles supplied by SFRS) – providing support for South East Coast Ambulance Service in Surrey (a fire-fighter when first to arrive at an incident can administer first aid including the use of a defibrillator, in the absence of a Paramedic).
  - Incidents on or near water training which was procured.
  - Chainsaw operation.
12. 15 personnel of the incumbent supplier received initial recruit fire-fighter training over 14 weeks, which they all passed to a highly competent level. Further, personnel of the incumbent supplier underwent training on specialist SFRS vehicles. Employees of the incumbent supplier are trained to the same standards as SFRS operational staff with ongoing competency based assessment and training using the systems in place for SFRS staff. This enables a full range of fire and rescue service operations to be undertaken as a direct force replacement when it is required albeit in reduced volume.
13. The specialist rescue capability that is supplied through the contract consists of one crew of five personnel available on an immediate response basis on weekdays from 08:00 – 17:00 hours, with the same capability available on a one hour delay at all other times. Additionally other crews are available on request and the whole of the incumbent supplier’s capability can be brought up to immediate readiness at any time with just a few hours’ notice.
14. This provision of staff, vehicles and equipment (capability) for Fire and Rescue in accordance with Surrey competency standards plus specialist rescue operations is a unique model which gives both flexibility in how capability is drawn together and the ability to rapidly change the focus and priority of the rescue effect required as the situation changes.
15. The incumbent supplier’s services provided during the contract period are listed below:

|   |  |                  |                                 |
|---|--|------------------|---------------------------------|
| Flooding Major Incident<br>Dec 2013 – Feb 2014  | 1215 persons rescued by SFRS and assisting Fire and Rescue services<br><b>119 persons rescued by the incumbent supplier</b><br>233 rescued by others e.g. military |                  |                                 |
| Incumbent supplier’s use for specialist rescue at times outside of Industrial Action<br>Apr 2013 – Mar 2014 | 115 incidents (attended on water rescues)  |                  |                                 |
| Traditional Fire and Rescue duties – undertaken during Industrial Action<br>Sep 2013 – Jan 2014             | Number of appliances on strike days:<br><b><i>Mixed crewing on all appliances</i></b>  |                  |                                 |
|   | Date   | SFRS appliances* | Personnel of incumbent supplier |
|   | 25/09/13   | 12               | 11                              |
|   | 01/11/13   | 10               | 13                              |

|  |                                 |    |    |
|--|---------------------------------|----|----|
|  | 04/11/13                        | 8  | 11 |
|  | 13/11/13                        | 12 | 11 |
|  | 13/12/13                        | 12 | 10 |
|  | 14/12/13                        | 8  | 10 |
|  | 31/12/13                        | 8  | 10 |
|  | 03/01/14                        | 11 | 13 |
|  | * SFRS providing all appliances |    |    |

16. The SFRS's use of the incumbent supplier during industrial action has varied from the concept that was described in the contract, with SFRS officers now commanding fire appliances that were crewed with the incumbent supplier's personnel, clearly this increased the effect achieved on strike days.
17. SFRS continuity arrangements require a minimum of six appliances available in the event of Industrial Action. The table above shows the number of operational appliances during each strike action. This varied from eight to twelve appliances, with an average of ten.
18. On each of the eight strike days (listed above) SFRS had in total between 45 and 55 crewing staff comprising a mix of Flexi Officers, Retained Duty System personnel and commercially contracted fire-fighters available for emergency cover. The incumbent supplier was able to provide a secure and planned availability for the hours of industrial action enabling on average an additional three operational appliances through the use of their staff. Having compared the contractual requirements against what has been delivered at each day of industrial action by the incumbent supplier, the level of cover has exceeded the contractual requirements.
19. By entering into the contract, the Fire Authority was able to comply with its obligations and requirements as set out in paragraphs 62-64 governing Fire and Rescue Authorities to ensure business continuity in the case of an emergency.
20. With their specialist skills the incumbent supplier provided full support and equipment throughout the recent flooding major incidents within Surrey and carried out numerous rescues and evacuations saving lives.
21. Since the beginning of the pilot the trend for use of the incumbent supplier has significantly increased as SFRS Officers gain confidence in the incumbent supplier's ability and cultural difficulties are starting to be overcome.

## Conclusion

22. The pilot contract has worked successfully and SFRS are looking to continue to have contingency crewing and specialist rescue capabilities in place, provided through a contract.

23. The contract in its present form is a new concept and it was recommended that this innovative approach offered the potential to explore income generating possibilities for the future and new ways of working. To date this has not been fully explored therefore it needs to be part of the scope and specification of a new contract.

## Options

### **Option 1: Cease current contract**

24. It is a statutory requirement, under the Fire and Rescue Services Act 2004 and Civil Contingencies Act 2004 for SFRS to provide contingency crewing insofar as is reasonably practicable.
25. The Fire and Rescue National Framework for England published by the Department for Communities and Local Government (DCLG) on 11 July 2012 states that all Fire and Rescue Authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks: such business continuity plans should not be developed on the basis of Armed Forces assistance being available.
26. Ceasing the contract would result in SFRA not meeting its statutory requirements.
27. **This option is not recommended, due to legal implications.**

### **Option 2: Continuing with current provision**

28. In 2012, a waiver was issued to establish a pilot contract for specialist and contingency crewing for SFRS, which meant that a full tender process was not needed.
29. The arrangement with the incumbent supplier could be continued to deliver current services (contingency crewing, specialist rescue). By maintaining the status quo, SFRA would meet its legal obligations for contingency cover but would not realise any benefits of a full competitive tender process or achieve the planned Medium Term Financial Plan (MTFP) savings.
30. Whilst a budget provision has been made for the cost of the contract, this option would mean that it is not possible to achieve the planned efficiency savings from 2015/16 leading to an annual £650,000 pressure against the budget.
31. **This option is not recommended, due to financial implications.**

### **Option 3: Broadening the contract scope**

32. SFRS could seek to tender a contract that continues the provision of contingency crewing and specialist rescue services, but also allows the development of innovative ways of working to create MTFP savings.

33. It is possible that S.E. Business Services Ltd may respond to the tender. S.E. Business Services was created in June 2013 by the County Council and is a wholly owned Local Authority Trading Company. The company has recently entered into a contract to provide contingency fire services. The decision to respond to the tender will be a commercial decision taken by the Directors of the company. In recognition that this may be a possibility, the procurement process will be carefully managed to avoid any potential conflict of interest.
34. The MTFP has been based upon this option. Following the tender exercise, provided that the cost of the new contract can be contained within the allowed budget, and, it is possible for the planned efficiency savings to be achieved, this option enables the service to meet the assumptions built into the MTFP. The cost of the new contract cannot be stipulated with full certainty at this point, as there is no comparable set up in the country to test the market or benchmark costs. Further the tender process will shine further light on the likely cost based on tender negotiations and establishing detailed contractual specifications. The cost and savings assumed in the MTFP are based on the previous experiences with the pilot period, and the predictions of what future savings might be achieved from SFRS's experience. See Part 2 for further details.
35. **This option is recommended, as it delivers value for money, covers legal requirements and supports the service's strategic direction of travel.**
36. SFRS are recommending Cabinet to approve option 3 (to broaden the scope of the existing contract and commence the tendering process) funded through the development of mainstream savings and integrating the use of contingency contract's capacities and capabilities (see Part 2 for details).

|                       |
|-----------------------|
| <b>Tender Process</b> |
|-----------------------|

37. The contract must meet following criteria:

|   |  |
|---|--|
| Strategic objectives and operational requirement of the service | <ul style="list-style-type: none"> <li>• Implementation of transformation agenda: SFRS is responsive to changing demands, uses different partnerships to assist in the delivery of change, efficiency and innovation.</li> <li>• Ensure the service business continuity arrangements are maintained through business continuity planning and assurance.</li> <li>• Contractor shares SFRS values and meets its standards and community's expectations of fire and rescue services</li> </ul> |
| Value for Money   | <ul style="list-style-type: none"> <li>• Benefits derived from competitive bidding for contract</li> <li>• Robust contract management to ensure contractor's performance adheres to agreed levels</li> <li>• Include new ways of service delivery that save SFRS money / generate income</li> </ul>  |
| Flexibility   | <ul style="list-style-type: none"> <li>• Contract must be able to grow to meet the strategic needs of the fire service for the period of the contract</li> </ul>   |

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|                    |   |
|--------------------|---|
|                    | <p>term.</p> <ul style="list-style-type: none"> <li>• Contract must include the appropriate break clauses with a clearly defined exit strategy within the contract.</li> <li>• Contract must include an option for the supplier to consider any joint venture, joint venture contract or other corporate vehicle that the Service may choose to enter into</li> </ul> |
| Legal requirements | <ul style="list-style-type: none"> <li>• Cover the requirements to the service (Fire &amp; Rescue Services Act 2004, National Framework and Civil Contingencies Act 2004)</li> <li>• Ensures the set up and delivery complies with the current legal framework.</li> </ul>  |

38. The tendering process and outcome must:

- Ensure stakeholder engagement and support for the delivery and implementation of the project through a fair, equitable and transparent process.
- Ensure the provider will strengthen public confidence in SCC and SFRS reputation and brand by delivering improved services whilst meeting the SCC and SFRS strategic aims and vision.
- Plan for contractor and SFRS cooperation (equipment, training, relationship between SFRS and contractor staff).
- Ensure that all Equalities and Diversity considerations have been fully explored and requirements met.

39. The exact length of the contract will be determined during the tender process; however it is likely to be a five year contract with the option to extend by two years. The aim is that at the end of the tendering process, SFRS will have a long term partner to work with to meet its aims and objectives to deliver a sustainable service with different and challenging ways of working.

**Conclusions:**

40. The pilot contract has worked successfully and SFRS are looking to continue to have contingency crewing and specialist rescue capabilities in place, provided through a contract. SFRS have identified and need to further explore additional opportunities to increase value for money and improve service delivery through broadening the contract.

**Recommendations:**

41. The recommended option is to commence a full tendering process to renew the contract for contingency crewing and specialist capabilities, while also broadening the contract scope to include new innovative ways of working.

42. Adopting the proposal would secure the following benefits:

- SFRA remains compliant with legal requirements (Fire and Rescue Services Act 2004, National Framework and Civil Contingencies Act 2004).
- SFRS could develop opportunities for the supply of specialist rescue capability to / with partners.
- This move assists progress on the SFRS's transformation agenda, and by broadening the contract scope would meet the increasing financial pressures and create a partnership to deliver new and innovative ways of working to the benefit of all Surrey residents.

43. It is hence recommended that the Communities Select Committee endorses the proposal to be presented to Cabinet on 27 May 2014.

|                    |
|--------------------|
| <b>Next steps:</b> |
|--------------------|

On 27 May 2014, Cabinet decides on SFRS's proposal to renew the contract with a broadened scope. Should the proposal be approved, SCC Procurement will commence the tendering process:

- 2 June 2014 – publish advertisement for tender
- 15 December 2014 – Recommendation to appoint contract presented to Cabinet

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**Sources/background papers:**

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Fire and Rescue National Framework for England. July 2012
- SCC Cabinet Paper (23 October 2012) Surrey Fire and Rescue Service Specialist Rescue and Contingency Capability
- SCC Cabinet Paper (26 November 2013) Specialist Rescue and Contingency Crewing extension



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