

Cabinet

**Date & time**

Tuesday, 24 March
2015 at 2.00 pm

Place

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

Contact

Vicky Hibbert or Anne
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Chief Executive

David McNulty

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Cabinet Members: Mr David Hodge, Mr Peter Martin, Mrs Mary Angell, Mrs Helyn Clack, Mr Mel Few, Mr John Furey, Mr Mike Goodman, Mr Michael Gosling, Mrs Linda Kemeny and Ms Denise Le Gal

Cabinet Associates: Mr Steve Cosser, Mrs Clare Curran, Mrs Kay Hammond and Mr Tony Samuels

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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 Vicky Hibbert or Anne Gowing on 020 8541 9229 or 020 8541 9938.

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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 24 FEBRUARY 2015 AND 10 MARCH 2015

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

3 DECLARATIONS OF INTEREST

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

Notes:

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

4a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (*18 March 2015*).

4b Public Questions

The deadline for public questions is seven days before the meeting (*17 March 2015*).

4c Petitions

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

4d Representations received on reports to be considered in private

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

5 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL (Pages 1 - 8)

- (i) Recommendations from Council Overview and Scrutiny Committee relating to the Carbon and Energy Policy 2015 to 2019 (on the Cabinet agenda for consideration at item 8).
- (ii) Recommendations from Council Overview and Scrutiny Committee relating to Budget Monitoring.
- (iii) Recommendations from Council Overview and Scrutiny Committee relating to the Digital Transformation Progress Update.

6 MEDIUM TERM FINANCIAL PLAN 2015 - 2020 (Pages 9 - 532)

The Cabinet approved the council's corporate strategy for the period 2015 to 2020 at its meeting on 3 February 2015. This paper proposes the supporting strategies from individual services showing the goals and actions that services will deliver in 2015/16.

Full County Council set its budget envelope and council tax precept for the 2015/16 financial year on 10 February 2015. At the same meeting, it approved indicative budgets for the following four years, 2016/17 to 2019/20 and refreshed the Council's Corporate Strategy 2015-20. Since then, there have been a number of changes to government grants following the Final Local Government Settlement leading to budget changes. This report details these changes and presents the detailed service revenue and capital budgets for 2015/16, including fees and charges, and indicative budgets for the following four financial years.

This paper reports on the Equality Impact Assessments that support the changes in service budgets.

After approval by Cabinet, the council will publish the detailed budgets as the Medium Term Financial Plan (MTFP) 2015-20 on its website. This will enable users – budget managers and residents - to either view budget details interactively on-line, or request a hard copy of relevant sections.

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

7 FINANCE AND BUDGET MONITORING REPORT FOR FEBRUARY 2015 (Pages 533 - 536)

The Council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. This report presents the Council's financial position at the end of February 2015 (eleventh month).

The details of this financial position are covered in the Annex to this report.

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

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

8 CARBON AND ENERGY POLICY 2015 - 2019

(Pages
537 -
570)

This report sets out the County Council's Carbon and Energy policy for 2015 to 2019, which builds on the Council's existing policy framework.

The policy sets out the County Council's ambition to be a resilient and low carbon council in the most cost effective way, whilst enhancing the wider benefits to Surrey's economy and environment.

The policy will enable the Council to reduce its carbon emissions, manage energy costs and become more resilient in times of volatile global energy markets, whilst meeting our energy needs in buildings, streetlighting and the Council's fleet and business travel.

The Council has a number of statutory duties that it is obliged to carry out in respect of carbon and energy.

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

9 SURREY TRANSPORT PLAN - BOROUGH / DISTRICT LOCAL TRANSPORT STRATEGIES AND FORWARD PROGRAMMES (TRANCHE 1 AND 2)

(Pages
571 -
584)

This paper presents the outcomes of the development of 8 Local Transport Strategies and Forward Programmes (LTS & FP). It makes recommendations that the Cabinet endorses the Local Transport Strategies and Forward Programmes as part of the Surrey Transport Plan, for ratification by full Council.

The County Council is producing Local Transport Strategies and Forward Programmes for each District and Borough in the county. The purpose of these strategies is to support the growth set out within District and Borough Local Plans and provide a programme of transport infrastructure required to deliver this growth. The strategies also provide an evidence base for future funding bids.

The strategies have been produced in tranches. Tranche 1 and 2 have been completed and are the subject of this paper. Tranche 3 comprises strategies for the three remaining Districts and Boroughs (Waverley, Runnymede, Guildford). These will be produced as and when the relevant Local Plans are developed. This will ensure that the strategies capture the outcomes of the Local Plans and address their development aspirations.

The strategies are 'live documents' which will be updated at regular intervals to ensure they remain relevant and current. On approval, they will become part of the Surrey Transport Plan.

The strategies provide a commentary on the transport provision and transport problems in each District or Borough and provide possible solutions to the identified problems. The forward programmes seek to address the problems identified in the main documents of each strategy and mitigate the impact of future growth on the transport network.

Cabinet is asked to endorse the first and second tranche of the Local

Transport Strategies and Forward Programmes for ratification by full Council, which comprises 8 Districts and Boroughs.

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

- 10 CHILDCARE SUFFICIENCY ASSESSMENT (CSA)** (Pages 585 - 624)
- This paper asks for the Cabinet to note the content of the report on the sufficiency of childcare and early education places for children under five years, and for school aged children.
- [The decisions on this item can be called in by the Children and Education Select Committee]*
- 11 ST FRANCIS CATHOLIC PRIMARY SCHOOL, CATERHAM** (Pages 625 - 628)
- To approve the Business Case for the expansion of St Francis Catholic Primary School from a 1.5 form of entry primary (315 places) to a 2 form of entry primary (420 places) creating 105 additional places in Caterham to help meet the basic need requirements in the Caterham area from September 2016.
- N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 16.
- [The decisions on this item can be called in by either Council Overview and Scrutiny Committee or the Children and Education Select Committee]*
- 12 THE GREVILLE PRIMARY SCHOOL, ASHTEAD** (Pages 629 - 632)
- To approve the Business Case for the expansion of The Greville Primary School. The school currently provides 90 infant places (Key stage 1) and 360 junior places (Key Stage 2) to give a total of 450 primary places. The expansion will increase infant places (Key stage 1) to 180 and increase junior places (key stage 2) to 480 to give a total of 660 primary places. This creates 210 additional primary places in Ashtead to help meet the basic need requirements in the area from September 2015.
- N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 17.
- [The decisions on this item can be called in by either Council Overview and Scrutiny Committee or the Children and Education Select Committee]*
- 13 MANBY LODGE INFANT SCHOOL, WEYBRIDGE** (Pages 633 - 638)
- To approve the Business Case for the expansion of Manby Lodge Infant School from a 2 form of entry infant (180 places) to a 3 form of entry infant (270 places) creating 90 additional places in Weybridge to help meet the basic need requirements in the Weybridge area from September 2016. This would be a major, phased building project which involves demolition and rebuilding of the oldest part of the school.

N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 18.

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

14 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING (Pages 639 - 642)

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

15 EXCLUSION OF THE PUBLIC

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

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

16 ST FRANCIS CATHOLIC PRIMARY SCHOOL, CATERHAM (Pages 643 - 648)

This is a part 2 annex relating to item 11.

Exempt: Not for publication under Paragraph 3

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

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

17 THE GREVILLE PRIMARY SCHOOL, ASHTEAD (Pages 649 - 656)

This is a part 2 annex relating to item 12.

Exempt: Not for publication under Paragraph 3

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

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

18 MANBY LODGE INFANT SCHOOL, WEYBRIDGE (Pages 657 - 662)

This is a part 2 annex relating to item 13.

Exempt: Not for publication under Paragraph 3

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

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

19 PROPERTY TRANSACTIONS (Pages 663 - 682)

Property Acquisition

Exempt: Not for publication under Paragraph 3

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

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

20 PUBLICITY FOR PART 2 ITEMS

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

David McNulty
Chief Executive
Monday, 16 March 2015

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

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

Please note:

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

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

COUNCIL OVERVIEW & SCRUTINY COMMITTEE

Item under consideration: Carbon and Energy Policy from 2015 to 2019

Date Considered: 29 January 2015

- 1 At its meeting on 29 January 2015 the Council Overview & Scrutiny Committee considered the Carbon and Energy Policy 2015 - 2019.
- 2 The Committee considered the emerging Carbon and Energy Policy, ahead of its presentation to Cabinet on 24 March 2015.
- 3 The Committee were informed that Surrey's annual carbon emissions had reduced by 12% (9% with weather correction) since 2010. The target for 2019 was to reduce carbon emissions by a further 10%.
- 4 Overall, the Council Overview & Scrutiny Committee were satisfied to endorse the policy and made the following recommendations:

Recommendations:

That

- (a) the Cabinet reviews the targets set out in the Carbon & Energy Policy to ensure they are appropriately ambitious, and then adopts the policy.
- (b) the Council carries out a staff awareness campaign to highlight the costs and CO2 emissions associated with current energy use and encourage the efficient use of energy.

Nick Skellett
Chairman of Council Overview and Scrutiny Committee

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COUNCIL OVERVIEW & SCRUTINY COMMITTEE

Item under consideration: BUDGET MONITORING

Date Considered: 4 March 2015

- 1 In September 2014 each of the Council's Select Committees established a time-limited performance & finance sub-group to undertake scrutiny of current services and costs and make recommendations to help the Council meet its savings targets.
- 2 On 29 January 2015 the COSC Performance & Finance Sub Group considered the findings and conclusions of the Select Committee Sub-Groups and put to Cabinet a series of recommendations, as set out at Annex 1 to this report.
- 3 On 4 March 2015, the Committee received a verbal response from the Deputy Chief Finance Officer on the recommendations put to Cabinet. The Committee considered the response, and agreed to restate the following recommendations, with particular emphasis on the section in bold:

(b) That a Resource Allocation Rate of 75% be applied to the Friends, Family & Community Support programme in order to maximise the chances of exceeding the required full-year savings of 20%.

and

(h) That any reduction in the number of Children's Centres required to achieve the Early Years Service savings be not in **an area of significant deprivation or where necessary support is provided.**

Nick Skellett

Chairman of the Council Overview & Scrutiny Committee

Recommendations from the Council Overview and Scrutiny Committee considered by the Cabinet at its meeting on 3 February 2015

- a. That consideration be given to the Decision Making Accountability Model of Organisational Redesign process, promoted by the LGA.

Adult Social Care

- b. That a Resource Allocation Rate of 75% be applied to the Friends, Family & Community Support programme in order to maximise the chances of exceeding the required full-year savings of 20%.
- c. That consideration be given to securing more Continuing Healthcare support for affected clients to reduce social care costs.

Business Services

- d. That consideration be given to further reducing the assumption regarding utilities inflation.
- e. That a further reassessment be carried out regarding the contribution to the self insurance fund to determine whether a further reduction could be made.

Children, Schools & Families

- f. That the investigation into Special Educational Needs and Disabilities (SEND) transport costs be accelerated so that some of the benefit (for example through the use of personal budgets) can be achieved within the latter part of 2015/16.
- g. That the Cabinet review current policy and practice to ensure that the School Expansion Programme maximises its use of funds available through Section 106 agreements, Community Infrastructure Levies (CIL) and other related planning and development means.
- h. That any reduction in the number of Children's Centres required to achieve the Early Years Service savings be not in an area of significant deprivation or where necessary support is provided.
- i. That the Cabinet examine whether further savings can be obtained by 'effective commissioning' so that there is some scope for reconsidering the savings in Early Years and Services for Young People.
- j. That the Council should continue to hold a ring-fenced reserve in 2015/16 to meet possible further pressures in Children's Services such as increases in Child Protection referrals.

Environment & Infrastructure

- k. That any savings proposed for highway winter maintenance be reconsidered on the grounds of public safety.
- l. That any significant reduction in the Local Highway Revenue budget be reconsidered, as this will affect our ability locally to respond to ongoing residents' concerns over the state of local roads, drainage and environmental problems.

Nick Skellett

Chairman of the Council Overview & Scrutiny Committee

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COUNCIL OVERVIEW & SCRUTINY COMMITTEE

Item under consideration: DIGITAL TRANSFORMATION PROGRESS UPDATE

Date Considered: 4 March 2015

- 1 At its meeting on 4 March 2015, the Council Overview & Scrutiny Committee considered a progress report on the Council's Digital Transformation Programme.
- 2 The Committee noted progress against the programme's exemplar projects, with particular focus on the Adult Social Care vulnerable adult's list and the Customer Management System.
- 3 The Committee congratulated the team on the progress they had made to date and noted that the new systems had features that would ensure emergency services officers could identify vulnerable adults before reaching a location.
- 4 Members felt strongly that partners including the Districts and Boroughs and NHS should make data available for use within the system and therefore **recommends**, that:

the Cabinet Member for Business Services works with the Leader of the Council and partner organisations to encourage all relevant partners and stakeholders to share data for use within the systems.

Mr Nick Skellett
Chairman of the Council Overview & Scrutiny Committee

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SURREY COUNTY COUNCIL**CABINET****DATE: 24 MARCH 2015****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: MEDIUM TERM FINANCIAL PLAN 2015 TO 2020****SUMMARY OF ISSUE:**

The Cabinet approved the council's corporate strategy for the period 2015 to 2020 at its meeting on 3 February 2015. This paper proposes the supporting strategies from individual services showing the goals and actions that services will deliver in 2015/16.

The full County Council meeting set the budget envelope and council tax precept for the 2015/16 financial year on 10 February 2015. At the same meeting, it approved indicative budgets for the following four years, 2016/17 to 2019/20 and refreshed the Council's Corporate Strategy 2015-20. Since then, there have been a number of changes to Government grants following the final Local Government Settlement leading to budget changes. This report details these changes and presents the detailed service revenue and capital budgets for 2015/16, including fees and charges, and indicative budgets for the following four financial years.

This paper reports on the Equality Impact Assessments that support the changes in service budgets.

After approval by Cabinet, the Council will publish the detailed budgets as the Medium Term Financial Plan (MTFP) 2015-20 on its website. This will enable users – budget managers and residents - to either view budget details interactively on-line, or request a hard copy of relevant sections.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. approves the 2015/16 service strategies that will deliver the Corporate Strategy 2015-20 (Annex 1);
2. approves the detailed service revenue and capital budgets for the years 2015/16 and indicative budgets for 2016-20 including amendments resulting from the final Local Government Financial Settlement and other Government funding changes announced since 10 February 2015 (Annex 1);
3. approves the match funding of the Brooklands Motor Museum contribution totalling £225,000 over five years (paragraph 18);
4. approves the initiative to increase volunteering from the New Models of Delivery Budget, costing £75,000 in 2015/16 and also in 2016/17 (paragraph

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- 19);
5. approves the publication of the service revenue and capital budgets as the Medium Term Financial Plan 2015-20;
 6. endorses the fees & charges approved under delegated powers and approves other fee and charge proposals (Annex 2);
 7. notes the Equality Impact Assessment of the savings proposals within the directorate and service budgets (Annex 3).

REASON FOR RECOMMENDATIONS:

The 2015–20 MTFP is a five year budget that is aligned to the Corporate Strategy. It reflects assumptions about the current local and national financial, economic and political environment. The setting of a five year budget is a key element of the Council's multi-year approach to financial management. Regular reporting through the year will enable progress to be effectively tracked and managed.

The Corporate Strategy 2015-20 sets out the Council's key strategic goals of wellbeing, economic prosperity and residents' experience. The service strategies provide the detail on the goals and actions to achieve these strategic goals.

DETAILS:

Corporate and service strategies

1. The Cabinet endorsed the Council's five year strategy – *Confident in Surrey's future* – at its meeting on the 3 February 2015. To support the strategic goals within the strategy - wellbeing, economic prosperity and residents' experience, each of the Council's services has produced a single page for inclusion in the MTFP which sets out its purpose, challenges, key actions and budget summary for 2015/16. These illustrate how they will support the delivery of *Confident in Surrey's future*. As part of the Council's performance management arrangements Strategic Directors, Heads of Service and Cabinet Members will ensure that robust plans, personal objectives and tracking arrangements are in place to deliver the key actions.
2. Each of the service strategies is included within Annex 1.

Medium term financial plan – revenue budget

3. The Cabinet approved the indicative five year revenue and capital budgets on 3 February 2015 and following this, the Full County Council approved the 2015/16 budget envelope and set the council tax precept for that year. The Medium Term Financial Plan 2015-20 (MTFP) identifies the resources required to achieve the goals of the corporate and service strategies. The MTFP, which is included as Annex 1, provides the detail service revenue and capital budgets following further scrutiny during by Select Committees. It also includes other changes due to further government announcements on grant funding.
4. The MTFP (2015-20) is based on the funding for Surrey County Council that the Government announced in the final Local Government Financial Settlement for 2015/16, on 5 February 2014. The budget planning process has made assumptions on business rates and other government grants for 2016/17 onwards based upon projections of economic activity and Central Government

spending forecasts from a variety of government and other established economic institutions.

5. In the autumn of 2014, the Government announced a fifth year of Council Tax Freeze Grant for those local authorities that freeze or reduce their council tax from 2014/15 levels. The grant offered is equivalent to a 1% rise. In the final Local Government Financial Settlement for 2015/16, the Secretary of State of Communities & Local Government confirmed the threshold for excessive council tax rises that would require a local referendum as being 2% or more for 2015/16.
6. Full County Council approved a council tax rise of 1.99% for 2015/16 on 10 February 2015. This was in line with the Council's strategy of taking a long term approach to assuring the financial resilience of the Council at the same time as balancing the interests of local council tax payers with the users of local Council provided services. For the remaining years of the MTFP, the Council adopted an uplift equivalent to known increases in demographic demand across the MTFP period.
7. Over the last four years the Council has successfully met its savings targets of over £257m and is delivering significant further savings in 2014/15 of over £72m. As a result of further reduced Central Government funding and the rising demand for the council's services, particularly in social care, the detailed budget includes a requirement to find a further £273m of funding or savings over the next five years. Of this total, the Council has identified £146m specific savings projects.
8. The Council's gross revenue budget for 2015/16 is £1,671.4m, an increase of £20m over 2014/15. The reasons for this are pressures across all services, but especially in social care, totaling £59.4m, being off-set by savings of £67.1m. The Council has taken on new responsibilities that are funded by government grant. These include the Care Act, Independent Living Fund and Public Health 0-4 Commissioning and total £18.2m. In addition, the Council has been successful in securing additional funding through bidding for funding. These include Local Sustainable Transport Fund, Transformation Challenge Award, Fire Transformation and the Counter Fraud Fund, which totals a further £4.9m. From the funding from the council tax collection fund surplus, the Council has made a contribution of £4.6m to the Economic Downturn Reserve.
9. Table 1 analyses the savings required in the MTFP by risk of achievement as follows:
 - a rating of green means services have developed plans and the savings will be achieved with little internal or external obstacles;
 - a rating of amber indicates there are significant barriers to the savings being realised and services are developing plans to overcome these;
 - a rating of red indicates there are severe challenges and barriers to achieving the savings; and
 - a rating of purple is for savings that are not on-going and are for one year only.

Table 1: Efficiencies

	2015/16	2016/17	2017/18	2018/19	2019/20	2015-20
	£m	£m	£m	£m	£m	£m
Red	0.4	0.0	0.0	0.0	0.0	0.4
Amber	36.2	35.0	17.1	4.9	4.7	97.9
Green	17.2	6.0	5.7	3.5	3.0	35.4
Purple (one-off)	13.2	-0.8	0.0	0.0	0.0	12.4
Total savings	67.1	40.2	22.8	8.3	7.7	146.3

10. In view of the challenges of delivering significant further efficiencies for several more years, the Cabinet has required the Chief Executive and Director of Finance to continue to support and monitor progress for achieving the efficiencies across the whole MTFP period. The challenge reinforces the existing rigorous tracking mechanisms in place across services focused on in year savings.
11. The Director of Finance and Chief Executive have regular support sessions with Strategic Directors and Heads of Service to confirm that the strategies for savings are sound. The detailed budget proposed in this paper outline the estimated timing for delivery of the total savings across the five years.
12. As a part of the detailed budget, Annex 1 includes the numbers of full time equivalent staff (FTES). The table below summarises the number of FTES by service. There has been a reduction in FTES included in the budget of 22.7, which partly reflects the requirement to make savings in 2015/16, but also there have been increases in staffing to reduce reliance on more expensive IT contractors and external solicitors. These also reflect planned savings.
13. Staffing transfers also account for a reduction of 220.6 less FTE posts within Adult Social Care. The most significant reason is the transfer of 244 FTES to Surrey Choices, a local authority trading company that has taken over responsibility for operating a range of in-house services for people with disabilities. In a similar, but opposite transfer, Trading Standards will work in partnership with Buckinghamshire County Council from 1 April 2015, which will see staff transfer to SCC, who will act as the employing organisation for the partnership.
14. An increase in demand, and income, for school meals, especially due to the roll out of free school meals has led to an increase in staff for Commercial Service within Schools and Learning. The inclusion of additional staff for child protection in the budget, which is met from an earmarked reserves has caused an increased the FTES for Children's Services. In Highways and Transport, an additional 20 FTES are required to deliver the planned capital programme together with increases in FTE funded by income for the Highways Permit scheme.

Table 2: Full Time Equivalent Staff

Service	2014/15	2015/16	Change
Adults Social Care	2,145.3	1,924.7	-220.6
Schools and Learning	1,263.0	1,397.0	134.0
Children's Services	1,053.0	1,108.2	55.2
Surrey Fire and Rescue Service	689.5	675.0	-14.5
Cultural Services	532.2	520.0	-12.2
Highways and Transport	293.0	313.0	20.0
Shared Service Centre	208.0	242.0	34.0
Information Management and Technology	198.0	221.0	23.0
Environment	218.0	216.0	-2.0
Property	175.0	177.0	2.0
Customer Services & Directorate Support	154.6	137.0	-17.6
Legal & Democratic Services	119.5	130.3	10.8
Human Resources and Organisational Development	159.0	104.0	-55.0
Finance	101.0	101.0	0.0
Trading Standards	52.6	75.0	22.4
Procurement	59.0	57.0	-2.0
Strategic Services	52.0	52.0	0.0
Public Health	51.6	50.8	-0.9
Policy & Performance	41.6	42.0	0.4
Community Partnership & Safety	24.8	24.0	-0.8
Communications	22.0	23.0	1.0
Emergency Management	12.0	12.0	0.0
Strategic Leadership	2.0	2.0	0.0
Coroner	1.0	1.0	0.0
Total	7,627.6	7,604.9	-22.7

15. As there are a number of uncertainties about the policies of a new government after the May 2015 General Election, the council has approved a review of the MTFP in the summer of 2015. This review will consider the policies of the new government and the impact of other external changes on the council's finances for 2016 onwards. In addition, this will be an opportunity to review the progress of savings in the first quarter of the year.

Changes to Government funding and the revenue budget

16. Following the approval of the revenue budget at full County Council meeting on 10 February 2015, government departments have published more details of provisional and final allocations. As in previous years, the principle adopted is that changes in funding are reflected in both the income and expenditure budgets of the relevant service.
17. The Government has confirmed allocations on two grants since the full County Council approved the budget envelope. These are the Revenue Support Grant (RSG) and New Homes Bonus grant, which increased by a net amount of £0.6m. These adjusted allocations are now reflected in the figures presented in this report, with this additional funding being used to reduce the use of the

Budget Equalisation Reserve to support the revenue budget for 2015/16 to £3.7m (from £4.3m).

18. Brooklands Motor Museum in Weybridge has been successful in securing funding of £4.7m from the Heritage Lottery Fund for the Brooklands Aircraft Factory and Race Track Revival project. As a part of the match funding for this, the Council will be providing £125,000 in 2015/16 and then £25,000 per year over the next 4 years. This is funded from within the budget guideline and is reflected in the detailed budget pages.
19. As a part of the Council's community leadership, it is supporting an initiative to increase volunteering across the county. This will involve the employment of a new member of staff, supported by an apprentice. This is expected to cost £75,000 per year in 2015/16 and 2016/17. This cost has been included within the New Models of Delivery budget.

Medium term financial plan – capital budget

20. The Council has been faced with a significant increase in the county's school population and has been lobbying central government for additional funding to provide the necessary school places. These efforts have succeeded in attracting the following grants announced by the Department for Education (DfE):
 - £41.3m Schools Basic Need Top-up grants (£13.2m in 2015/16 and £28.1m in 2016/17);
 - £31.4m indicative allocation of Schools Basic Need funding for 2017/18, which is £1.4m greater than forecast; and
 - £1.7m additional payment towards new primary schools and whole primary school expansions in 2017/18.
21. Since the Council's February meeting, the Government has provided confirmation of schools maintenance capital funding for the 2015/16 financial year, and provisional funding for 2016/17. The grant is £2.0m greater than forecast in 2015/16 and £2.7m more in 2016/17. As these are schools allocations from DfE, the additional grant will be reflected in increased expenditure.
22. The budget report highlighted the need to identify match funding for the Local Growth Deal Transport schemes and the alleviation of flooding. Although it enables access to more resources, match funding requires investment by the Council from within its own capital resources and has to be achieved in the face of reducing grant funding from Central Government. The updated capital budget includes match funding for the first three tranches of Local Growth Deal schemes and flood alleviation schemes (including the River Thames scheme). These have been funded through a £1m per year contribution from the Economic Regeneration capital budget, by virement of £5m per year from Highways Maintenance budget from 2018 to 2021 and a phased reduction in the Local Area Committee capital allocation of £0.5m in 2016/17 rising to £2.0m by 2019/20). The revised Highways & Transport budget is shown in detail in Annex 1.
23. Property Services has reviewed the delivery of their capital programme in light of 2014/15 levels which reflect the competing demand for resources to deliver the Schools Basic Need (SBN), recurring programmes and projects. This has

led to re-profiling of expenditure on non-schools building maintenance and school projects, excluding SBN, from 2015/16 into 2016/7 and 2017/18.

24. There are also some small changes to the use of reserves in funding the capital programme, which together with the increased grants has led to a reduction in the need to borrow to fund the capital programme. The five year programme now stands at £696.0. This is a small increase from the budget report's total of £694.4m. However for 2015/16, the in-year budget has reduced from £185m to £176m.
25. Table 3 re-presents a summary of the capital budget. Annex 1 includes greater detail of capital schemes within each service.

Table 3: Capital funding and summary expenditure

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Capital funding	£m	£m	£m	£m	£m	£m
Grants	88.3	114.0	85.1	70.0	53.9	411.3
Reserves	7.6	3.4	6.8	2.4	2.6	22.8
Third party contributions	3.7	6.3	7.0	7.2	7.2	31.4
Borrowing	76.6	58.8	40.2	31.5	23.4	230.5
Total	176.2	182.5	139.1	111.1	87.1	696.0

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Capital expenditure	£m	£m	£m	£m	£m	£m
Schools Basic Need	75.2	95.3	58.7	40.9	19.8	289.9
Highways recurring programme	32.0	32.6	32.2	30.3	29.3	156.4
Property & IT recurring programme	24.3	26.0	26.1	24.7	25.4	126.5
Other capital projects	44.7	28.6	22.1	15.2	12.6	123.2
Total	176.2	182.5	139.1	111.1	87.1	696.0

Treasury management

26. In 2007 the Council placed a total of £20m deposits with two Icelandic banks, which subsequently failed. The Council deposited £10m with Landsbanki on 30 October that year, £5m with Glitnir on 31 October and a further £3m on 1 November, also with Glitnir. Of this £20m, the Council's exposure was £18.5m, with the balance attributable to the Police and Crime Commissioner for Surrey. The Audit & Governance Committee has received regular reports on the prospects for recovery of the deposits that are at risk and the efforts being made by the Local Government Association (LGA) and its legal advisors in this regard.
27. In January 2014, an auction of the Landsbanki deposit ensured that a recovery in the amount of £9.6m from this particular bank was complete. With regard to Glitnir, £8.4m of the principal deposit had been repaid, with the balance being held in an escrow account awaiting repayment subject to the lifting of capital controls by the Central Bank of Iceland. It has always been unclear when such controls would be lifted or whether there would be penalties imposed on any eventual repayment, thus not receiving the full amount back.
28. On 10 February 2015, the Central Bank of Iceland held an auction of its Icelandic Krona deposits in exchange for Euros. UK local authorities were

invited to partake in this process with their Glitnir deposits. The Leader authorised the Council to take part in the auction.

29. The Council was due £2.2m in principal and accrued interest. The council was successful in selling its remaining deposit, incurring costs of £0.1m to complete this auction transaction. Following currency conversion from Euros, £1.6m was received into the council's HSBC account on 16 February 2015. The council still owes the Icelandic Winding Up Board (WUB) £0.2m as a result of a successful court appeal process by the WUB regarding the exchange rates employed on the Glitnir installments received to date.
30. A provision has been made within the Council's accounts for an irrecoverable amount regarding the Icelandic bank debt totalling £0.6m. This provision covers the majority of the shortfall on the sale of the Glitnir deposits and the fees and the remaining £0.2m will be funded from the Central Income & Expenditure budget in 2014/15.
31. Table 3 shows the Council needing to borrow £76.9m in 2015/16 to support the capital programme. The council borrows from the Public Works Loan Board, which is part of HM Treasury. The interest rates are linked to the market rates for the yield on UK gilts. Recent geo-political events have led interest rates to fall to an all time low and to take advantage of this the Director of Finance has authorised the borrowing of £60m in two tranches in advance of the anticipated borrowing dates.
32. Against the forecast rates for the remainder of 2015 and the assumptions within the MTFP, the borrowing of these monies early will lead to significant savings over the long term for the Council in future interest payments. There will be a small cost in 2015/16 and the following year, but this can be accommodated through the provision in the budget for the opportunity to borrow early.

Medium term financial plan – interactive and publication

33. The MTFP will be available on the Council's website as both an interactive document, allowing the user to drill down into service budgets, and an electronic version available for printing. The electronic drill-down into service budgets has been linked to the external website presentation by using the same categories. There has been a conscious effort to enhance the resident's experience by using consistent terminology throughout all external financial publications for the public (council tax information, interactive MTFP and Annual Report).
34. A printed version of the MTFP will be available to order from the Council's main website. As in the current year, this will enable the reader to choose which pages to print.
35. The MTFP will present the strategy for each service followed by an analysis of the service's budget including changes from the current year's budget, savings, and pressures and staffing.

Fees and charges

36. In addition to government grants, business rates and council tax funding, the council plans to raise over £90m in fees and charges in 2015/16. The detailed budgets in Annex 1 analyse this income by service and the schedules in Annex 2 detail the charges proposed for 2015/16.

37. In October 2014, the financial regulations were amended to state that every year Cabinet must review and agree the schedule of fees and charges to be applied in the next financial year. Cabinet notes fees and charges agreed under delegated authority. Some of the fees and charges itemised in the Annex 2 schedules, and assumed within service budgets, are set within delegated authority, whilst others are subject to approval through this report. Including those within this report provides visibility and an opportunity for Members' input to these charging decisions.
38. Fees and charges are reviewed each year and select committees will be asked to review them over the next twelve months.

CONSULTATION:

39. As recommended at the Cabinet meeting on 3 February 2015, during February and March 2015, the Council's select committees have further reviewed and scrutinised the detailed service budgets that are now reflected in the MTFP (2015-20) detailed budgets.

RISK MANAGEMENT AND IMPLICATIONS:

40. The MTFP (2015-20) includes £146m of identified savings and additional income to be made over the five-year period. The MTFP also includes an assumption that council tax will rise to match increases in demand. The risk of achieving these savings have been assessed and reported in the MTFP. In view of the increasing challenge to deliver high levels of savings for several more years, the existing rigorous monitoring process in place for the in-year savings is set to be supplemented with a mechanism to rigorously review plans for delivery of all savings across the whole MTFP period. This process is being led by the Chief Executive and Director of Finance.
41. The Council maintains an integrated risk framework to manage the significant challenges it faces and the associated emerging risks. The specific risks and opportunities facing the council and recorded in the Leadership Risk Register are:
- erosion of the Council's main sources of funding (council tax and government grant)
 - delivery of the major change programmes and associated efficiencies;
 - delivery of the waste infrastructure; and
 - changes to 0-5 commissioning within Public Health.
42. As stated in the February 2015 Cabinet and full County Council budget reports, the Director of Finance is satisfied the revenue and capital budget, including increased risk contingency is sensible in view of these risks and the processes in place to monitor them.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

43. All the documented budgets and targets have been subject to a thorough value for money assessment.

SECTION 151 OFFICER COMMENTARY

44. Throughout the budget planning and setting process, material financial and business risks have been assessed and are reflected in this report and its annexes. The Director of Finance and Chief Executive have regular support meetings with priority head of services to confirm that the strategies for savings are sound. The detailed budget proposed in this paper outline the estimated timing for delivery of the total savings across the five years.

LEGAL IMPLICATIONS – MONITORING OFFICER

45. There are no legal implications/legislative requirements arising directly from this report.
46. The Council has a duty under the Equality Act (2010) to consider the equalities implications of the proposals underpinning the MTFP. These are detailed in the Equalities and Diversity section of this report.

EQUALITIES AND DIVERSITY

Background

47. An analysis has been undertaken of the equalities implications of the proposals presented in the MTFP for 2015-20. The aim of this analysis is to provide the Cabinet with information about the potential impact of the proposals on groups with protected characteristics in Surrey. Where potential negative impacts have been identified, information is also provided about the actions that the Council is taking, or will undertake, to mitigate them.
48. Where the Cabinet is required to take further decisions around the implementation of savings proposals, or where proposals are not sufficiently developed to undertake an equalities analysis at this time, additional analysis will be presented to inform decision-making alongside the relevant Cabinet reports. There are a significant number of proposals included in this report for which savings are being scored but on which decisions remain to be taken. As described above, EIAs will be prepared as more specific proposals to achieve these savings are brought forward but this does mean that the potential equality impacts of some savings which are now being assumed in the Budget have yet to be assessed. Directorates will also continue to monitor the impact of these changes to services and where appropriate will take action to mitigate additional negative impacts that may emerge as part of this ongoing analysis. Consideration will need to be given at that time as to whether there should be any changes to the projected savings figures as a result of the consideration of any equality implications.
49. Equality Impact Assessments (EIAs) for a number of savings proposals in the 2015-20 MTFP are continuations of those undertaken for 2014-19 and previous. Where this is the case, the existing EIA has been reviewed by Services. For new savings proposals, or proposals with significant material changes, Services undertook a new EIA.
50. This section of the report provides information about:
- the legal requirements around equalities;

- the high-level findings of the analysis, including information about which new savings proposals have been assessed for equalities implications; and
- how the findings of this analysis will be used.

Legal requirements

51. Presenting this analysis for Cabinet consideration is regarded as good practice by the Equality and Human Rights Commission¹ and meets legislative requirements around equalities. Specifically in making financial decisions, the Council's Cabinet must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to:
- “eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”²
52. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share, it involves having due regard, in particular, to the need to:
- “remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.”³
53. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- “tackle prejudice, and
 - “promote understanding” .⁴
54. Compliance with the duties in section 149 may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.⁵

¹ Equality and Human Rights Commission – Making Fair Financial Decisions

² Equality Act (2010) Section 149(1)

³ Equality Act (2010) Section 149(3)

⁴ Equality Act (2010) Section 149 (5)

Equalities analysis: overarching findings

55. A summary of the savings proposals along with any EIAs which are new for 2015-20 and have not previously been made available to the Cabinet are presented as Annex 3 to this report. The full set of EIAs including those for savings which are ongoing and have previously been presented to the Cabinet are available on the Council's website.⁶
56. A number of savings proposals in the 2015-20 MTFP for Adult Social Care are ongoing and as such the savings have been grouped under five heading (Family, Friends and Communities, Demand Management, Procurement and Commissioning, New Models of Delivery, and Establishment Management) to assess the cumulative and individual impacts of savings. Older people and disabled people are by far the largest client groups for social care and therefore a number of ongoing potential impacts have been identified for these groups.
57. Analysis has shown that the majority of the proposals in 2015/16 will have a neutral or positive impact on people who use services and their carers as a result of the mitigating actions identified throughout the business planning process. However, a number of the savings may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics. A range of mitigating actions has therefore been developed, including where care and support options involving family, friends and the local community do not prove possible, the County Council has a continuing duty to meet eligible assessed needs and will continue to do so.
58. Additional mitigating actions include ensuring practice continues to focus on the outcomes for the individual and that monitoring of outcomes, quality and equity continues to ensure this is happening; continuing to promote carers assessments to ensure carers have adequate support, targeting recruitment; and continuing to work as part of Local Joint Commissioning Groups to plan for the seamless implementation of local integrated community-based health and social care services.
59. One new saving proposal for Business Services has been identified for equalities consideration. This is attributed to building running costs and this is part of the Making a Difference project. An EIA for this project was already previously completed; it has been reviewed and sufficiently analyses the equalities implications for the additional savings associated with building running costs to be realised in 2015/16. The previous EIA shows no potential negative impacts for groups with protected characteristics and positively impacts disability, pregnancy and maternity, and carers.
60. Four new proposals for the Chief Executive's Office have required a new or updated EIA. The first of these is the additional savings through the Communications Review, achieved through greater use of digital technology and reducing traditional advertising. An EIA was originally completed for the

⁵ The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

⁶ Full Equality Impact Assessments can be accessed at <http://www.surreycc.gov.uk/your-council/equality-and-diversity/Ensuring-our-decisions-are-fair>

2014-19 MTFP and to be applicable for 2015/16 the original EIA has been updated. These proposals could have a negative impact on those who are less able to access online information; a higher proportion of whom are older people, in particular older women, and people with physical and learning disabilities. Office of National Statistics figures show that 42% of males aged 75 years and over had ever used the internet, compared with 26% of females.

61. The second proposal is a restructure of libraries' staff. Working age people may be disadvantaged by a reduction in evening opening hours at some libraries and this change reflects changes in the pattern of visits and lack of use during evening opening hours. The potential negative impacts of the change in pattern of opening hours will be mitigated by ensuring that where opening hours have changed, another library is open nearby.
62. The current age and distribution of staff in the library service does not reflect the Surrey community. The service particularly wishes to recruit more men, younger staff and a more diverse work force, and recruitment will focus on this.
63. For staff this proposal could have negative impacts as the change in shift patterns for employees could adversely affect employees with caring and childcare responsibilities. In addition, a cluster model (whereby individual libraries within a certain geographical area can be joined together as a group or cluster) has impacts for travel and parking costs. The review offers opportunities by allowing greater flexibility and variety in job roles, shift patterns and the potential to reduce hours or job share. This is likely to be positive for all staff and in particular, staff with disabilities and women returning to work after caring responsibilities.
64. There is a further saving with regard to the libraries' service, however the proposals for this are not currently defined and so an EIA will be completed at the appropriate developmental stage.
65. The third proposal, a reduction in the contingency budget for by-elections, has been assessed as having no impact on groups with protected characteristics or staff. Trend data shows that on average a budget only needs to be held for one by-election per year. The fourth proposal, a 5% reduction in the Policy and Performance Service budget will be achieved through planned utilisation of vacancies and cost reductions. This has been assessed as having no impact on groups with protected characteristics or staff; and rigorous prioritisation of work across the service will ensure this.
66. Two new savings proposals for Children, Schools and Families have been assessed as requiring a new EIA. The first relates to the reduction in funding for Services for Young People. There is a negative risk that bespoke provision for groups who have protected characteristics will be reduced. To mitigate against the potential negative impacts, the Service will ensure that the impacts of the savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families.
67. The second saving is a proposed reduction of commissioned services for Surrey schools, which are currently contracted to a provider organisation to deliver. The contracted provider is contracted to continue to deliver the same outcomes for schools, as such there is no identified negative impact for school pupils, staff in SCC maintained schools, residents or contracted staff. There are a number of savings such as those around Early Years and additional income

target from Commercial Services where proposals are still to be determined and therefore equalities analysis will be taken at an appropriate time during 2015/16.

68. There are two savings proposals within Customers and Communities which have been the subject of a new EIA. The first of these is a reduction in the Directorate Support Team's budget. As the savings will mostly be achieved by work prioritisation and not filling vacancies there are very few negative impacts. However, there are potential negative impacts that could occur as a result of moving office or change in work hours with disability, pregnancy and maternity and carers being particularly affected. Mitigating actions include following SCC policy around employment rights, flexible working and taking a case by case approach with the needs of staff.
69. The second of these is for the removal of the Local Committee Capital Allocations budget. This will result in reduced opportunity for investment in more disadvantaged communities, which has particular potential for impact on Age and Disability characteristics. However to mitigate this, joint training with Surrey Community Foundation and others is being delivered, enhancing the skills of officers in advising and signposting potential applicants on other sources of funding.
70. Thirty two savings proposals for Environment and Infrastructure have been identified as having potential equalities impacts. A number of the savings are continuations from 2014-19 MTFP or previously. There are three savings related to the Directorate's restructure. The original EIA for this project has been reviewed and remains valid for the savings in 2015/16. The remaining savings are not currently at a stage where it is possible to do an EIA and so they will be completed in the future. This includes: Transport Review (May 2015), Highway Winter Maintenance (September 2015) and Planning & Development.
71. Three of the savings have a new EIA and they are all from Waste Services. The first is Waste Kerbside Improvement Programme, which may have negative impacts for disability and race due to differing communication needs, such as residents with a visual impairment or those who do not have English as a first language. In addition, there are potential negative impacts in terms of the range of volunteering activities for disabled residents available through the Surrey Green Network. These will be mitigated by using appropriate communications methods to reach residents as well as appropriate adjustments made for volunteering opportunities.
72. The second is Joint Healthcare Waste Collection and Disposal Contract, which is likely to have positive impacts for carers and those they care for by being able to use general waste to dispose of their healthcare waste and there being a consistent service across Surrey, with customer service led by healthcare waste professionals. However the changes mean carers and those they care for need additional general waste capacity, which they will be supported to get. When communicating the changes, the individual needs of residents who need to dispose of healthcare waste will be considered.
73. The third is review of the Third Party Recycling and Furniture Reuse Credits Policy, which may see some organisations that work with young, elderly, ill and vulnerable people no longer receiving the credits. The non-statutory scheme involves the payment of monies per tonne to approved Third Party organisations that collect recyclable and reusable materials from residents'

homes and divert them away from landfill to recycling and reuse. However it is anticipated that credits form a minor part of their total funding and organisations will be communicated and consulted with as well as being given a year's notice of the changes.

74. There are further savings for the Surrey Fire and Rescue Service, of which some of these are continuations from 2014-19 MTFP or previous and therefore EIAs have already been completed. These have been reviewed and remain applicable to budget proposals over 2015/16. Some further projects, such as workforce reforms, are known to require EIA assessment in the future and as such equality analysis will be completed at an appropriate developmental stage.

Mitigation

75. As part of this equalities analysis work, services have developed a range of mitigating actions that seek to offset negative impacts of savings proposals. In summary, the council's approach to mitigating negative impacts of savings proposals within the MTFP has been to adopt one or more of the following:
- using **co-design and consultation** with service users and staff to assist in the reconfiguration of services;
 - undertaking detailed **needs assessments** to enable the council to target services more effectively to vulnerable residents;
 - undertaking **ongoing evaluation** of the impacts of changes to services to mitigate unforeseen negative impacts;
 - providing **tailored information** to service users that are impacted negatively by savings proposals; and
 - ensuring that any changes to staffing levels or staff structures are completed in accordance with the **Council's human resources policies and procedures** and take account of the workforce profile.

Using the equalities analysis findings

76. Cabinet should be aware that the public equality duty is not to achieve the particular outcomes set out in section 149 of the Equality Act or to take particular steps. It is instead a duty to bring the important matters identified in section 149 into consideration as part of the decision making process. "Due regard" is a test of the substance underpinning decisions in the sense that they have been approached with rigour and an open and enquiring mind. This substance is demonstrated through EIAs and the changes that are made to proposals and services as a result of them. "Due regard" also means that the regard that is appropriate in making these decisions. So alongside the proper regard that Cabinet must give to the goals set out in section 149 they should also consider any other relevant factors and it is a matter for them to decide the weight to be given to these factors. In this case the most significant other matters are:

- the statutory requirement to set a balanced budget;

- the outcomes the Council is seeking to achieve, which are set out in the *Confident in Surrey's Future: Corporate Strategy 2015 – 2020*;⁷
- the priorities within the Council's *Confident in Our Future: Fairness and Respect Strategy 2013 – 2018*;⁸
- the demographic pressures facing Surrey County Council that include a rising population, with projected increases in the number of older residents and children and young people. Increases in both these age groups will place additional demands on adult social care services and local schools;
- the Government's localism agenda which seeks to devolve the design and delivery of services to local communities, as well as require residents to take more responsibility for the services they receive; and
- Central Government's commitment to provide greater choice and personalisation in public services.

OTHER IMPLICATIONS:

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

Area assessed:	Direct implications:
Corporate Parenting / Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Public Health	No significant implications arising from this report.

⁷ The Council's Corporate Strategy can be accessed at http://new.surreycc.gov.uk/_data/assets/pdf_file/0004/44932/Annex-1-Corporate-Strategy-2015-20v-final.pdf

⁸ The Council's Fairness and Respect Strategy can be accessed at <http://www.surreycc.gov.uk/your-council/equality-and-diversity/fairness-and-respect>

Area assessed:	Direct implications:
Climate change and carbon emissions	<p>An update to the Council's Carbon and Energy policy for the period 2015 to 2019 is subject to Cabinet approval within this meeting. A primary outcome of that policy is a reduction in carbon emissions from the Council's own estate, along with managing the Council's energy costs. The investment and savings figures referred to in the MTFP are consistent with this policy update.</p> <p>In addition to this, many of the Council's financial commitments to schemes in the areas of waste management, transport and flood alleviation will make a positive contribution to reducing emissions and/or a proactive response to managing the impacts of climate change.</p> <p>The Transport Review will also consider environmental/carbon impacts alongside accessibility (social) impacts, whilst achieving the savings set out in the MTFP. A carbon impact assessment and mitigation measures will be presented alongside the proposal to Cabinet on 26 May.</p>

WHAT HAPPENS NEXT:

78. The MTFP (2015-20) will be published on the Council's website.
79. Progress against the council's strategic priorities will be published quarterly on the council's website. The Chief Executive will submit six-monthly progress reports to the Council meetings in July and December 2015. Select Committees continue to scrutinise work programmes and performance.

Contact Officers:

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Consulted:

Cabinet, all County Council Members, Strategic Directors, Director of Public Health, Heads of Service, Business and Voluntary Sectors, Residents and Unions.

Annexes:

Annex 1 Service Strategies and Detailed Revenue and Capital Budgets 2015-20

Annex 2 Fees & Charges schedules 2015/16

Annex 3 Equality Impact Assessments

Sources/background papers:

- Confident in Surrey's future, Corporate Strategy 2015-20, Report to Cabinet 3 February 2015
- Revenue and Capital Budget 2015-20, Report to Council 10 February 2015
- Revenue and Capital Budget 2015-20, Report to Cabinet 3 February 2015
- Budget working papers
- CLG revenue and capital settlement papers from CLG website
- Government Equality Office (2011) Equality Act 2010 – Specific Duties to Support the Equality Duty. What do I need to know?
- Government Equality Office (2011) Public Sector Equality Duty. What do I need to know?

Annex 1

Service Strategies and 2015 -20 Detailed Budgets

Contents

Overall Budget

Revenue Budget

Including Income and Expenditure, List of Services by expenditure and Government grants and Revenue movements

Capital

Including: Programme Summary, Funding and Schemes in service order

Service strategies and detail revenue and capital budgets

Adult Social Care

Central Income & Expenditure

Children, Schools & Families

Including: Children's Services, Schools & Learning, Delegated Schools budgets , Services for Young people and Strategic services

Communications

Community Partnership and Safety

Coroner

Cultural Services

Customer Services

Emergency Management

Environment & Infrastructure

Including Environment & Planning and Highways and Transport

Finance

Human Resources and Organisational Development

Information Management and Technology

Legal and Democratic Services

Policy & Performance

Procurement and Commissioning

Property Services

Public Health

Shared Services

Strategic Leadership

Surrey Fire and Rescue Services

Trading Standards

Overall Detailed Budget

Overall Council

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Income & Expenditure category summary

	MTFP					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
Funding						
Local taxation - Council Tax	-571,344	-598,000	-627,200	-662,800	-699,000	-735,400
Local taxation - Business rates surplus	-44,463	-44,100	-46,300	-48,300	-50,600	-52,600
UK Government grants	-855,024	-884,738	-871,890	-865,710	-865,882	-864,272
Other bodies grants	-21,565	-3,388	-3,411	-3,435	-3,458	-3,482
Fees & charges	-90,396	-91,731	-94,793	-98,178	-102,311	-106,503
Property income	-6,431	-7,808	-7,948	-8,106	-8,267	-8,432
Income from investment	-577	-403	-324	-4,984	-4,825	-5,131
Joint working income	-19,609	-21,594	-21,718	-21,849	-21,980	-22,115
Reimbursements and recovery of costs	-16,411	-15,866	-16,201	-16,324	-16,450	-16,585
Total funding	-1,625,820	-1,667,628	-1,689,785	-1,729,686	-1,772,773	-1,814,520
Expenditure						
Service staffing	311,359	300,628	301,979	304,517	308,383	312,391
Service non-staffing	872,082	901,664	919,514	956,877	996,098	1,033,837
Schools - net expenditure	468,246	469,036	468,292	468,292	468,292	468,292
Total expenditure	1,651,687	1,671,328	1,689,785	1,729,686	1,772,773	1,814,520
Funded by reserves	25,867	3,700	0	0	0	0

FTEs	8,056	7,935
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Gross expenditure revenue budget 2015/20

The below table is in 2015/16 monetary order

Revenue Summary	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Delegated Schools	468,246	469,036	468,292	468,292	468,292	468,292
Schools and Learning	213,979	217,340	219,031	223,514	229,862	236,210
Children's services	89,577	96,014	96,207	98,169	101,070	103,971
Services for Young People	27,443	25,948	26,138	26,084	26,716	27,327
Strategic Services	2,881	3,560	3,547	3,574	3,615	3,656
Children, Schools & Families	802,126	811,898	813,214	819,633	829,555	839,456
Adults Social Care	412,379	428,592	432,833	447,929	475,866	506,362
Environment	93,474	88,176	87,527	90,263	93,666	96,963
Highways and Transport	53,450	51,874	52,317	52,715	54,147	55,634
Environment & Infrastructure	146,924	140,050	139,844	142,978	147,814	152,595
Central Income & Expenditure	65,510	60,998	65,444	77,605	73,372	67,481
Surrey Fire and Rescue Service	46,724	47,945	47,825	46,086	48,754	47,656
Property	38,714	37,169	38,987	40,440	41,882	43,608
Public Health	28,861	35,829	42,356	42,356	42,356	42,356
Information Management and Technology	25,587	25,220	25,319	25,833	26,297	26,800
Cultural Services	23,213	22,905	22,554	22,776	23,103	23,355
Finance	10,549	10,171	10,555	11,063	11,268	11,478
Human Resources and Organisational Development	11,380	9,255	9,422	9,598	9,777	9,959
Legal & Democratic Services	9,084	8,908	9,051	10,537	9,361	9,524
Shared Service Centre	8,303	8,781	8,864	9,028	9,194	9,364
Customer Services & Directorate Support	5,554	4,627	4,702	4,777	4,854	4,933
Policy & Performance	3,390	4,618	4,281	4,313	4,358	4,395
Procurement	3,488	3,438	3,500	3,563	3,626	3,692
Community Partnership & Safety	2,992	2,968	2,996	3,024	3,053	3,082
Trading Standards	2,571	3,657	3,669	3,702	3,763	3,824
Communications	1,820	2,021	2,054	2,092	2,129	2,166
Coroner	1,243	1,258	1,278	1,299	1,321	1,344
Emergency Management	531	575	584	594	603	613
Strategic Leadership	444	446	453	460	467	475
Magna Carta	300	0	0	0	0	0
Total expenditure	1,651,687	1,671,328	1,689,785	1,729,686	1,772,772	1,814,520

Please note that some tables do not cast due to roundings

* Magna Carta service was for one year only

Government Grants

6

		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		£'000	£'000	£'000	£'000	£'000	£'000
0-5 programme grant (New)	PH	0	-6,528	-13,055	-13,055	-13,055	-13,055
Adult Community Learning	Lib	-2,446	-2,407	-2,287	-2,207	-2,196	-2,130
Adoption reform grant (Ceased)	CIE	-1,224	0	0	0	0	0
Area of Outstanding Natural Beauty - Surrey	EV	-156	-103	-103	-103	-103	-103
Asylum Seekers	CSF	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Better care fund (New)	CIE	0	-25,000	-25,000	-25,000	-25,000	-25,000
Bikeability	EV	-240	-232	-221	-213	-212	-206
Bus service operator grant	EV	-1,125	-1,125	-1,069	-1,031	-1,026	-995
Business Rate cap grant	CIE	-1,088	-1,523	-1,523	-1,523	-1,523	-1,523
Business Rate Retention Grant	CIE	-1,605	0	0	0	0	0
Business Rate retention Scheme	CIE	-191,275	-168,715	-152,372	-145,989	-147,257	-147,729
Care Act Implementation Funding (New)	CIE	0	-9,800	-9,800	-9,800	-9,800	-9,800
Counter Fraud (New)	PP	0	-360	0	0	0	0
Dedicated School Grant - CSF	CSF	-543,023	-541,171	-541,427	-542,427	-542,427	-542,427
Dedicated School Grant - Corporate Allocation	CIE	-3,517	-3,517	-3,517	-3,517	-3,517	-3,517
Education Funding Agency	CSF	-15,063	-14,700	-14,700	-14,700	-14,700	-14,700
Education Services Grant	CIE	-14,387	-11,110	-4,210	-3,210	-2,210	-2,210
Extended rights to travel - CSF	CSF	-216	-135	-128	-123	-119	-115
Fire pensions	SFRS	-7,532	-8,305	-9,396	-8,151	-11,456	-10,603
Fire revenue grant	SFRS	-395	-403	-382	-369	-367	-356
Fire Transformation (Emergency) (New)	SFRS	0	-756	0	0	0	0
Fire Transformation (joint) (New)	SFRS	0	-262	0	0	0	0
Flood water management	HT	-375	-250	0	0	0	0
Health & Wellbeing	PP	-500	-458	-435	-419	-417	-405
Independant Living Fund	CIE	0	-1,345	-1,791	-1,791	-1,791	-1,791
Independent Support Grant (SEND)	CSF	0	-34	0	0	0	0
Local Sustainable Transp. Fund (std)	EV	-630	0	0	0	0	0
Local Sustainable Transp. Fund (town centre)	EV	-2,084	-1,914	0	0	0	0
Mental Health Deprivation of Liberty	ASC	-222	-80	-80	-80	-80	-80
Mental Health Transformation Challenge Award (New)	ASC	0	-1,017	-508	0	0	0
Music Grant, Surrey Arts	Lib	-1,064	-1,073	-1,007	-961	-945	-903
New Homes Bonus	CIE	-3,897	-4,855	-5,938	-6,130	-5,818	-4,786
New Homes Bonus returned funding	CIE	-350	-339	-500	-500	-500	-500
PE & Sport	CSF	-2,523	-2,396	-2,396	-2,396	-2,396	-2,396
Private Financing Initiative	CIE	-11,044	-11,044	-16,949	-18,949	-15,903	-15,903
Police & Crime Panel	LDS	-66	-64	-61	-59	-58	-57
Public health	PH	-25,561	-28,977	-28,977	-28,977	-28,977	-28,977
Pupil Premium	CSF	-17,579	-18,382	-18,382	-18,382	-18,382	-18,382
Registration deaths	Lib	-18	-18	-17	-17	-16	-16
Remand grant	CSF	-104	-32	-32	-32	-32	-32
Restorative justice development (ceased)	CSF	-18	0	0	0	0	0
SEND Implementation (New)	CSF	0	-638	0	0	0	0
SEN Pathfinder	CSF	-150	0	0	0	0	0
SEN Reform Grant (ceased)	CIE	-983	0	0	0	0	0
Social fund (incl. Administration)(ceased)	SSC	-1,145	0	0	0	0	0
South East Protected Landscape grants (ceased)	EV	-82	-36	-36	-36	-36	-36
Sustainable Development Fund	EV	-37	-30	-30	-30	-30	-30
Sustainable Travel Grant	EV	-102	-64	-61	-58	-58	-56
Troubled Families	CSF	-352	-899	-899	-899	-899	-899
Universal Infant school Meals	CSF	0	-11,560	-11,560	-11,560	-11,560	-11,560
Woodland Officer	EV	-7	-5	-5	-5	-5	-5
Youth Justice Board	CSF	-839	-776	-736	-710	-710	-688
Total Government Grants		-855,024	-884,738	-871,890	-865,710	-865,882	-864,272

Government Grants (cont)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000

By services:

Children, Schools & Families	CSF	-581,867	-593,023	-592,560	-593,529	-593,525	-593,499
Adults Social Care	ASC	-222	-1,097	-589	-80	-80	-80
Environment	EV	-4,464	-3,510	-1,525	-1,477	-1,471	-1,432
Highways and Transport	HT	-375	-250	0	0	0	0
Central Income & Expenditure	CIE	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Surrey Fire and Rescue Service	SFRS	-7,927	-9,726	-9,778	-8,520	-11,823	-10,959
Public Health	PH	-25,561	-35,505	-42,032	-42,032	-42,032	-42,032
Cultural Services	LIB	-3,528	-3,498	-3,311	-3,185	-3,157	-3,049
Legal & Democratic Services	LDS	-66	-64	-61	-59	-58	-57
Shared Service Centre	SSC	-1,145	0	0	0	0	0
Policy & Performance	PP	-500	-818	-435	-419	-417	-405
Total Government Grants		-855,024	-884,738	-871,890	-865,710	-865,882	-864,272

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000

By Responsibility changes:**New responsibilities grants**

0-5 programme grant (New)	0	-6,528	-13,055	-13,055	-13,055	-13,055
Better care fund (New)	0	-25,000	-25,000	-25,000	-25,000	-25,000
Care Act Implementation Funding (New)	0	-9,800	-9,800	-9,800	-9,800	-9,800
Counter Fraud (New)	0	-360	0	0	0	0
Fire Transformation (Emergency) (New)	0	-756	0	0	0	0
Fire Transformation (joint) (New)	0	-262	0	0	0	0
Mental Health Transformation Challenge Award (New)	0	-1,017	-508	0	0	0
SEND Implementation (New)	0	-638	0	0	0	0
New Responsibilities	0	-44,360	-48,363	-47,855	-47,855	-47,855

Existing Responsibilities

	-851,572	-840,342	-823,491	-817,819	-817,991	-816,380
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Ceased responsibilities

Adoption reform grant (Ceased)	-1,224	0	0	0	0	0
Restorative justice development (ceased)	-18	0	0	0	0	0
SEN Reform Grant (ceased)	-983	0	0	0	0	0
Social fund (incl. Administration)(ceased)	-1,145	0	0	0	0	0
South East Protected Landscape grants (ceased)	-82	-36	-36	-36	-36	-36
Ceased responsibilities	-3,452	-36	-36	-36	-36	-36

Total Government Grants

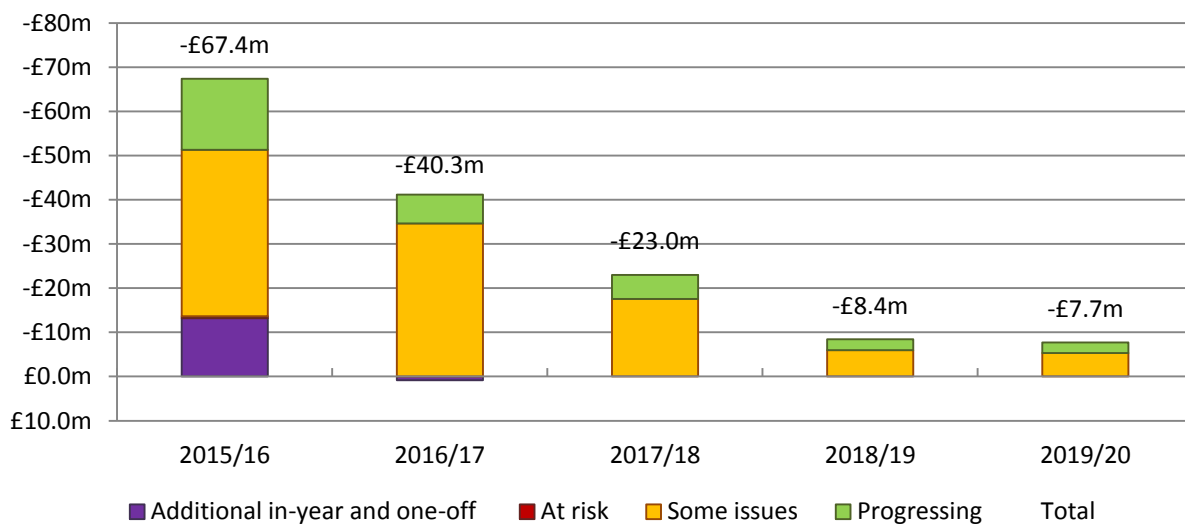
	-855,024	-884,738	-871,890	-865,710	-865,882	-864,272
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Revenue budget movements

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	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/20 £'000
Summary budget movement						
Prior year budget	25,867	3,700	0	0	0	25,867
Total Grant and specific income movements	-32,354	-78,980	-37,716	-41,812	-40,451	-231,313
Total Pressures and changes	77,577	115,597	60,678	50,227	48,133	352,212
Total Optimising income movements	-478	-219	1	-25	0	-721
Total Continuing Savings	-53,692	-40,918	-22,963	-8,390	-7,682	-133,645
Total additional in year and one-off savings	-13,220	820	0	0	0	-12,400
	-22,167	-3,700	0	0	0	-25,867
Revised budget	3,700	0	0	0	0	0

Savings:	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/20 £'000
Additional in-year and one-off	-13,220	820				-12,400
At risk	-420	0	0	0	0	-420
Some issues	-37,654	-34,660	-17,545	-5,993	-5,328	-101,180
Progressing	-16,096	-6,477	-5,417	-2,422	-2,354	-32,766
Total	-67,390	-40,317	-22,962	-8,415	-7,682	-146,766



Capital

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Summary capital funding	£'000	£'000	£'000	£'000	£'000	£'000
Grants	88,313	113,997	85,067	70,056	53,870	411,303
Reserves	7,567	3,444	6,802	2,420	2,596	22,829
Third party contributions	3,702	6,276	7,054	7,179	7,179	31,390
Borrowing	76,590	58,764	40,166	31,451	23,494	230,465
Total	176,172	182,481	139,089	111,106	87,139	695,987

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Summary capital programme	£'000	£'000	£'000	£'000	£'000	£'000
Schools Basic Need	75,241	95,270	58,710	40,880	19,750	289,851
Property Services	47,743	38,621	31,408	23,838	21,794	163,404
Highways and Transport	31,956	32,649	32,166	30,339	29,256	156,366
Environment	2,887	5,461	5,739	5,864	5,764	25,715
Information Management and Technology	4,874	4,133	4,284	3,248	4,253	20,792
Surrey Fire and Rescue Service	7,977	1,836	1,986	2,141	1,526	15,466
Schools Devolved Capital	2,612	2,612	2,612	2,612	2,612	13,060
Adults Social Care	1,150	1,150	1,050	1,050	1,050	5,450
Children Services	599	599	599	599	599	2,995
Community Partnership & Safety	0	0	385	385	385	1,155
Legal & Democratic Services	150	150	150	150	150	750
Schools & Learning	983	0	0	0	0	983
Total	176,172	182,481	139,089	111,106	87,139	695,987

Capital

6

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Summary capital funding						
Schools Basic Need	29,427	30,000	33,085	30,000	15,699	138,211
Schools Basic Need Top-Up Grant	13,193	28,122	0	0	0	41,315
Schools devolved formula capital	2,612	2,612	2,612	2,612	2,612	13,060
Schools capital maintenance	13,102	13,102	13,102	13,102	13,102	65,510
Schools Kitchens	982	0	0	0	0	982
Integrated transport block	4,784	4,784	4,784	4,784	4,784	23,920
Highways maintenance - base allocation	16,714	15,323	14,859	13,449	13,449	73,794
Highways maintenance - challenge fund	0	1,000	1,000	1,000	1,000	4,000
Highways maintenance - incentive	0	1,000	1,000	1,000	1,000	4,000
Fire Transformation and Emergency Care response Grant	5,275	0	0	0	0	5,275
Department of Health Capital Grant	2,224	2,224	2,224	2,224	2,224	11,120
Unspecified Government grants	0	15,830	12,401	1,885	0	30,116
Total Grants	88,313	113,997	85,067	70,056	53,870	411,303
Reserves						
Fire Vehicle & Equipment Reserve	2,702	1,836	1,986	2,141	1,526	10,191
IT Equipment Reserve	1,865	1,608	1,694	279	1,070	6,516
General Capital Reserve	3,000	0	3,122	0	0	6,122
Total Reserves	7,567	3,444	6,802	2,420	2,596	22,829
Third Party Funded						
CIL funded schemes-to fund new transport schemes	2,002	4,576	5,354	5,479	5,479	22,890
s106 funded schemes	1,700	1,700	1,700	1,700	1,700	8,500
Total Third Party Funded	3,702	6,276	7,054	7,179	7,179	31,390
Borrowing	76,590	58,764	40,166	31,451	23,494	230,465
Total Capital Funding	176,172	182,481	139,089	111,106	87,139	695,987

Capital

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Summary capital programme	£'000	£'000	£'000	£'000	£'000	£'000
Major Adaptations	800	800	800	800	800	4,000
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	100	0	0	0	200
Adult Social care	1,150	1,150	1,050	1,050	1,050	5,450
Schools devolved formula capital	2,612	2,612	2,612	2,612	2,612	13,060
Foster carer grants	300	300	300	300	300	1,500
Adaptations for children with disabilities	299	299	299	299	299	1,495
Children Services	599	599	599	599	599	2,995
Schools & Learning: School Kitchens	983	0	0	0	0	983
Children, Schools & Families	4,194	3,211	3,211	3,211	3,211	17,038
Community Partnership & Safety: Local Committee						
Allocations	0	0	385	385	385	1,155
Fire-Vehicle & Equipment Replacement	2,702	1,836	1,986	2,141	1,526	10,191
Fire Emergency Care Response	75	0	0	0	0	75
Fire Joint Transport Project	5,200	0	0	0	0	5,200
Surrey Fire & Rescue Service	7,977	1,836	1,986	2,141	1,526	15,466
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
Bridge strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Highways Vehicle Replacement	200	200	200	200	0	800
Local Growth Deal (tranches 1-3)	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Cross Directorate CIL schemes	1,700	1,700	1,700	1,700	1,700	8,500
Highways & Transport	31,956	32,649	32,166	30,339	29,256	156,366
Maintenance at closed landfill sites	100	100	100	100	0	400
Rights of way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Basingstoke Canal Remedial Works	500	500	0	0	0	1,000
Cross Directorate CIL schemes	2,002	4,576	5,354	5,479	5,479	22,890
Environment & Planning	2,887	5,461	5,739	5,864	5,764	25,715

Capital

6

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Summary capital programme						
<u>Recurring programmes:</u>						
Schools - Disability Discrimination Act	466	477	487	497	497	2,424
Schools capital maintenance, inc.childrens centres	13,102	13,102	13,102	13,102	13,102	65,510
Carbon reduction - Corporate	1,000	1,393	1,300	1,300	1,300	6,293
Fire risk assessments/minor works/DDA	0	0	0	0	0	0
Non schools structural maintenance	5,400	6,900	7,000	6,987	6,895	33,182
Recurring programmes	19,968	21,872	21,889	21,886	21,794	107,409
<u>Projects:</u>						
Portesbury SEN School	7,693	150	0	0	0	7,843
Gypsy Sites	2,353	0	0	0	0	2,353
Fire Station reconfiguration	4,183	631	1,567	1,952	0	8,333
Woking Fire Station	0	1,000	0	0	0	1,000
Guildford Fire Station	100	0	0	0	0	100
Fire training tower replacement	285	200	0	0	0	485
Replace aged demountables	750	450	750	0	0	1,950
SEN strategy	1,400	4,114	4,080	0	0	9,594
Joint Public Sector Property Projects	760	1,140	0	0	0	1,900
Land acquisition for waste	3,000	0	3,122	0	0	6,122
Projects to enhance income	876	600	0	0	0	1,476
Regeneration projects	4,050	2,470	0	0	0	6,520
Projects to reprovision and deliver capital receipts	425	625	0	0	0	1,050
Reigate Priory School	500	500	0	0	0	1,000
Trumps Farm Solar Panels	0	3,800	0	0	0	3,800
Short Stay Schools	1,400	1,068	0	0	0	2,468
Projects	27,775	16,748	9,519	1,952	0	55,994
Property Services	47,743	38,620	31,408	23,838	21,794	163,403
Schools Basic Need	75,241	95,270	58,710	40,880	19,750	289,851
IT Project Investment	1,865	1,608	1,694	279	1,070	6,516
IT Equipment Replacement Reserve	2,500	2,500	2,500	2,500	2,500	12,500
Recurring programmes	4,365	4,108	4,194	2,779	3,570	19,016
Adults Social Care Infrastructure Grants (IT)	304	0	0	0	0	304
Other IMT projects	205	25	90	469	683	1,472
Projects	509	25	90	469	683	1,776
Information Management & Technology	4,874	4,133	4,284	3,248	4,253	20,792
Legal & Democratic services: Community Buildings Grant scheme	150	150	150	150	150	750
Total Capital Programme	176,172	182,481	139,089	111,106	87,139	695,987

Services

Detailed Budget

Adult Social Care 2015/16



Dave Sargeant
Strategic Director, Adult
Social Care

Our purpose

Adult Social Care plans, commissions and provides a wide range of services for adults across Surrey.

Our vision is to work collaboratively with partners ensuring people have choice and control, in order to maximise their wellbeing, retain their independence, continue to live in their local community and remain safe.

Delivering this vision will mean people in Surrey:

- know about and can access information, care and support in their local community
- live independently with choice and control over their lives
- are able to prevent and postpone the need for care and support
- are satisfied with the quality of their care and support
- remain safe.

For more information on what we do, contact david.sargeant@surreycc.gov.uk

Our challenges and opportunities

We face challenges of an unprecedented financial environment in which we need to deliver significant efficiency savings and generate income; radical changes in national policy contained within the Care Act will have far-reaching impacts for the Surrey where a very high proportion of people fund their own care; and the demographic pressures of an ageing population, with a high incidence of dementia.

All of this will necessitate a radical strategic shift in the way in we deliver services, a refocus of available resources and collaboration with our health partners to deliver local integrated community-based health and social care services.

Our key actions

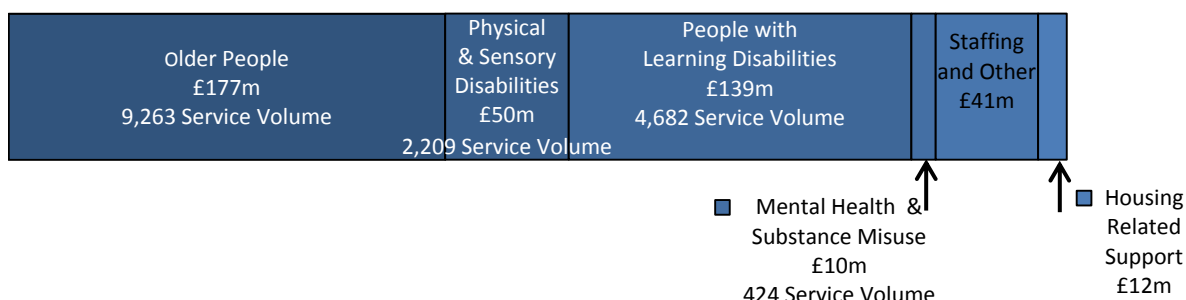
We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*:

1. Protect people from harm and ensure care and support services are high quality and safe.
2. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services.
3. Work with health and other partners to deliver local integrated community-based health and social care services.
4. Implement the Care Act and prepare for funding reform in April 2016.
5. Deliver efficiency savings of £37m.

Our budget

The council has an overall operating revenue budget of £1.7 billion. A capital programme worth just over £694 million is also planned over the next five years. The chart below shows how Adult Social Care spending has been allocated for 2015/16.

**Gross Revenue
Expenditure:
£428.6m**



n.b. There is a small capital budget of £1.2m for 2015/16 on major adaptations and in-house improvements

Our Directorate is structured to align with Surrey's Clinical Commissioning Groups to support the integration health and social care services in Surrey. We will ensure the overall actions for Adult Social Care are delivered and will prioritise the following actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.



Jean Boddy
Area Director
Surrey Heath and
Farnham

1. Deliver adult social care services in Surrey Heath and Farnham ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership through the joint commissioning of services to respond to our 'ageing population' and to realign the health and social care system towards enabling and preventative services for older people
3. Provide strategic leadership through the joint commissioning of services which focus on dementia and the mental wellbeing of older people, increase early diagnosis and support, address social stigma, enhance support for relatives/carers and develop dementia friendly communities
4. Collaborate with partners, including probation, borough and district councils and health, to reduce reliance on residential care and shift towards housing related support services enabling vulnerable people to remain as independent as possible in the community.



Shelley Head
Area Director
North West Surrey

1. Deliver adult social care services in North West Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the family, friends and communities programme, which will continue to deliver extensive cultural and practice change, build on the Care Act to deliver an holistic and enabling approach to social care and grow the range of local services which deliver better outcomes at less cost
3. Ensure operational safeguarding is embedded into practice across Adult Social Care to protect people from harm and ensure care and support services are high quality and safe.



Jo Poynter
Area Director
East Surrey

1. Deliver adult social care services in East Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for people with learning disabilities, with the development of new learning disability and autism strategies and revised learning disability lead commissioning arrangements
3. Provide strategic leadership for the provision of services for people with mental health needs, including substance misuse, across the Directorate
4. Collaborate with health and prison partners to ensure people in Surrey's prison receive appropriate support and care services to meet their social care needs, under the duties of the Care Act 2014.



Sonya Sellar
Area Director
Mid Surrey

1. Deliver adult social care services in Mid Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for carers across Surrey, ensuring carers are supported in their caring role and have a life outside caring
3. Collaborate with health, borough and district and other partners to ensure the Adult Social Care workforce is fit for the future, supports health and social care integration and whole system improvements
4. Provide strategic leadership for the implementation of new duties under the Care Act 2014, particularly for eligibility and assessment, and ensure the Directorate is prepared for funding reform in April 2016.



Liz Uliasz
Area Director
Guildford and Waverley

1. Deliver adult social care services in Guildford and Waverley ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for people with physical and sensory disabilities, HIV and for young people in transition across the Directorate
3. Provide operational leadership for occupational therapy services ensuring we support people to maintain their independence and promote effective collaboration across Surrey's health and social care system
4. Collaborate with health, borough and district council partners to ensure disabled facilities grant are used to support health and social care integration and to implement whole system improvements
5. Ensure robust emergency planning and business continuity arrangements are in place across Adult Social Care on an on-going basis and for events such as Armed Forces Day and Prudential Ride London.



Andy Butler
Principal Social
Worker/Senior Practice
Development Manager

1. Ensure a robust approach is in place across Surrey for compliance with Deprivation of Liberty Safeguards requirements, in order to protect and promote the rights of people who lack mental capacity
2. Provide strategic leadership for a rights based continuing healthcare strategy, both nationally and in Surrey, to ensure people with complex ongoing healthcare needs are assessed and receive services in a timely and effective manner
3. Provide professional leadership for the development of the social work and occupational therapy workforce across Adult Social Care and ensuring they are well trained and supported by appropriate practice policy, procedures and guidance.



Philippa Alisiroglu
Interim Assistant
Director, Service
Delivery

1. Provide strategic leadership for the provision of safe, effective, caring and responsive in-house regulated services for adults across the county, ensuring we protect people from harm and connect them with their family, friends and community support networks
2. Embed and maintain a culture of continuous improvement in the in-house regulated services for adults, ensuring the delivery of high quality provision
3. Work with people who use services, carers, health and other partners to deliver local integrated community based health and social care services, exploring new and empowering models of delivery
4. Ensure the workforce is equipped with the right skills and support to deliver a safe and effective service
5. Contribute to efficiency savings as part of the Council's Medium Term Financial Plan, whilst ensuring high quality in-house provision



Toni Carney
Head of Resources and
Caldicott Guardian

1. Ensure there is a robust policy framework in place to respond to the radical changes in national policy in the Care Act, to other strategic changes and new models of delivery
2. Provide strategic leadership as Caldicott Guardian, for information governance across the Directorate and for putting data and information sharing arrangements in place with partners to support an integrated model of community based health and social care
3. Deliver effective commissioning and business support services across the Directorate and ensure robust information quality across the IT systems which support the adult social care operation
4. Work with IMT partners to give staff IT solutions which are fit for purpose, meet the needs of the Care Act and support the shift towards an integrated model of community based health and social care
5. Provide professional leadership for the deputyship function and for financial assessments and benefits across Adult Social Care, ensuring the end-to-end processes are efficient, effective and meet the needs of the Care Act



Vernon Nosal
Interim Head of Quality
Assurance and Strategic
Safeguarding

1. Ensure there is a robust quality assurance framework in place across Surrey, which utilises all available national and local information and data, to monitor the quality of provision and to facilitate a pro-active approach
2. Provide strategic leadership for safeguarding across Adult Social Care, implementing the new safeguarding duties under the Care Act which includes ensuring the independence of the Surrey Safeguarding Adults Board, to protect people from harm and ensure care and support services are high quality and safe
3. Deliver a responsive customer relations function, ensuring complaints and compliments are handled in a timely and efficient manner and any lessons learnt are reflected back into practice



Kathryn Pyper
Senior Programme
Manager

1. Provide robust business intelligence to meet external statutory and corporate reporting requirements; local management information to support front line teams; intelligence to inform the Directorate's change projects and the commissioning, grants and contracts function; and participate in external and internal best practice groups
2. Support delivery of strategic change projects across the Directorate - including Family, Friends and Communities, implementation of the Care Act and the Better Care Fund which is driving health and social care integration – to realise the ambitions set in the Directorate strategy
3. Deliver effective information and advice about local care and support to all Surrey residents under the duties of the Care Act; ensure robust stakeholder engagement; meet internal and external communications needs; and ensure the Directorate addresses its equality duties.

Adult Social Care

Strategic Director: Dave Sargeant

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Older People	166,570	176,919	175,091	179,004	192,396	206,882
Physical & Sensory Disabilities	49,378	50,060	50,387	51,387	53,147	55,201
People with Learning Disabilities	127,177	138,767	143,125	153,045	164,957	178,261
Mental Health & Substance Misuse	11,160	9,787	9,334	8,975	9,238	9,551
Assessment & Care Management	29,640	23,598	23,861	24,115	24,361	24,590
Management & Support	16,025	17,870	19,442	19,809	20,172	20,281
Housing Related Support	12,429	11,591	11,593	11,594	11,595	11,596
Income	-72,355	-56,792	-58,225	-59,922	-62,797	-65,711
Net budget ¹	340,024	371,801	374,609	388,007	413,069	440,651
Total funding	-72,355	-56,792	-58,225	-59,922	-62,797	-65,711
Total expenditure	412,379	428,592	432,833	447,929	475,866	506,362
Net budget ¹	340,024	371,801	374,609	388,007	413,069	440,651

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement					
Prior year budget	340,024	371,800	374,608	388,007	413,069
Total Grant and specific income movements	15,563	-1,433	-1,698	-2,875	-2,914
Total Pressures and changes	53,553	32,160	30,262	34,594	37,297
Total Continuing Savings	-24,940	-27,919	-15,165	-6,657	-6,801
Total Additional in-year savings	-12,400	0	0	0	0
Movements	31,776	2,808	13,399	25,062	27,582
Revised budget	371,800	374,608	388,007	413,069	440,651

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/20 £000
Capital Programme						
<u>Project schemes</u>						
Major Adaptations	800	800	800	800	800	4,000
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	100				200
Project schemes	1,150	1,150	1,050	1,050	1,050	5,450
Capital programme	1,150	1,150	1,050	1,050	1,050	5,450

Note:

1: Net budget supported by Council Tax general government grants and reserves

Adult Social Care

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Funding:						
UK Government grants	-222	-1,097	-589	-80	-80	-80
Other bodies grants	-18,309	0	0	0	0	0
Fees & charges	-41,808	-43,829	-45,771	-47,976	-50,851	-53,765
Joint working income	-10,245	-10,056	-10,055	-10,056	-10,056	-10,056
Reimbursements and recovery of costs	-1,771	-1,810	-1,810	-1,810	-1,810	-1,810
Total funding	-72,355	-56,792	-58,225	-59,922	-62,797	-65,711
Expenditure:						
Employment	71,442	58,766	55,291	56,002	56,687	57,083
Non employment	340,602	3,983	4,054	4,135	4,218	4,302
Contracts & Care packages	335	365,843	373,488	387,792	414,961	444,977
Total expenditure	412,379	428,592	432,833	447,929	475,866	506,362
Net budget ¹	340,024	371,800	374,608	388,007	413,069	440,651

	2014/15	2015/16
FTEs	2,145	1,925 ²

Note:

1: Net budget supported by Council Tax general government grants and reserves

2: Decrease in FTEs due to transfer to subsidiary Surrey Choices

Adult Social Care

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Older People						
Nursing General	19,742	23,182	24,699	26,239	28,795	31,536
Nursing Dementia	13,087	15,836	15,545	15,436	17,078	18,856
Residential General - External	38,549	43,228	45,239	46,887	48,933	51,180
Residential Dementia - External	12,579	13,214	13,632	13,916	14,667	15,476
Residential In-House Provision	7,527	7,562	5,096	5,170	5,240	5,307
Home Care - External	37,125	45,035	43,874	44,950	50,283	56,017
Reablement In-House Provision	7,374	7,362	7,218	7,267	7,310	7,342
Extra Care In-House Provision	2,860	2,562	2,564	2,566	2,567	2,568
Direct Payments	10,220	9,126	7,712	7,309	8,291	9,369
Day Care - External	2,846	2,840	2,850	2,909	3,077	3,259
Day Care In-House Provision	192	177	179	181	183	185
Respite Care	2,280	1,688	1,715	1,752	1,810	1,871
Transport Services	666	455	449	451	475	502
Other Care	11,523	4,652	4,319	3,971	3,687	3,414
Total Older People	166,570	176,919	175,091	179,004	192,396	206,882
Physical & Sensory Disabilities						
Nursing General	3,067	2,789	2,763	2,763	2,764	2,784
Nursing Dementia	22	48	49	50	51	53
Residential General - External	5,499	6,012	6,411	6,783	7,134	7,537
Residential Dementia - External	152	232	239	246	253	261
Supported Living / Home Care	7,664	7,749	7,825	8,071	8,548	9,094
Direct Payments	17,406	17,859	17,614	17,848	18,581	19,449
Day Care - External	1,036	1,008	987	985	1,002	1,022
Day Care In-House Provision	549	0	0	0	0	0
Respite Care	278	148	142	142	146	152
Transport Services	249	225	217	216	223	231
Other Care - External	13,456	13,990	14,140	14,283	14,445	14,618
Total Physical & Sensory Disabilities	49,378	50,060	50,387	51,387	53,147	55,201

Policy Budget (by activity) - continued

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
People with Learning Disabilities						
Nursing General	1,166	1,179	1,353	1,486	1,606	1,736
Nursing Dementia	278	260	269	278	286	296
Residential General - External	63,253	62,516	62,550	66,320	70,173	74,661
Residential Dementia - External	77	139	137	142	146	151
Residential In-House Provision	5,193	4,657	2,742	2,786	2,828	2,867
Supported Living / Home Care - External	23,847	32,136	35,199	37,747	41,315	45,251
Supported Living / Home Care In-House Provision	684	564	569	573	577	581
Direct Payments	14,158	16,724	18,765	20,915	23,640	26,604
Day Care - External	4,246	12,844	13,009	13,324	13,785	14,295
Day Care In-House Provision	6,266	0	0	0	0	0
Respite Care	2,228	2,050	2,250	2,515	2,841	3,195
Transport Services	1,886	1,527	1,662	1,861	2,120	2,404
Other Care - External	2,399	4,171	4,620	5,098	5,640	6,220
Other Care In-House Provision	1,496	0	0	0	0	0
Total People with Learning Disabilities	127,177	138,767	143,125	153,045	164,957	178,261
Mental Health & Substance Misuse						
Nursing General	396	219	147	98	56	14
Nursing Dementia	90	61	63	64	66	68
Residential General	2,266	2,658	2,801	2,923	3,034	3,162
Residential Dementia	22	78	80	83	85	88
Supported Living / Home Care	2,699	2,898	2,893	2,952	3,095	3,262
Direct Payments	930	746	745	763	806	855
Day Care	42	37	36	36	37	38
Respite Care	3	3	3	3	3	3
Transport Services	10	7	7	7	7	7
Other Care	4,702	3,080	2,559	2,046	2,049	2,054
Total Mental Health & Substance Misuse	11,160	9,787	9,334	8,975	9,238	9,551
Other Expenditure						
Assessment & Care Management	29,640	23,598	23,861	24,115	24,361	24,590
Management & Support	16,025	17,870	19,442	19,809	20,172	20,281
Housing Related Support	12,429	11,591	11,593	11,594	11,595	11,596
Total Other Expenditure	58,095	53,059	54,896	55,519	56,128	56,467
Gross Expenditure	412,379	428,592	432,833	447,929	475,866	506,362
Income						
UK Government Grants	-222	-1,097	-589	-80	-80	-80
Other Bodies Grants	-18,309	0	0	0	0	0
Fees & Charges	-41,808	-43,829	-45,770	-47,976	-50,851	-53,765
Joint Working Income	-8,305	-8,407	-8,407	-8,407	-8,407	-8,407
Joint Funded Care Package Income	-1,843	-1,649	-1,649	-1,649	-1,649	-1,649
Reimbursements & recovery of costs	-1,868	-1,810	-1,810	-1,810	-1,810	-1,810
Total Income	-72,355	-56,792	-58,225	-59,922	-62,797	-65,711
Net Expenditure	340,024	371,800	374,608	388,007	413,069	440,651

Adult Social Care

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	340,024	371,800	374,608	388,007	413,069
Total Grant and specific income movements	15,563	-1,433	-1,698	-2,875	-2,914
Total Pressures and changes	53,553	32,160	30,262	34,594	37,297
Total Continuing Savings	-24,940	-27,919	-15,165	-6,657	-6,801
Total Additional in-year savings	-12,400	0	0	0	0
	31,776	2,808	13,399	25,062	27,582
Revised budget	371,800	374,608	388,007	413,069	440,651

Savings	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Additional in year savings	-12,400	0	0	0	0
At Risk	R 0	0	0	0	0
Some Issues	A -21,593	-25,339	-12,558	-4,310	-4,464
Progressing	G -3,347	-2,580	-2,607	-2,347	-2,337
Total	-37,340	-27,919	-15,165	-6,657	-6,801

Adult Social Care

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Funding changes						
<u>Grant and specific income movements</u>						
Virements	99					
Integration of Whole Systems Partnership income into Better Care Fund	18,309					
Changes to Joint Funded care package income	195					
Mental Health Transformaiton Challenge Award Funding	-1,017	508	508			
Other Income Changes	-11					
Changes to Fees & Charges income	-2,012	-1,941	-2,206	-2,875	-2,914	
Total Grant and specific income movements	15,563	-1,433	-1,698	-2,875	-2,914	
Total funding changes	15,563	-1,433	-1,698	-2,875	-2,914	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	860					
Integration of Whole Systems Partnership expenditure into Better Care Fund	-18,344					
Supreme Court Judgement: Deprivation of Liberty	1,075	720				
Mental Health Transformaiton Challenge Award Expenditure	1,017	-508	-508			
Transfer of Independent Living Fund to Local Authorities	1,338	445				
Care Act Implementation	9,808					
Total changes	-4,246.3	657	-508	0	0	
<u>Service Pressures</u>						
Inflation	6,219	7,180	7,935	8,283	8,837	
Full year effect of existing care packages - Non-Transition	5,391	3,500	3,500	3,500	3,500	
Future year demand pressures - Non-Transition	4,782	4,782	4,304	1,913	1,913	
Full year effect of existing care packages - Transition	1,639	3,500	3,500	3,500	3,500	
Future year Transition cases	5,387	5,656	5,939	6,236	6,547	
Failure to achieve MTFP savings on an ongoing basis	10,656					
Replacement of additional in year savings	9,472					
Replacement of Sourcing Review Invest to Save funding	250	250	250	250		
Repayment of Continuing Health Care Invest to Save funding	485	485				
Other Changes	-481					
Replacement of one-off contribution from corporate reserves	14,000					
Care Act funding risk		5,000	5,000	10,000	10,000	
Contingency for savings not achieved / additional pressures		1,150	342	912	3,000	
Total pressures	57,800	31,503	30,770	34,594	37,297	
Total Pressures and changes	53,553	32,160	30,262	34,594	37,297	

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Savings						
<u>Continuing Savings</u>						
Family, Friends and Community support	-10,000	-10,000	-5,000			A
Section 256 client group savings	-2,000	-1,750	-1,750	-1,500	-1,500	G
Optimisation of Transition pathways	-750	-1,000	-1,000	-1,000	-1,000	A
Targeted strategic shift from residential to community based provision	-1,500	-1,300				A
Optimisation of spot care rates	-927			-1,618	-1,764	A
Learning Disabilities Public Value Review	-2,000					A
Other commissioning strategies	-900	-500	-500	-500	-500	G
Optimisation of main block contract rates	-418	-426	-434	-442	-450	A
Optimisation of other block contract & grant rates	-247	-330	-357	-347	-337	G
Ensure correct application of National Continuing Health Care fr	-1,735	-1,250	-1,250	-1,250	-1,250	A
Public Sector Transformation Network / Health Collaboration	-1,000	-1,400	-1,400			A
Strategic review of Service Delivery	-500	-4,500				A
Maximising potential of Local Authority Trading Company	-300					A
ASC Realignment	-200					G
Whole Systems Demand Management - New Demand	-797	-1,594	-2,152			A
Whole Systems Demand Management - Shift in Older People care pathway	-441	-2,644	-1,322			A
Commissioning for Older people with Disabilities	-150	-150				A
Improved sourcing of residential care	-250	-250				A
Better Value Care	-500	-500				A
Commissioning approach to Fee exception avoidance	-125	-125				A
Reablement service improvements	-200	-200				A
Total Continuing Savings	-24,940	-27,919	-15,165	-6,657	-6,801	
<u>Additional in-year savings</u>						
Family Friends and Community Direct payment reclaims	-4,000					G
Overprojection due to breaks / one-off reductions in care services	-2,000					G
Underusage of call offs	-1,000					G
Strategic supplier review rebates	-1,000					G
General Service Delivery efficiencies	-400					A
Staff turnover	-4,000					G
Total Additional in-year savings	-12,400	0	0	0	0	
Total savings	-37,340	-27,919	-15,165	-6,657	-6,801	

Central Income & Expenditure Detailed Budget

Central Income & Expenditure

Director of Finance: Sheila Little

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Protected Salaries & Relocation	447					
Pensions back funding	11,139	11,332	11,529	11,731	11,938	12,149
Redundancy & Compensation	5,749	6,225	5,039	4,038	4,031	3,677
Impact of NI Changes			6,000	6,000	6,000	6,000
Other Initiatives	1,207	-1,500	-3,000	-4,000	-4,000	-4,000
Risk Contingencies	5,000					
Land Drainage Precept	1,098	1,125	1,153	1,182	1,212	1,242
Contribution to/from reserves	3,338	4,465	824	13,596	8,805	-666
Interest Payable	15,325	14,100	16,799	16,789	16,795	18,835
Minimum Revenue Provision	22,207	25,251	27,100	28,269	28,591	30,244
Government Grants	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Council Tax & Business Rates	-615,807	-642,100	-673,500	-711,100	-749,600	-788,000
Interest Receivable	-577	-403	-324	-4,984	-4,825	-5,131
Net budget ¹	-780,244	-818,753	-829,980	-854,888	-894,372	-938,409

Funding:

Council Tax incl collection fund	-571,344	-598,000	-627,200	-662,800	-699,000	-735,400
Business Rates income	-44,463	-44,100	-46,300	-48,300	-50,600	-52,600
UK Government grants	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Income from investments	-577	-403	-324	-4,984	-4,825	-5,131
Total funding	-845,754	-879,751	-895,424	-932,493	-967,744	-1,005,890

Expenditure:

Employment	447	0	6,000	6,000	6,000	6,000
Non employment	27,531	21,647	15,545	26,548	21,986	12,402
Capital financing costs	37,532	39,351	43,899	45,057	45,386	49,079
Total expenditure	65,510	60,998	65,444	77,605	73,372	67,481
Net budget ¹	-780,244	-818,753	-829,980	-854,888	-894,372	-938,409

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Summary budget movement					
Prior year budget	-780,244	-818,753	-829,980	-854,888	-894,372
Total Grant and specific income movements	-33,997	-15,673	-37,069	-35,251	-38,146
Total Pressures and changes	-3,565	5,946	13,161	-4,233	-5,891
Total Continuing Savings	-947	-1,500	-1,000	0	0
Movements	-38,509	-11,227	-24,908	-39,484	-44,037
Revised budget	-818,753	-829,980	-854,888	-894,372	-938,409

Notes:

1: Net Budget supported by general government grants and reserves

Central Income & Expenditure

Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Funding changes						
<u>Grant and specific income movements</u>						
Grant Changes	-7,878	15,648	5,191	3,090	560	
Council Tax & Business Rates	-26,293	-31,400	-37,600	-38,500	-38,400	
Income from Investments	174	79	-4,660	159	-306	
Total Grant and specific income movements	-33,997	-15,673	-37,069	-35,251	-38,146	
Total funding changes	-33,997	-15,673	-37,069	-35,251	-38,146	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
<u>Virements</u>						
Impact of changes to National Insurance		6,000				
Removal of Risk contingency	-5,000					
Contributions to/from earmarked reserves	1,127	-3,641	12,772	-4,791	-9,471	
Reduction of grant related expenditure	-2,207					
Total changes	-6,080	2,359	12,772	-4,791	-9,471	
<u>Service Pressures</u>						
Inflation	220	225	231	236	241	
Reorganisation costs	476	-1,186	-1,000	-7	-354	
Financing of capital programme	1,819	4,548	1,159	328	3,693	
Total pressures	2,515	3,587	389	558	3,580	
Total Pressures and changes	-3,565	5,946	13,161	-4,233	-5,891	
Savings						
<u>Continuing Savings</u>						
Protected Salaries	-447					G
Cross Cutting Communications Savings		-500				A
Synergies from incorporation of Public Health	-500	-1,000	-1,000	0		A
Total Continuing Savings	-947	-1,500	-1,000	0	0	
Total savings	-947	-1,500	-1,000	0	0	

Children, Schools & Families Detailed Budget

Children, Schools & Families

Strategic Director: Nick Wilson

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Funding:						
Centrally Managed Dedicated Schools Grant	-108,825	-117,812	-118,812	-119,812	-119,812	-119,812
School related grants	-468,246	-469,036	-468,292	-468,292	-468,292	-468,292
Other UK Government Grants	-4,796	-6,175	-5,456	-5,425	-5,421	-5,395
Other Bodies grants	-958	-1,067	-1,067	-1,067	-1,067	-1,067
Fees & charges	-29,370	-28,024	-28,842	-29,695	-30,622	-31,549
Property income	-35	-41	-41	-41	-41	-41
Joint working income	-2,834	-5,060	-5,060	-5,060	-5,060	-5,060
Reimbursements and recovery of costs	-4,531	-6,271	-6,271	-6,271	-6,271	-6,271
Total funding	-619,595	-633,486	-633,841	-635,664	-636,586	-637,487
Expenditure:						
Employment	108,448	111,394	109,113	110,411	112,410	114,396
Non employment	61,346	57,379	57,484	57,497	57,513	57,528
Contracts & Care packages	164,086	174,089	178,325	183,433	191,340	199,240
Total CSF expenditure	333,880	342,862	344,922	351,341	361,263	371,164
School expenditure	468,246	469,036	468,292	468,292	468,292	468,292
Total expenditure	802,126	811,898	813,214	819,633	829,555	839,456
Net budget ¹	182,531	178,412	179,373	183,969	192,969	201,969
FTE	2,796	2,887				

Note:

1: Net Budget supported by general government grants and reserves



Caroline Budden
Assistant Director –
Children's Services and
Safeguarding

Our purpose

Our purpose is to ensure that every child and young person will be safe, happy and healthy and have the personal confidence, skills and opportunities to contribute.

Our responsibilities include the following areas:

- **Safeguarding:** To protect Surrey's children and young people to keep them safe from harm and neglect.
- **Early Help:** To work together with partners to identify need and provide the right level of support at the right time.
- **Children in need of help and protection:** To identify the needs of vulnerable children and young people who require help and protection.
- **Children Looked After;** To ensure the children we look after have the same opportunities as their peers and realise their potential.
- **Recording and reporting capacity and demand** so that the right children access the right services at the right time.

For more information on what we do, contact caroline.budden@surreycc.gov.uk

Our challenges and opportunities

We work with partners to promote integrated Early Help to families, including universal services to identify and support vulnerable children and their families. In 2015/16, we will enhance provision for children and young people requiring long term support to promote lasting and positive outcomes. Resources will be prioritised and reviewed to meet a range of volatile demands with high costs, in particular an increasing number of children who are at risk of significant harm (1,042), which includes those at risk of child sexual exploitation and Children Looked After requiring placements to address multiple and complex needs. We will ensure that Children Looked After have the right support and stability through appropriate placements and education provision in Surrey.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. With partners, protect Surrey's children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to achieve their best.
2. Review arrangements to minimise risk and provide effective support for children at risk of child sexual exploitation.
3. Support the Early Help approach with our partners by building confidence to work with families to prevent the escalation of need.
4. Focus on the quality of assessment processes to ensure that decisions are timely and achieve the best outcomes for children.
5. Work to extend the number of foster placements available in Surrey to minimise placement of children out of county and at a distance.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Childrens Services' spending has been allocated for 2015/16.

**Gross Revenue
Expenditure:
£96.0m**

Referral, Assessment and Care Management, £22.5m	Looked After Children, £42.9m	Other Children with Disabilities, £11.6m	Front Line Services, £9.7m	Central and Support Functions, £9.4m
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Children's Services

Assistant Director: Caroline Budden

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Referral, Assessment and Care Management	21,699	22,490	22,415	22,838	23,386	23,934
Looked After Children	40,251	42,750	43,070	44,002	45,535	47,067
Children with Disabilities	10,634	11,593	11,660	11,904	12,296	12,688
Other Front Line Services	9,332	9,684	9,623	9,806	10,024	10,239
Central and Support Functions	7,661	9,497	9,439	9,619	9,829	10,043
Income	-6,495	-7,016	-7,016	-7,016	-7,016	-7,016
Net budget ¹	83,082	88,998	89,191	91,153	94,054	96,955
Funding:						
Centrally Managed Dedicated Schools Grant	-1,757	-1,957	-1,957	-1,957	-1,957	-1,957
Other UK Government Grants	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Fees & charges	-72	-72	-72	-72	-72	-72
Joint working income	-2,131	-2,152	-2,152	-2,152	-2,152	-2,152
Reimbursements and recovery of costs	-535	-535	-535	-535	-535	-535
Total funding	-6,495	-7,016	-7,016	-7,016	-7,016	-7,016
Expenditure:						
Employment	43,587	46,339	46,009	47,009	48,189	49,369
Non employment	3,664	3,591	3,591	3,591	3,591	3,591
Contracts & Care packages	42,326	46,084	46,607	47,569	49,290	51,011
Total expenditure	89,577	96,014	96,207	98,169	101,070	103,971
Net budget ¹	83,082	88,998	89,191	91,153	94,054	96,955

2014/15 2015/16

FTE	2014/15	2015/16
	1,053	1,108

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement					
Prior year budget	83,082	88,998	89,191	91,153	94,054
Total Grant and specific income movements	-500	0	0	0	0
Total Pressures and changes	6,744	2,641	2,629	2,901	2,901
Total Continuing Savings	-328	-2,448	-667	0	0
Revised budget	88,998	89,191	91,153	94,054	96,955

Capital programme	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015-20 £m
Children with Disabilities Adaptations	299	299	299	299	299	1,495
Foster Carer Grants and Loans	300	300	300	300	300	1,500
Total capital programme	599	599	599	599	599	2,995

Note:

1: Net Budget supported by general government grants and reserves

Children's Services

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Funding:						
Centrally Managed Dedicated Schools Grant	-1,757	-1,957	-1,957	-1,957	-1,957	-1,957
Other UK Government Grants	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Fees & charges	-72	-72	-72	-72	-72	-72
Joint working income	-2,131	-2,152	-2,152	-2,152	-2,152	-2,152
Reimbursements and recovery of costs	-535	-535	-535	-535	-535	-535
Total funding	-6,495	-7,016	-7,016	-7,016	-7,016	-7,016
Expenditure:						
Employment	43,587	46,339	46,009	47,009	48,189	49,369
Non employment	3,664	3,591	3,591	3,591	3,591	3,591
Contracts & Care packages	42,326	46,084	46,607	47,569	49,290	51,011
Total expenditure	89,577	96,014	96,207	98,169	101,070	103,971
Net budget ¹	83,082	88,998	89,191	91,153	94,054	96,955
	2014/15	2015/16				
FTE	1,053	1,108				

Note:

1: Net Budget supported by general government grants and reserves

Children's Services

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	83,082	88,998	89,191	91,153	94,054
Total Grant and specific income movements	-500	0	0	0	0
Total Pressures and changes	6,744	2,641	2,629	2,901	2,901
Total Continuing Savings	-328	-2,448	-667	0	0
Revised budget	88,998	89,191	91,153	94,054	96,955

Savings	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
At Risk	0	0	0	0	0
Some Issues	0	-2,120	-322	0	0
Progressing	-328	-328	-345	0	0
Total	-328	-2,448	-667	0	0

Children's Services

Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Funding changes						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	-200	0	0	0	0	
Changes to Government Grants	-300	0	0	0	0	
Total Grant and specific income movements	-500	0	0	0	0	
Total funding changes	-500	0	0	0	0	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	2,525	0	0	0	0	
Changes to DSG and Government Grants	500	0	0	0	0	
Total changes	3,025	0	0	0	0	
<u>Service Pressures</u>						
General inflation	966	988	1,059	1,151	1,151	
Pay inflation	1,200	1,100	1,000	1,180	1,180	
Demographic changes	553	553	570	570	570	
Child Protection Staffing	1,000	0	0	0	0	
Total pressures	3,719	2,641	2,629	2,901	2,901	
Total Pressures and changes	6,744	2,641	2,629	2,901	2,901	
Savings						
<u>Continuing Savings</u>						
Market Management	-328	-328	-345	0	0	G
Service Realignment	0	-1,430	0	0	0	A
Comissioning Effectively	0	-690	-322	0	0	A
Total Continuing Savings	-328	-2,448	-667	0	0	
Total savings	-328	-2,448	-667	0	0	



Peter-John Wilkinson
Assistant Director for
Schools and Learning

Our purpose

Our purpose is to ensure that children and young people in Surrey receive a high-quality education suitable to their needs that prepares them for a successful and independent adult life. Within this, we aim to:

- ensure that there is sufficient high quality early education, childcare and support for young children and their families in Surrey. Ensure that there are sufficient good quality local school places to meet the rising local demand
- support Surrey's existing 302 primary, 54 secondary and 23 special schools to deliver good and outstanding education
- ensure that children with special educational needs and disabilities can access high quality provision that meets their needs
- improve educational outcomes for all young people, with a special focus on those who are vulnerable.

For more information on what we do, contact peter-john.wilkinson@surreycc.gov.uk

Our challenges and opportunities

This year we need to continue to expand educational provision for two-year-olds and ensure children's centres offer countywide coverage with the best access where needs are highest. We must deliver a huge school expansion programme to meet rising demand with limited grant-funding. Surrey has a high proportion of good or outstanding secondary and special schools and our primary schools are rapidly following this trend. We need to continue to focus improvement work on schools that fall below good or outstanding and further raise results, especially for children from disadvantaged backgrounds. 2014 legislation requires us to deliver systems change for children with special educational needs and disabilities (SEND), including transferring statements of special educational needs to integrated education, health and care plans and achieving better outcomes for young people into adulthood. We must plan SEND provision that is affordable, aligned to needs and makes the most of state-funded mainstream and special schools. A further challenge in this financial environment is to ensure we continue to support prevention and early intervention work where it most improves children and young people's health, wellbeing and capacity to learn.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals *wellbeing, economic prosperity and resident experience*.

1. Identify an early years offer that delivers £2.7m savings and is targeted to meet needs.
2. Continue to work with property and planning to deliver an additional 2,800 school places for September 2015 and plan for future years.
3. Improve educational outcomes for Surrey children as assessed at age 11 and 16 and reflected in school Ofsted judgements.
4. Implement a special educational needs and disabilities (SEND) strategy and action plan, which reduces costs and spend in services by at least £4m by the end of 2015/16 and improves the satisfaction of families.
5. Improve educational outcomes for vulnerable groups including looked after children, those in need and those attracting pupil premium.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Schools and Learning's spending has been allocated for 2015/16.



* Commercial Services is self financing and make a contribution to overheads of £0.9m

** other functions include Virtual Schools and Business Support

Schools and Learning

Assistant Director: P-J Wilkinson

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
School Planning and Leadership	21,786	16,818	19,154	23,642	29,994	36,346
SEN Services	72,362	75,612	74,974	74,974	74,974	74,974
Early Years Services	60,081	61,625	61,625	61,625	61,625	61,625
Home to School Transport	32,462	32,744	32,737	32,732	32,728	32,724
Commercial Services	-680	-926	-926	-926	-926	-926
Virtual School for Looked After Childre	1,672	1,969	1,969	1,969	1,969	1,969
Business Support	857	877	877	877	877	877
Income						
DSG - Centrally Managed	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Other Income	-7,598	-7,640	-7,687	-8,478	-9,339	-10,200
Net budget ¹	80,384	72,009	72,653	75,345	80,832	86,319

Funding:

UK Government grants	-1,483	-2,134	-1,489	-1,484	-1,480	-1,476
Dedicated Schools Grant - DSG	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Fees & charges	-27,534	-26,015	-26,707	-27,503	-28,368	-29,233
Joint working income	-703	-2,908	-2,908	-2,908	-2,908	-2,908
Reimbursements and recovery of costs	-3,317	-5,204	-5,204	-5,204	-5,204	-5,204
Total funding	-133,595	-145,331	-146,378	-148,169	-149,030	-149,891

Expenditure:

Employment	48,287	48,572	46,645	46,688	47,101	47,514
Non employment	55,669	52,075	52,068	52,063	52,059	52,055
Contracts & Care packages	110,023	116,693	120,318	124,763	130,702	136,641
Total expenditure	213,979	217,340	219,031	223,514	229,862	236,210
Net budget ¹	80,384	72,009	72,653	75,345	80,832	86,319

	2014/15	2015/16
FTE	1,263	1,332

Summary budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	80,384	72,009	72,653	75,345	80,832
Total Grant and specific income movements	-6,214	645	0	0	0
Total Pressures and changes	7,681	4,439	5,124	5,487	5,487
Total Continuing Savings	-9,842	-4,440	-2,432	0	0
Movements	-8,375	644	2,692	5,487	5,487
Revised budget	72,009	72,653	75,345	80,832	86,319

Capital Programme

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/20 £000
School Kitchens - Universal Infant						
Free School Meal Implementation	983	0	0	0	0	983

Note 1: Net Budget supported by general government grants and reserves

Schools and Learning

Policy Budget (by activity)	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
School Planning and Leadership	21,786	16,818	19,154	23,642	29,994	36,346
SEN Services						
School Agency Placements	38,491	38,991	38,991	38,991	38,991	38,991
Individual Statemented Pupil Support	12,682	13,814	13,814	13,814	13,814	13,814
Area Based SEN Services	11,917	12,899	12,261	12,261	12,261	12,261
Additional SEN	9,272	9,908	9,908	9,908	9,908	9,908
Early Years Services						
Three & Four Year Olds Provision	32,952	36,903	36,903	36,903	36,903	36,903
Two Year Olds Provision	6,815	7,193	7,193	7,193	7,193	7,193
Children's Centres	11,918	10,614	10,614	10,614	10,614	10,614
Other Early Years	8,396	6,915	6,915	6,915	6,915	6,915
Home to School Transport						
SEN	22,102	22,465	22,465	22,465	22,465	22,465
Mainstream	9,512	9,431	9,424	9,419	9,415	9,411
Pupil Referral Units (PRUs)	493	493	493	493	493	493
Alternative Provision	355	355	355	355	355	355
Commercial Services						
Commercial Services Expenditure	24,759	27,695	27,695	27,695	27,695	27,695
Commercial Services Income	-25,439	-28,621	-28,621	-28,621	-28,621	-28,621
Virtual School for Looked After Children						
	1,672	1,969	1,969	1,969	1,969	1,969
Business Support						
	857	877	877	877	877	877
Income						
DSG - Centrally Managed	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Childrens Centre Income	-800	-770	-770	-770	-770	-770
Other Income	-6,798	-6,870	-6,917	-7,708	-8,569	-9,430
Net budget ¹	80,384	72,009	72,653	75,345	80,832	86,319

Schools and Learning

Dedicated Schools Grant - Centrally Managed	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Schools Agency Placements	33,120	33,620	33,620	33,620	33,620	33,620
Three & Four Year Olds Provision	32,952	36,903	36,903	36,903	36,903	36,903
Individual Statemented Pupil Support Budget	12,171	13,171	13,171	13,171	13,171	13,171
Additional SEN	6,984	7,562	7,562	7,562	7,562	7,562
Two Year Olds Provision	6,815	7,193	7,193	7,193	7,193	7,193
Area based SEN Services	5,240	5,820	5,820	5,820	5,820	5,820
School Planning & Leadership	1,959	3,475	4,475	5,475	5,475	5,475
Other Early Years	861	861	861	861	861	861
Business Support	456	465	465	465	465	465
Total DSG - Centrally Managed	100,558	109,070	110,070	111,070	111,070	111,070

Note:

1: Net Budget supported by general government grants and reserves

Schools and Learning

Summary budget movement	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	80,384	72,009	72,653	75,345	80,832
Total Grant and specific income movements	-6,214	645	0	0	0
Total Pressures and changes	7,681	4,439	5,124	5,487	5,487
Total Continuing Savings	-9,842	-4,440	-2,432	0	0
	-8,375	644	2,692	5,487	5,487
Revised budget	72,009	72,653	75,345	80,832	86,319
	2015/16	2016/17	2017/18	2018/19	2019/20
Savings	£000	£000	£000	£000	£000
At Risk	R 0	0	0	0	0
Some Issues	A -5,200	-2,297	-307	0	0
Progressing	G -4,642	-2,143	-2,125	0	0
Total	-9,842	-4,440	-2,432	0	0

Schools and Learning

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Funding changes						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	-5,563					
Changes to Government Grants	-651	645				
	-6,214	645	0	0	0	
Total Grant and specific income movements						
Total funding changes	-6,214	645	0	0	0	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	-3,542					
Changes to DSG and Government Grants	6,214	-645				
Total changes	2,672	-645	0	0	0	
<u>Service Pressures</u>						
General inflation	3,367	3,442	3,449	3,749	3,749	
Pay inflation	350	350	350	413	413	
Demographic changes	1,292	1,292	1,325	1,325	1,325	
Total pressures	5,009	5,084	5,124	5,487	5,487	
Total Pressures and changes	7,681	4,439	5,124	5,487	5,487	
Savings						
<u>Continuing Savings</u>						
Early Years	-2,700					A
Service realignment	-2,500	-2,297	-307			A
Education Support Grant savings	-2,000					G
Market Management	-1,142	-1,143	-1,125			G
DSG funding of inflation	-1,000	-1,000	-1,000			G
Commercial Services additional income	-500					G
Total Continuing Savings	-9,842	-4,440	-2,432	0	0	
Total savings	-9,842	-4,440	-2,432	0	0	

Schools delegated budgets

Assistant Director: PJ Wilkinson

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>						
UK Government grants	-468,246	-469,036	-468,292	-468,292	-468,292	-468,292
Total funding	-468,246	-469,036	-468,292	-468,292	-468,292	-468,292
<u>Expenditure:</u>						
School expenditure	468,246	469,036	468,292	468,292	468,292	468,292
Total expenditure	468,246	469,036	468,292	468,292	468,292	468,292
Net budget	0	0	0	0	0	0

Budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	0	0	0	0	0
<u>Government Grant movement:</u>					
Reduction due to academy transfers	31,033	700			
changes to 2014/15 pupil premium allocations	-2,229				
Additional funding for schools under DFE "Fairer funding"	-18,650				
increased pupil numbers and related	-4,711				
Reduction in grant b/f	4,874				
Universal infant free meals grant	-11,560				
Others	66				
Virements	387				
<u>Spent on:</u>					
Cost of universal infant free meals	11,560				
Impact of academy transfers	-31,033				
Additional funding for mainstream schs	19,545	-700			
Extra places in special schs and units	718				
	0	0	0	0	0
Revised budget	0	0	0	0	0



Garath Symonds
Assistant Director for
Young People

Our purpose

Our purpose is for all Surrey young people to be participating in education, employment or training. This includes developing and enhancing their skills, abilities, and personal attributes to improve their lives economically and socially. We will:

- ensure sufficient quality education / training for all young people aged 16-19, and up to age 25 for those with special educational needs and disabilities (SEND)
- support Surrey's 100,000 young people aged 13-19 to participate as well as around 2,500 young people aged 20-24 with SEND
- prevent and reduce youth crime and protect the public
- safeguard and promote the welfare of children in need aged 14-17
- ensure access to sufficient positive activities, including youth work, for the improvement of young people's well-being, personal and social development.

For more information, please contact garath.symonds@surreycc.gov.uk.

Our challenges and opportunities

Services for Young People was reformed in 2012. Our commissioning model saved taxpayers £4.6 million per year, whilst also ensuring some of the best outcomes for young people in England. Over the next five years population growth forecast at 5% will drive an increase in demand for post 16 education, prevention services and support for the most vulnerable young people in Surrey. Finding further savings in this context is tough. We will respond by refocusing our services where they are needed most, implementing our new commissioning model for 2015 to 2020 and our business development strategy to secure the long term sustainability of the service.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Create opportunities for all 16 and 17 year olds in Surrey to participate in education, training or employment with training and maintain at least 90% in full participation.
2. Manage the transition to education health and care plans for young people with SEND aged 16-25.
3. Work with young people who offend to keep first time entrants to the youth justice system below 200 and work with 300 children in need aged 14-17 years old to keep them safe and help them progress.
4. Commission early help to prevent 7,500 13 to 19 year olds from experiencing negative outcomes such as youth offending, unemployment and homelessness.
5. Save £2.6 million from the service budget, as a result of reduced income of £700k and agreed MTFP savings of £1.9 million, and implement a business development strategy to secure future sustainability for the service.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Services for Young People's spending has been allocated for 2015/16.

Gross Revenue
Expenditure:
£25.9m



0.1095

Services for Young People

Assistant Director: Garath Symonds

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Centrally Managed Services	194	110	189	192	196	199
<u>Commissioning and Development</u>						
Community Engagement	484	500	503	513	528	542
Early Help	7,479	6,483	6,509	6,587	0	6,803
Employment Pathways	8,167	7,898	7,945	7,605	7,802	7,999
Other Commissioning and Development	228	232	234	239	245	252
<u>Youth Support Services</u>						
Management, Practice and Support	4,344	4,390	4,409	4,491	4,611	4,725
Local Area Teams	6,133	5,957	5,971	6,079	6,261	6,429
Alternative Learning and Gypsy Skills	414	378	378	378	378	378
Centrally Managed DSG	-6,178	-6,453	-6,453	-6,453	-6,453	-6,453
Other Income	-4,253	-4,176	-4,263	-4,294	-4,356	-4,396
Net budget ¹	17,012	15,319	15,422	15,337	9,212	16,478
<u>Funding:</u>						
Dedicated Schools Grant	-6,178	-6,453	-6,453	-6,453	-6,453	-6,453
UK Government grants	-961	-808	-768	-742	-742	-720
Other bodies grants	-958	-1,067	-1,067	-1,067	-1,067	-1,067
Fees & charges	-1,710	-1,883	-2,010	-2,067	-2,129	-2,191
Property income	-35	-41	-41	-41	-41	-41
Reimbursements and recovery of costs	-589	-377	-377			
Total funding	-10,431	-10,629	-10,716	-10,747		
<u>Expenditure:</u>						
Employment	14,154	13,745	13,794	14,022	14,387	14,739
Non employment	1,754	1,465	1,560	1,578	1,598	1,617
Contracts & Care packages	11,535	10,738	10,784	10,484	10,731	10,971
Total expenditure	27,443	25,948	26,138	26,084	26,716	27,327
Net budget ¹	17,012	15,319	15,422	15,337	9,212	16,478

	2014/15	2015/16					
FTE	428	395					
			2015/16	2016/17	2017/18	2018/19	2019/20
Summary budget movement			£000	£000	£000	£000	£000
Prior year budget			17,012	15,319	15,422	15,337	15,907
Total Grant and specific income movements			228	40	26	0	22
Total Pressures and changes			9	457	-19	570	549
Total Continuing Savings			-1,930	-394	-92	0	0
			-1,693	103	-85	570	571
Revised budget			15,319	15,422	15,337	15,907	16,478

Note:

1: Net Budget supported by general government grants and reserves

Services for Young People

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Funding changes						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	75					
Changes to Government Grant	153	40	26	0	22	
	228	40	26	0	22	
Total Grant and specific income movements						
Total funding changes	228	40	26	0	22	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	-8					
Changes to DSG and Government Grants	-228	-40	-26	0	-22	
Apprenticeship initiative	-250		-500			
Total changes	-486	-40	-526	0	-22	
<u>Service Pressures</u>						
General inflation	86	88	92	100	100	
Pay inflation	310	310	310	365	366	
Demographic changes	99	99	105	105	105	
Total pressures	495	497	507	570	571	
Total Pressures and changes	9	457	-19	570	549	
Savings						
<u>Continuing Savings</u>						
Service Realignment	-1,900	-231				A
Market Management	-30	-29	-30			G
Commissioning Effectively	0	-134	-62			A
Total Continuing Savings	-1,930	-394	-92	0	0	
Total savings	-1,930	-394	-92	0	0	



Sean Rafferty
Head of Family Services

Our purpose

Our purpose is to lead and co-ordinate a multi-agency effort to identify and help families with multiple and complex needs to achieve better outcomes and greater independence. We are responsible for:

- managing the Surrey Family Support Programme to improve the lives of 3,660 families with multiple and complex needs by 2020;
- identifying families with interrelated problems including unemployment, involvement in crime and or anti-social behaviour, domestic violence and abuse, poor health, children missing school, and children who need help;
- bringing together local public agencies and coordinate the joint effort to help these families; and
- deliver on Surrey's contribution to the national Troubled Families Programme.

For more information on what we do contact: sean.rafferty@surreycc.gov.uk

Our challenges and opportunities

Our challenge is to intervene and bring about change in families who are struggling and where children are at risk of leading similarly difficult lives as their parents. These families need a lot of help from Surrey public services and it can be very expensive when these families end up receiving high cost acute services. Surrey public agencies agreed a joined up response to working with families in 2012 that has helped over 1,000 families. We are now expanding the programme to help another 3,660 families. This joined up and preventative approach to working with complex families also saves money.

Our key actions

We will focus on three actions for 2015/16 to support the council's corporate strategy priorities around *wellbeing*, *economic prosperity* and *resident experience*.

1. Expand the Surrey Family Support Programme to help 3,660 families by 2020, working with 750 families in 2015/16.
2. Bring into the Surrey Family Support Programme those families who are most likely to benefit from an integrated whole-family approach.
3. Give priority to families who cost the most to support.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Family Services' spending has been allocated for 2015/16:

Gross Revenue
Expenditure:
£0.9m

Family Services, £0.9m

Strategic Services for Children, Schools and Families

Strategic Director: Nick Wilson

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Family Support Expenditure	352	899	899	899	899	899
Family Support Income	-352	-899	-899	-899	-899	-899
CSF Resources	2,529	2,627	2,648	2,675	2,716	2,757
DSG	-332	-332	-332	-332	-332	-332
Other Income	-144	-209	-209	-209	-209	-209
Net budget¹	2,053	2,086	2,107	2,134	2,175	2,216
Funding:						
DSG	-332	-332	-332	-332	-332	-332
UK Government grants	-352	-933	-899	-899	-899	-899
Fees & charges	-54	-54	-54	-54	-54	-54
Reimbursements and recovery of costs	-90	-155	-155	-155	-155	-155
Total funding	-828	-1,474	-1,440	-1,440	-1,440	-1,440
Expenditure:						
Employment	2,420	2,738	2,665	2,692	2,733	2,774
Non employment	259	248	265	265	265	265
Contracts & care packages	202	574	617	617	617	617
Total expenditure	2,881	3,560	3,547	3,574	3,615	3,656
Net budget¹	2,053	2,086	2,107	2,134	2,175	2,216

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	2,053	2,086	2,107	2,134	2,175
Changes to Government Grants	-581	34	0	0	0
Virements	-5	0	0	0	0
Changes to DSG and Government Grants	581	-34	0	0	0
General inflation	3	4	0	0	0
Pay inflation	35	35	35	41	41
Commissioning effectively	0	-18	-8	0	0
Revised budget	2,086	2,107	2,134	2,175	2,216

	2014/15	2015/16
FTEs	52	52

Note:

1: Net Budget supported by general government grants and reserves



Louise Footner
Head of
Communications

Our purpose

Our purpose is to:

- Devise, plan and implement communications and engagement programmes to support and promote the priorities around economic prosperity, wellbeing and resident experience.
- Anticipate, research and respond to residents' changing lifestyles so that we can engage with them in ways that are most appropriate.
- Provide residents with opportunities to be more involved in issues affecting them, their families and communities.
- Deliver communications programmes to support behaviour change to benefit residents' and staff wellbeing and the local economy.
- Promote partnership working through a network approach with communication colleagues across the council and other public, private and voluntary sector bodies.

For more information, contact louise.footner@surreycc.gov.uk

Our challenges and opportunities

Our challenge is to maintain an effective dialogue with residents around the scale of savings required, which is happening at a time of increasing demand for public services and triggering new models of delivery. This requires a re-alignment of resources to exploit digital benefits and communicate the necessary service and behaviour changes.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Deliver communications programmes that raise awareness of council priorities outlined in the corporate strategy.
2. Support the drive to secure fairer funding for Surrey public services.
3. Promote a "One Team" network approach with directorate colleagues through joint budgeting, forward planning, resource allocation, peer challenge and the development of common standards.
4. Maintain a "digital first" approach to reduce costs and target communications.
5. Provide opportunities for resident engagement and involvement.

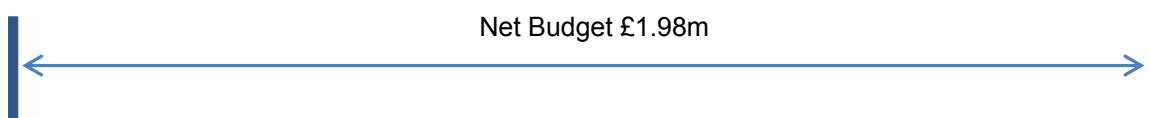
Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Communications' spending has been allocated for 2015/16.

Gross Revenue
Expenditure:
£2.0m



Gross Revenue
Income:
£0.01m*



*Actual income figure £15,000 – Surrey Matters advertising revenue

Communications

Head of Service: Louise Footner

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Communications Team	1,146	1,164	1,183	1,202	1,221	1,240
Central Communications	432	613	624	636	649	662
Surrey Matters	227	229	232	238	243	248
Net budget ¹	1,805	2,006	2,039	2,076	2,113	2,150

Funding:

Fees & charges	-15	-15	-15	-16	-16	-16
Total funding	-15	-15	-15	-16	-16	-16

Expenditure:

Employment	1,106	1,123	1,141	1,161	1,179	1,198
Non employment	714	898	913	931	950	968
Total expenditure	1,820	2,021	2,054	2,092	2,129	2,166

Net budget ¹	1,805	2,006	2,039	2,076	2,113	2,150
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2014/15 2015/16

FTE	22	23
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Budget movements	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior Year Budget	1,805	2,006	2,039	2,076	2,113	
Virements	276	0	0	0	0	
Inflation	30	33	37	37	37	
Reduction to Central Comms spend	-105	0	0	0	0	G
Movements	201	33	37	37	37	
Revised Budget	2,006	2,039	2,076	2,113	2,150	

Notes:

1: Net Budget supported by general government grants and reserves



Jane Last
Head of Community Partnership and Safety

Our purpose

Our purpose is to facilitate local democratic decision making, to engage residents to have their say and get involved in their local communities and to work with partners to ensure residents remain healthy, safe and confident about their future. We are responsible for:

- ensuring that residents are involved in local decision making
- increasing engagement of residents through the use of digital technologies
- supporting opportunities for people to be more involved in their communities
- supporting strong partnership working to help transform services for residents
- developing cross-county approaches for community safety that tackle issues that make residents feel less safe.

For more information on what we do, contact janel@surreycc.gov.uk

Our challenges and opportunities

To respond to our challenge to increase the participation of residents in decision making and in their local communities we will increase our conversations with residents, using new and emerging technologies to engage with wider groups of residents. We will also utilise new legislation in collaboration with our partners, to tackle local issues, focussing on preventing problems from occurring and strengthening communities to respond when they do.

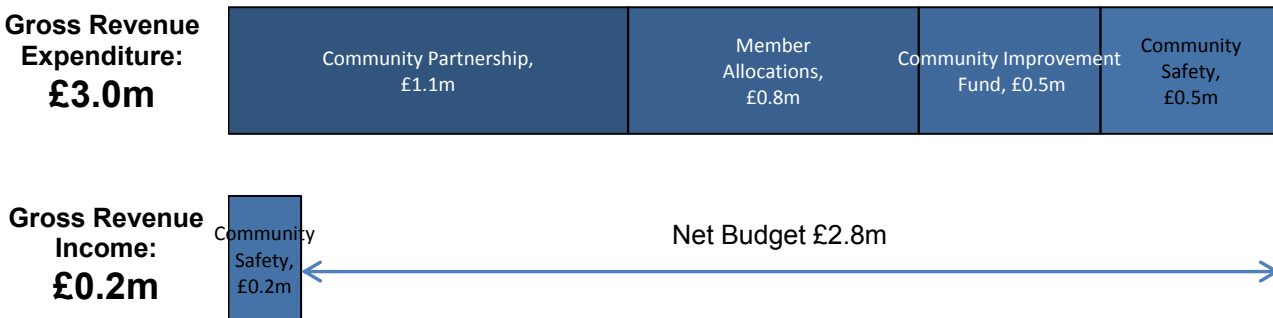
Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Improve the way we engage on local issues by increasing the number of people we reach through new channels.
2. Support communities to respond to local flooding through the setup of flood forums in the affected areas.
3. Work with partners to embed new legislation on anti social behaviour, domestic abuse and counter terrorism to increase peoples’ safety.
4. Lead the delivery of the domestic abuse response for the Surrey Family Support Programme to improve the lives of those affected.
5. Improve community wellbeing by promoting funding sources for community projects and supporting our military communities.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Community Partnerships and Safety’s spending has been allocated for 2015/16:



Community Partnership & Safety

Head of Service: Jane Last

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Community Partnerships	1,061	1,086	1,104	1,122	1,140	1,159
Member Allocations	834	834	834	834	834	834
Community Improvement Fund	500	500	500	500	500	500
Community Safety	435	388	396	405	414	423
Net budget ¹	2,830	2,808	2,834	2,861	2,888	2,916

Funding:

Reimbursement & recovery of costs	-162	-160	-162	-163	-165	-166
Total funding	-162	-160	-162	-163	-165	-166

Expenditure:

Employment	1,186	1,178	1,197	1,215	1,236	1,255
Non employment	1,806	1,790	1,799	1,809	1,817	1,827
Total expenditure	2,992	2,968	2,996	3,024	3,053	3,082
Net budget ¹	2,830	2,808	2,834	2,861	2,888	2,916

	2014/15	2015/16
FTE	25	24

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	2,830	2,808	2,834	2,861	2,888	
Inflation	26	28	28	29	29	
Total Funding changes	2	-2	-1	-2	-1	
Restructure Community Safety	-50	0	0	0	0	G
Revised budget	2,808	2,834	2,861	2,888	2,916	

Capital Programme	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
Local Committee Allocations			385	385	385	1,155
Capital programme	0	0	385	385	385	1,155

Note:

1: Net Budget supported by general government grants and reserves

Coroner Detailed Budget

Coroner

Coroner: Tracey Fottrell

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
County Coroner	1,243	1,258	1,278	1,299	1,321	1,344
Net budget ¹	1,243	1,258	1,278	1,299	1,321	1,344

Funding:

Total funding	0	0	0	0	0	0
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Expenditure:

Employment	383	387	390	394	399	403
Non employment	860	871	888	905	922	941
Total expenditure	1,243	1,258	1,278	1,299	1,321	1,344
Net budget ¹	1,243	1,258	1,278	1,299	1,321	1,344

	2014/15	2015/16
FTE	1	1

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	1,243	1,258	1,278	1,299	1,321
Inflation	15	20	21	22	23
Revised Budget	1,258	1,278	1,299	1,321	1,344

Note:

1: Net Budget supported by general government grants and reserves



Peter Milton
Head of Cultural
Services

Our purpose

Our purpose is to provide a range of relevant, lively services which enhance the quality of life of Surrey residents by delivering accessible, high quality, inspirational and enjoyable cultural and learning activities, and information for all people living in or visiting Surrey. We are responsible for the following services:

- Library Services used by nearly one third of Surrey residents, including 52 libraries – nine of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey’s heritage and the county’s archives and records.
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,100 adult learning courses at seven adult learning centres and approximately 40 external venues. Provision includes courses for Family Learning and for 833 learners who declared Learning Difficulty and/or Disability.
- Ensuring that as many people as possible benefit from learning with Surrey Arts through schools music lessons and working with local groups and communities.
- Smooth and efficient registration of approximately 10,000 deaths, 20,000 births, conducting approximately 2,000 citizenship ceremonies, 3,800 marriages / civil partnerships and issuing approximately 141,000 copies of birth, death, marriage and civil partnership certificates.

For more information on what we do, contact peter.milton@surreycc.gov.uk.

Our challenges and opportunities

There are a number of challenges we face in the coming year, the main one being to maintain the quality and breadth of services with diminishing resources. We must balance the wants and needs of existing service users at the same time as adapting our services to meet the needs of demographic and social change. Creative, resourceful approaches to service delivery will provide opportunities to work closely with partners, making the most of facilities and resources. Advances in technology will make it easier to communicate with the public and deliver services that meet their aspirations. We are also heavily involved with the wider Magna Carta anniversary programme, the official 15 June 2015 event, and the long-term Magna Carta Country legacy project.

Our key actions

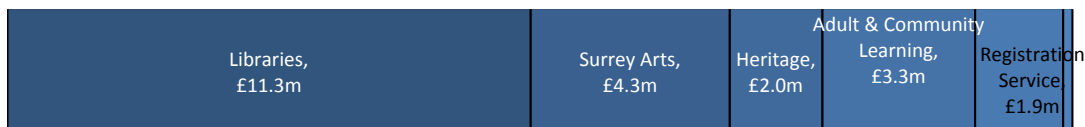
We will prioritise five actions for 2015/16 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Report in January 2016 on options to deliver a wider range of services from our libraries.
2. Grow and protect income to fund services by maintaining existing grants, finding new sources of income and maximising new commercial income streams.
3. Continue to implement business efficiencies and investigate the best arrangements for the delivery of cultural services in Surrey.
4. Increase volunteering by 5%, and involve local people in shaping and developing services.
5. Continue to develop digital technology for the efficient delivery of our services and improved customer contact, and introduce a minimum of three processes that improve user experience.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Cultural Service’s spending has been allocated for 2015/16.

**Gross Revenue
Expenditure:
£23.0m**



**Gross Revenue
Income:
£13.0m**



* Supporting Cultural Services £0.2m

Cultural Services

Head of Service: Peter Milton

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Libraries	10,202	9,637	9,317	9,510	9,707	9,906
Surrey Arts	485	461	469	478	487	496
Heritage	1,241	1,200	1,221	1,242	1,263	1,285
Adult & Community Learning	-878	-856	-830	-806	-782	-758
Registration & Nationality Service	-557	-600	-609	-618	-627	-636
Supporting Cultural Services	154	155	158	160	163	166
Net budget ¹	10,647	9,997	9,726	9,966	10,211	10,459

Funding:

UK Government grants	-3,528	-3,498	-3,311	-3,185	-3,157	-3,049
Fees & charges	-8,430	-8,629	-8,728	-8,828	-8,930	-9,034
Reimbursements and recovery of costs	-608	-781	-789	-797	-805	-813
Total funding	-12,566	-12,908	-12,828	-12,810	-12,892	-12,896

Expenditure:

Employment	18,544	18,954	19,240	19,530	19,827	20,128
Non employment	4,669	3,951	3,314	3,246	3,276	3,227
Total expenditure	23,213	22,905	22,554	22,776	23,103	23,355
Net budget ¹	10,647	9,997	9,726	9,966	10,211	10,459

	2014/15	2015/16
FTE	532	520

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Summary budget movement					
Prior year budget	10,647	9,997	9,726	9,966	10,211
Total Grant and specific income movements	-315	80	18	-82	-4
Total Pressures and changes	237	149	222	327	252
Total Optimising income movements	-27	0	0	0	0
Total Continuing Savings	-545	-500	0	0	0
	-650	-271	240	245	248
Revised budget	9,997	9,726	9,966	10,211	10,459

Note:

1: Net budget supported by Council Tax general government grants and reserves

Cultural Services

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Funding changes						
<u>Grant and specific income movements</u>						
Surrey Arts grant	-9	66	46	16	42	
Adult Community Learning grant	39	120	80	11	66	
Registration grant	0	1	0	1	0	
Reflect income earned funding expenditure	-197					
Inflation	-148	-107	-108	-110	-112	
Total Grant and specific income movements	-315	80	18	-82	-4	
Total funding changes	-315	80	18	-82	-4	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	-374					
Reflect grant funded expenditure changes	-30	-187	-126	-28	-108	
Total changes	-404	-187	-126	-28	-108	
<u>Service Pressures</u>						
Inflation	444	336	348	355	360	
Reflect expenditure funded by income	197					
Total pressures	641	336	348	355	360	
Total Pressures and changes	237	149	222	327	252	
Savings						
<u>Optimising income</u>						
Increased income for Registration	-27					G
Total Optimising income movements	-27	0	0	0	0	
<u>Continuing Savings</u>						
Libraries - Redesign service delivery	-250	-500				A
Libraries - Staffing restructure	-210					G
Heritage savings	-61					G
Surrey Arts savings	-24					G
Savings yet to be identified						
Total Continuing Savings	-545	-500	0	0	0	
Total savings	-572	-500	0	0	0	

Customer Services 2015/16



Mark Irons
Head of Customer
Services

Our purpose

Our purpose is to ensure residents in Surrey experience public services that are easy to use, responsive and value for money. We are responsible for:

- championing and supporting the delivery of excellent customer service across the council
- ensuring customers have an excellent online experience and find our website easy to use, intuitive and focused on their needs
- providing an effective single point of contact for quickly and efficiently resolving customer enquiries
- managing customer complaints and feedback so we can put any mistakes right and improve our services
- managing Surrey's disabled parking scheme to allow residents with severe mobility problems to live more independent lives.

For more information on what we do, contact mark.iron@surreycc.gov.uk

Our challenges and opportunities

We need to respond to increasing demand on the council's services caused by factors such as an aging population, a higher demand for schools places and severe weather events. This needs to be done whilst we respond to increasing customer expectations and changes in the way people are choosing to access our services and contact us. New technology however presents the opportunity to respond to these challenges, improve customer experience and increase efficiency.

Our key actions

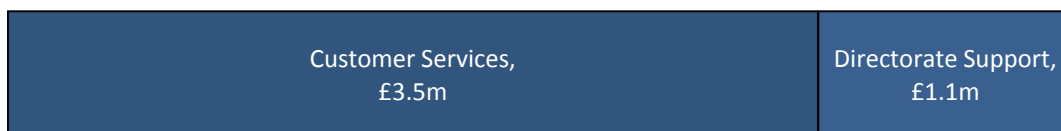
We will prioritise the following four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Improve customer experience by championing and supporting the delivery of our new Customer Promise and the government's Customer Service Excellence framework.
2. Make it easier for customers to access and use our services by completing the redesign of our website and improving our online processes.
3. Make our services easier to use and more responsive by making it easier for customers to contact us and resolving more enquiries at the first point of contact.
4. Make it easier for customers to give us their feedback so we can learn from their experience and improve our services.

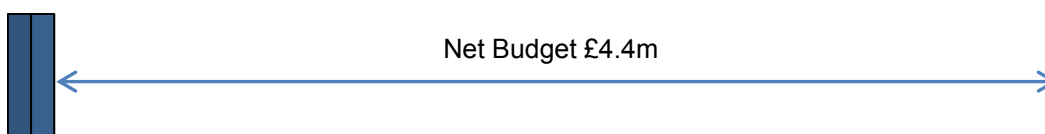
Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Customer Service's spending has been allocated for 2015/16.

Gross Revenue
Expenditure:
£4.6m



Gross Revenue
Income:
£0.2m



Customer Services

Head of Service: Mark Irons

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Customer Services	3,771	3,371	3,426	3,482	3,539	3,597
Directorate Support	1,517	987	1,004	1,021	1,038	1,056
Net budget¹	5,288	4,358	4,430	4,503	4,577	4,653

Funding:

Fees & charges	-135	-136	-138	-139	-140	-142
Reimbursement & recovery of costs	-131	-133	-134	-135	-137	-138
Total funding	-266	-269	-272	-274	-277	-280

Expenditure:

Employment	5,370	4,442	4,513	4,585	4,659	4,733
Non employment	184	185	189	192	195	200
Total expenditure	5,554	4,627	4,702	4,777	4,854	4,933
Net budget¹	5,288	4,358	4,430	4,503	4,577	4,653

	2014/15	2015/16
FTE	155	137

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	5,288	4,358	4,430	4,503	4,577	
Virements	-801					
Inflation	91	72	73	74	76	
Customer Services	-20					G
Directorate Support	-200					G
	4,358	4,430	4,503	4,577	4,653	

Note:

1: Net Budget supported by general government grants and reserves



Ian Good
Head of Emergency
Management

Our purpose

Our purpose is to ensure that wellbeing of residents and communities during an emergency and to protect the economic prosperity of the county during periods of disruption. To do this we are responsible for:

- working with partners in the Local Resilience Forum to ensure provide a coordinated response to emergencies
- ensuring the resilience of the council services by maintaining a robust Business Continuity Management System to protect critical services to residents
- working with organisers of major events to ensure that safety requirements and the needs of residents are addressed as part of the event planning.

For more information on what we do, contact ian.good@surreycc.gov.uk

Our challenges and opportunities

Surrey is a safe and prosperous community. To maintain this prosperity we will be working to ensure that the risks facing residents are understood and where necessary we have the emergency response arrangements in place to support those in need during incidents. We expect to see changes to the types and frequency of severe weather events and will need to continue to work with partners to ensure that the impacts of threats posed by extremists are anticipated and where required there are means in place to manage the consequences.

Our key actions

We will prioritise four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Ensure that the council's response to emergencies meets the needs of businesses and residents with a higher regard to the vulnerable in our communities.
2. Work with communities to establish community based emergency plans for incidents such as flooding
3. Supporting our suppliers in increasing the resilience of their services provided to residents as part of our Business Continuity planning.
4. With our partners, promote Surrey as a place to do business through the safe and effective delivery of major events in the county.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Emergency Management's spending has been allocated for 2015/16.

Gross Revenue
Expenditure:
£0.6m

Emergency
Management,
£0.6m

Gross Revenue
Income:
£0.02m*

*partnership grant income £22,000

Emergency Management Team

Head of Service: Ian Good

Policy Budget (by activity)

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Emergency Management	509	553	562	571	580	589
Net budget ¹	509	553	562	571	580	589

Funding:

Joint working income	-22	-22	-22	-23	-23	-24
Total funding	-22	-22	-22	-23	-23	-24

Expenditure:

Employment	462	519	527	537	544	553
Non employment	69	56	57	57	59	60
Total expenditure	531	575	584	594	603	613

Net budget ¹	509	553	562	571	580	589
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2014/15 2015/16

FTE	12	12
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Budget movements

	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Prior Year Budget	509	553	562	571	580
Inflation	8	9	9	9	9
Movements	36				
Revised Budget	553	562	571	580	589

Notes:

1: Net Budget supported by general government grants and reserves

Environment & Infrastructure Detailed Budget

Environment & Infrastructure

Strategic Director: Trevor Pugh

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Funding:						
UK Government grants	-4,839	-3,760	-1,525	-1,477	-1,471	-1,432
Fees & charges	-6,497	-6,491	-6,662	-6,845	-7,034	-7,186
Joint working income	-4,123	-3,992	-4,064	-4,146	-4,230	-4,315
Reimbursement & recovery of costs	-2,415	-1,760	-1,793	-1,829	-1,866	-1,904
Total funding	-17,874	-16,003	-14,044	-14,298	-14,601	-14,837
Expenditure:						
Employment	21,430	20,696	20,929	20,536	20,886	21,241
Non employment	125,494	119,354	118,915	122,442	126,928	131,354
Total expenditure	146,924	140,050	139,844	142,978	147,814	152,595
Net budget ¹	129,050	124,047	125,800	128,680	133,213	137,758

	2014/15	2015/16
FTEs	511	529

*All numbers are rounded therefore tables may not cross cast



Ian Boast, Assistant Director, Environment

Trevor Pugh, Strategic Director, Environment & Infrastructure (accountable for Planning)

Our purpose

Our purpose is to support and grow a successful, sustainable Surrey economy by maintaining & improving the county's attractive environment, facilitating sustainable development and providing safe, sustainable travel and transport options. We are responsible for the following services.

- Managing 580,000 tonnes of waste and operating 15 Community Recycling Centres (CRCs) with three million visitors per year.
- Maintaining 3,500km of countryside footpaths, bridleways and byways; 2,300 hectares for biodiversity and public benefits and 32 miles of Basingstoke canal.
- Regulating minerals and waste development, including 140 minerals sites.
- Managing planning applications for 500m building programme to create 18,000 pupil places.
- Working with Surrey's 11 boroughs and districts on Local Plans and strategic infrastructure to deliver prosperous places.
- Co-ordinating a complex mix of transport enabling residents to access key services, including employment, education, health care and essential shopping.
- Enabling and promoting safe and sustainable travel.
- Managing climate risks and energy issues facing the council, schools and residents.

For more information on what we do, contact trevor.pugh@surreycc.gov.uk or ian.boast@surreycc.gov.uk

Our challenges and opportunities

Our challenges include dealing with planning issues arising from an increasing school population, pressure of ageing population on passenger transport, increasing waste volumes, impact of traffic congestion on the economy, and rising levels of road casualties amongst some groups, notably cyclists. The opportunities we have identified include: building on the successful volunteering already in place (voluntary car scheme, and rights of way volunteers); working in partnership with health, other organisations and partners to deliver savings and efficiencies; deriving greater value from local renewable and waste resources; and ensuring income from developers contributes to delivery of our priority infrastructure.

Our key actions

We will prioritise seven actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Reduce the cost of managing household waste by working with partners to sell materials together, develop waste processing facilities, and commence construction of the Eco Park.
2. Work with partners to reduce waste and improve efficiency and recycling performance at the kerbside and at CRCs.
3. Provide an effective planning applications process to enable the delivery of 2,800 school places.
4. Implement the local transport review to deliver savings and efficiencies.
5. Enhance the rights of way network of volunteers to improve efficiency of our countryside management.
6. Work with Surrey Police to promote road safety and reduce the number of people killed or seriously injured on our roads.
7. Achieve financial savings of £6.4m principally from waste, local transport and countryside activities.

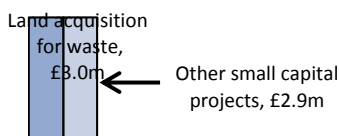
Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Environment and Planning's spending has been allocated for 2015/16.

Gross Revenue Expenditure: £88.2m



Capital Expenditure: £5.9m



* other functions include Sustainability and other costs

Environment and Planning

Head of Service: Ian Boast

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Waste Management and Reduction	57,400	54,862	55,673	57,916	60,243	62,652
Countryside	2,336	2,187	2,129	2,170	2,212	2,255
Sustainability	888	807	823	840	856	873
Travel and Transport	19,753	18,230	18,504	18,567	19,329	20,139
Environment - Management and Other Costs	1,309	1,287	1,309	1,331	1,353	1,376
Directorate wide costs (1)	-164	260	387	632	717	590
Planning and Development (1)	2,186	2,031	2,064	2,096	2,129	2,162
Net budget	83,708	79,664	80,889	83,552	86,839	90,047
Total funding	-9,766	-8,512	-6,638	-6,711	-6,828	-6,916
Total expenditure	93,474	88,176	87,527	90,263	93,667	96,963
Net budget	83,708	79,664	80,889	83,552	86,839	90,047

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement					
Prior year budget	83,708	79,664	80,889	83,552	86,839
Total grant and specific income movements	1,379	1,874	-73	-117	-88
Total Pressures and changes	947	1,122	4,365	3,867	3,487
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191
Movements	-4,044	1,225	2,663	3,287	3,208
Revised budget	79,664	80,889	83,552	86,839	90,047

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015-20 £000
Capital programme						
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Total recurring programme	285	285	285	285	285	1,425
Capital projects (2)	2,602	5,176	5,454	5,579	5,479	24,290
Total capital programme	2,887	5,461	5,739	5,864	5,764	25,715
<u>Projects held within Business Services</u>						
Land acquisition for waste	3,000	0	3,100	0	0	6,100

Notes

(1) Planning and Directorate-wide costs are included here for presentational purposes only. Directorate-wide includes costs and savings to be allocated to other teams across the Directorate

(2) Includes developer funding, Basingstoke canal and maintenance at closed landfill sites

*All numbers are rounded therefore tables may not cross cast

Environment and Planning

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<u>Funding:</u>						
UK Government grants	-4,464	-3,510	-1,525	-1,477	-1,471	-1,432
Fees & charges	-2,825	-2,998	-3,070	-3,149	-3,229	-3,312
Joint working income	-685	-508	-519	-530	-541	-553
Reimbursements and recovery of costs	-1,792	-1,496	-1,524	-1,555	-1,587	-1,619
Total funding	-9,766	-8,512	-6,638	-6,711	-6,828	-6,916
<u>Expenditure:</u>						
Employment	9,037	8,892	8,926	9,082	9,240	9,400
Non employment	84,437	79,284	78,601	81,181	84,426	87,563
Total expenditure	93,474	88,176	87,527	90,263	93,666	96,963
Net budget	83,708	79,664	80,889	83,552	86,838	90,047

	2014/15	2015/16
FTEs	218	216

*All numbers are rounded therefore tables may not cross cast

Environment and Planning

	2015/16	2016/17	2017/18	2018/19	2019/20
Summary budget movement	£000	£000	£000	£000	£000
Prior year budget	83,708	79,664	80,889	83,552	86,839
Total grant and specific income movements	1,379	1,874	-73	-117	-88
Total Pressures and changes	947	1,122	4,365	3,867	3,487
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191
	-4,044	1,225	2,663	3,287	3,208
Revised budget	79,664	80,889	83,552	86,839	90,047

		2015/16	2016/17	2017/18	2018/19	2019/20
Savings		£000	£000	£000	£000	£000
At Risk	R	0	0	0	0	0
Some Issues	A	-5,273	-1,138	-894	-463	-191
Progressing	G	-1,097	-633	-735	0	0
Total		-6,370	-1,771	-1,629	-463	-191

Environment and Planning

Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Funding changes						
<u>Grant and specific income movements</u>						
Inflation increase on income	-97	-111	-121	-123	-127	
Specific grant changes	846	1,985	48	6	39	
Virements	630	0	0	0	0	
Total grant and specific income movements	1,379	1,874	-73	-117	-88	
Total funding changes	1,379	1,874	-73	-117	-88	
Pressures and changes						
<u>Service Pressures</u>						
Inflation	3,318	3,415	3,481	3,405	3,304	
Waste management- fall out of prior year pressure	-4,808	-1,402	0	0	0	
Waste management - anticipated funding gap (1)	-3,241	8,428	5,114	-124	43	
Transfers to/from Waste Sinking Fund (1)	6,613	-7,390	-4,220	587	148	
LSTF Grant	-2,484	-230	0	0	0	
Grant Changes	1,638	-1,699	-10	-1	-8	
Reversal of prior year saving	134	0	0	0	0	
Virements	-223	0	0	0	0	
Total Pressures and changes	947	1,122	4,365	3,867	3,487	
Savings						
<u>Continuing Savings</u>						
One Team staffing review	-229	-118	0	0	0	G
LSTF staff recharge	-144	0	0	0	0	A
Reduced reliance on specialist advisors for Waste	-50	0	0	0	0	A
Waste- collaborate with partners (1)	-803	-570	-358	-346	35	A
Waste- new models of delivery (1)	0	0	-447	-117	-226	A
Waste-optimize existing operations (1)	-2,569	-468	-89	0	0	A
Local Transport Review	-750	-515	-735	0	0	G
Other bus services	-1,200	0	0	0	0	A
Countryside review	-200	-100	0	0	0	A
Support Services review	-118	0	0	0	0	G
Planning and Development	-200	0	0	0	0	A
Sustainability	-107	0	0	0	0	A
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191	
Total savings	-6,370	-1,771	-1,629	-463	-191	

Notes

(1) Waste management funding gap is offset by additional savings and transfers to/from the waste sinking fund.

*All numbers are rounded therefore tables may not cross cast

Environment and Planning

	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
Capital programme						
<u>Recurring programme</u>						
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Recurrent programme	285	285	285	285	285	1,425
<u>Projects</u>						
Cross Directorate CIL schemes	2,002	4,576	5,354	5,479	5,479	22,890
Basingstoke Canal Improvements	500	500	0	0	0	1,000
Maintenance at closed landfill sites	100	100	100	100	0	400
Projects	2,602	5,176	5,454	5,579	5,479	24,290
Capital programme	2,887	5,461	5,739	5,864	5,764	25,715
<u>Projects held within Business Services</u>						
Land acquisition for waste	3,000	0	3,100	0	0	6,100

*All numbers are rounded therefore tables may not cross cast



Jason Russell
Assistant Director,
Highways and Transport

Our purpose

Our purpose is to enable safe, reliable journeys and the growth of prosperous places, now and in the future. We are responsible for:

- Managing the condition of Surrey’s 4,800km highway network and maintaining the value of Surrey’s assets.
- Keeping Surrey moving, keeping people safe and helping achieve broader economic and social outcomes for Surrey.
- Developing and delivering transport improvement schemes, such as the Travel SMART programme, that meet the individual and collective needs of Surrey’s places.
- Working with partners, such as the Kier Group, to find innovative, sustainable and efficient ways of delivering services for the benefit of Surrey

For more information on what we do, contact jason.russell@surreycc.gov.uk

Our challenges and opportunities

Our challenges include the damaging effect of a succession of severe winters on the highway network; high levels of dissatisfaction with network condition; funding and delivering flood alleviation and new transport infrastructure. The greater demand on suppliers of the Government’s increased investment in the Strategic Road Network could also lead to increases in our costs. We are responding to these challenges by working with county councillors to develop a new 15-year asset management strategy that will provide maximum whole life value, and by reviewing our levels of service to ensure they reflect residents’ priorities. We will develop a five-year business plan that will set out how we will work with our partners to deliver services from 2016-21, and which will enable us to design an appropriate organisational structure and determine our contract strategy.

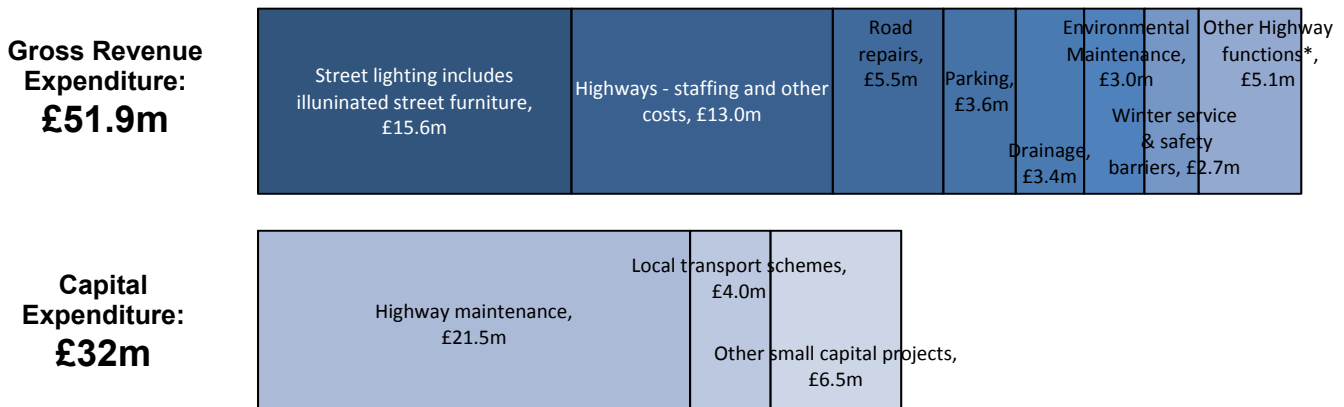
Our key actions

We will prioritise six actions for 2015/16 to support the council’s three corporate strategy goals of *wellbeing, economy prosperity and resident experience*.

1. Keep our roads safe by repairing defects within agreed timescales.
2. Improve the condition of our road network by renewing 70km of the county’s roads.
3. Support economic prosperity by delivering flood alleviation schemes and Local Growth Deal transport schemes
4. Work with councillors, partners and communities to deliver customer focussed services, and enable community resilience.
5. Work with councillors and partners to develop a five-year business plan, implement a new organisational structure, and determine whether to extend the Kier contract to 2021.
6. Achieve financial savings of £1.7m.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Highways and Transport’s spending has been allocated for 2015/16.



* other functions include Local Schemes, Bridges, other structures and Traffic Signals

Highways and Transport

Head of Service: Jason Russell

Policy Budget (by activity)

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Roads	4,507	5,459	5,128	5,137	5,297	5,461
Traffic Signals	769	786	808	830	853	877
Environmental Maintenance	2,868	2,977	3,069	3,164	3,263	3,364
Signs and Lines	1,237	900	928	957	986	1,017
Bridges and Structures	1,068	1,258	1,297	1,317	1,358	1,400
Drainage	2,942	3,360	3,428	3,457	3,528	3,601
Winter Service and Safety Barriers	2,899	2,699	2,783	2,829	2,917	3,007
Street Lighting and Furniture	16,119	15,619	16,014	16,448	16,904	17,387
Local Schemes	3,248	2,150	2,217	2,285	2,356	2,429
Parking	184	100	106	113	119	126
Highways - Staffing and Other Costs	7,091	9,076	9,133	8,591	8,793	9,043
Strategy (1)	2,409	0	0	0	0	0
Net budget	45,342	44,384	44,911	45,128	46,374	47,712
Total funding	-8,108	-7,491	-7,405	-7,587	-7,773	-7,922
Total expenditure	53,450	51,875	52,316	52,715	54,147	55,634
Net budget	45,342	44,384	44,911	45,128	46,374	47,712

Capital programme	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000	2015-20 '£000
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
Bridge strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Local Growth Deal contributions	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Total recurring programme	30,056	30,749	30,266	28,439	27,556	147,066
Capital projects (2)	1,900	1,900	1,900	1,900	1,700	9,300
Total capital programme	31,956	32,649	32,166	30,339	29,256	156,366

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	45,342	44,384	44,911	45,128	46,374
Total grant and specific income movements	528	125	-142	-146	-149
Total Pressures and changes	254	942	1,399	1,432	1,487
Total Optimising income movements	-90	-40	-40	-40	0
Total Continuing Savings	-1,650	-500	-1,000	0	0
	-958	527	217	1,246	1,338
Revised budget	44,384	44,911	45,128	46,374	47,712

Notes

(1) Strategy budget transferred to other teams and Directorates from 15-16

(2) Capital projects includes developer funding and replacement vehicles

*All numbers are rounded therefore tables may not cross cast

Highways and Transport

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Funding:						
UK Government grants	-375	-250	0	0	0	0
Fees & charges	-3,672	-3,494	-3,591	-3,697	-3,804	-3,874
Joint working income	-3,438	-3,483	-3,545	-3,616	-3,689	-3,763
Reimbursements and recovery of costs	-623	-264	-269	-274	-280	-285
Total funding	-8,108	-7,491	-7,405	-7,587	-7,773	-7,922
Expenditure:						
Employment	12,393	11,804	12,003	11,454	11,647	11,842
Non employment	41,057	40,070	40,314	41,261	42,500	43,792
Total expenditure	53,450	51,874	52,317	52,715	54,147	55,634
Net budget	45,342	44,384	44,911	45,128	46,374	47,712

	2014/15	2015/16
FTEs	293	313

*All numbers are rounded therefore tables may not cross cast

Highways and Transport

	2015/16	2016/17	2017/18	2018/19	2019/20
Summary budget movement	£000	£000	£000	£000	£000
Prior year budget	45,342	44,384	44,911	45,128	46,374
Total grant and specific income movements	528	125	-142	-146	-149
Total Pressures and changes	254	942	1,399	1,432	1,487
Total Optimising income movements	-90	-40	-40	-40	0
Total Continuing Savings	-1,650	-500	-1,000	0	0
	-958	527	217	1,246	1,338
Revised budget	44,384	44,911	45,128	46,374	47,712

		2015/16	2016/17	2017/18	2018/19	2019/20
Savings		£000	£000	£000	£000	£000
At Risk	R	0	0	0	0	0
Some Issues	A	0	-500	-1,000	0	0
Progressing	G	-1,740	-40	-40	-40	0
Total		-1,740	-540	-1,040	-40	0

Highways and Transport

Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Funding changes						
<u>Grant and specific income movements</u>						
Inflation increase on income	-78	-125	-142	-146	-149	
Specific grant changes	125	250	0	0	0	
Virements	481	0	0	0	0	
Total grant and specific income movements	528	125	-142	-146	-149	
Total funding changes	528	125	-142	-146	-149	
Pressures and changes						
<u>Service Pressures</u>						
Inflation	1,348	1,357	1,399	1,432	1,487	
Additional flooding duties	200	0	0	0	0	
Insurance claims	400	-400	0	0	0	
Virements	-1,694	-15	0	0	0	
Total Pressures and changes	254	942	1,399	1,432	1,487	
Savings						
<u>Optimising income</u>						
Search fee income	-90	-40	-40	-40	0	G
Total Optimising income movements	-90	-40	-40	-40	0	
<u>Continuing Savings</u>						
Highway materials	-250	0	0	0	0	G
Highways recycling	0	-500	0	0	0	A
Local schemes	-1,000	0	0	0	0	G
Signs, lines and winter	-400	0	0	0	0	G
Shared resources	0	0	-1,000	0	0	A
Total Continuing Savings	-1,650	-500	-1,000	0	0	
Total savings	-1,740	-540	-1,040	-40	0	

*All numbers are rounded therefore tables may not cross cast

Highways and Transport

Capital Programme	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
<u>Recurring programme</u>						
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
Bridge strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Local Growth Deal contribution	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Recurrent programme	30,056	30,749	30,266	28,439	27,556	147,066
<u>Projects</u>						
Cross Directorate S106 schemes	1,700	1,700	1,700	1,700	1,700	8,500
Highways vehicle replacement	200	200	200	200	0	800
Projects	1,900	1,900	1,900	1,900	1,700	9,300
Capital programme	31,956	32,649	32,166	30,339	29,256	156,366

*All numbers are rounded therefore tables may not cross cast



Sheila Little
Director of Finance

Our purpose

To support the council and its partners to make the most of every pound and ensure improved outcomes for residents through providing a responsive, expert service that promotes continual improvement, sustains financial resilience and optimises value. We are responsible for:

- ensuring sound financial stewardship of council resources
- leading and directing the council to build and sustain a robust financial strategy
- providing financial advice and challenge to enable the council and its partners to carry out their functions legally and effectively
- driving and supporting service transformation, organisational change and the investment strategy
- providing strategic leadership for the council on risk, governance and insurance services
- providing strategic direction and advice to the Surrey Pension Board.

For more information on what we do, contact sheila.little@surreycc.gov.uk

Our challenges and opportunities

Our greatest challenge is sustaining the council's strong financial resilience in the climate of on-going reductions in funding, demographic demand increases in core services and, at a time of potential policy change as a result of the General Election. Further, the lack of a Comprehensive Spending Review beyond 2015/16 and increased partnership working means it is important for us to strengthen our skills, capacity and capability to provide quality finance services.

Our key actions

We will prioritise three actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

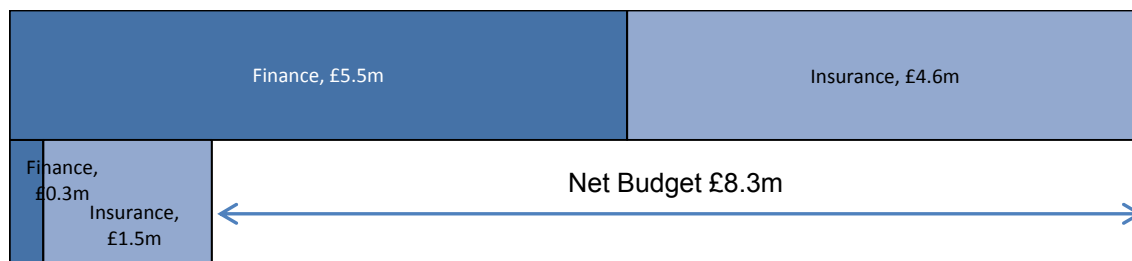
1. Ensure that the council is prepared, following the General Election, to respond to the financial implications of national policy changes and to proactively seek devolved powers and fairer funding.
2. Present financial information in a user-friendly format for residents, customers and partners and equip all staff and Members with the knowledge to enable them to meet their financial responsibilities.
3. Support services to deliver the councils current Medium Term Financial Plan and ensure timely up-dating.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how the Finance Service spending has been allocated for 2015/16:

Gross Revenue Expenditure:
£10.1m

Gross Revenue Income:
£1.8m



Finance

Director of Finance: Sheila Little

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Finance	5,468	5,162	5,181	5,300	5,392	5,484
Insurance	3,339	3,166	3,548	3,975	4,103	4,185
Net budget ¹	8,807	8,328	8,729	9,275	9,495	9,669
Funding:						
Fees & charges	-1,487	-1,472	-1,448	-1,427	-1,405	-1,434
Reimbursements and recovery of costs	-255	-371	-378	-361	-368	-375
Total funding	-1,742	-1,843	-1,826	-1,788	-1,773	-1,809
Expenditure:						
Employment	5,721	5,540	5,565	5,665	5,766	5,871
Non employment	4,828	4,631	4,990	5,398	5,502	5,607
Total expenditure	10,549	10,171	10,555	11,063	11,268	11,478
Net budget ¹	8,807	8,328	8,729	9,275	9,495	9,669

	2014/15	2015/16
FTE	101	101

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	
Prior year budget	8,807	8,328	8,729	9,275	9,495	
Pressures and changes						
Virement	-229	0	0	0	0	
Inflation	144	151	164	170	174	
Insurance Self Fund	246	275	307	0	0	
Insurance income	50	50	50	50	0	
Total Pressures and changes	211	476	521	220	174	
Total Optimising income movements	-50		25			A
Insurance Self Fund	-500					G
Organisational review	-140	-75				G
Total Continuing Savings	-690	-75	25	0	0	
Movements	-479	401	546	220	174	
Revised budget	8,328	8,729	9,275	9,495	9,669	

Note:

1: Net Budget supported by general government grants and reserves



Carmel Millar
Director of People and Development

Our purpose

Our purpose is to ensure Surrey's Residents receive excellent customer service from well-trained staff who have pride in the work they do. We are responsible for:

- enabling Surrey to grow inspiring leaders who model Surrey's values & behaviours and who support their staff to deliver excellent customer service
- ensuring Surrey has the policies & strategies to attract and retain talent and support succession planning
- delivering a reward policy that attracts & retains talent and supports Surrey's values & culture
- ensuring a strong employer brand to build a workforce which better reflects the diversity of Surrey's residents
- providing training and development for Surrey's staff, leaders and members to ensure they have the knowledge and skills to do their job to the best standard
- ensuring staff stay safe, healthy & well through a comprehensive wellness offer available to staff to support them through changing times.

For more information on what we do, please contact carmel.millar@surreycc.gov.uk

Our challenges and opportunities

The organisation faces many challenges, changing needs and expectations of the community, continued austerity within public service and changes in the supply and expectations of the labour market. We will respond by empowering our people to make changes that benefit Surrey's residents. Addressing the way we develop and support our people to be able to cope and lead through these uncertain times with high quality leadership & workforce development programmes; also to address differences, poor performance and poor behaviour at work in a speedy, more restorative way to avoid costly, lengthy and unhealthy situations. In such a changing environment for local government we also have the opportunity to revise our traditional approach to the way we pay and reward our staff to support attraction and retention of talent.

Our key actions

We will prioritise four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity* and *resident experience*.

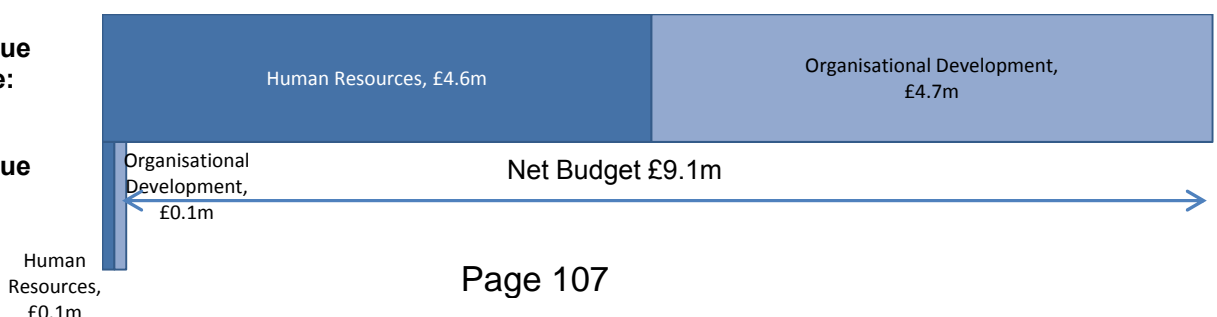
1. Ensure residents receive quality service from skilled & talented staff, we will create a new pay and reward strategy to enable us to recruit and retain the best people.
2. Support the delivery of excellent customer service, enhance performance and support the organisation through challenging times, we will invest £3.3m in training & development of our staff, leaders and members.
3. Ensure our staff are fully engaged, we will train our managers in engagement skills so their people & teams can take advantage of the support available to help them do the best job they can.
4. Deliver a modern, responsive, quality and cost-effective HR service to customers; we will continue to transform the HR and OD service.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how HR and Organisational Development's spending has been allocated for 2015/16:

Gross Revenue Expenditure: £9.3m

Gross Revenue Income: £0.2m



Human Resources and Organisational Development

Director of People and Development: Carmel Millar

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Human Resources	5,101	4,465	4,546	4,629	4,713	4,798
Organisational Development	4,593	4,636	4,719	4,809	4,901	4,995
Net budget	9,694	9,101	9,265	9,438	9,614	9,793
<u>Funding:</u>						
Fees & charges	-364	-154	-157	-160	-163	-166
Reimbursements and recovery of costs	-1,322	0	0	0	0	0
Total funding	-1,686	-154	-157	-160	-163	-166
<u>Expenditure:</u>						
Employment	6,773	5,390	5,568	5,718	5,871	6,026
Non employment	4,607	3,865	3,854	3,880	3,906	3,933
Total expenditure	11,380	9,255	9,422	9,598	9,777	9,959
Net budget ¹	9,694	9,101	9,265	9,438	9,614	9,793

	2014/15	2015/16
FTE	159	104 ²

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	9,694	9,101	9,265	9,438	9,614
Virement	13	0	0	0	0
Inflation	159	164	173	176	179
Organisational Review	-765	0	0	0	0
Movements	-593	164	173	176	179
Revised budget	9,101	9,265	9,438	9,614	9,793

Notes:

1: Net Budget supported by general government grants and reserves

2: The reduction in FTE is the result of the transfer of Pensions Administration to Shared Services



Paul Brocklehurst
Chief Information Officer

Our purpose

Our purpose is to provide innovative, effective and reliable information management technology (IMT) services. We are responsible for:

- enabling the council and partners to use information and digital technology to modernise services to the public whilst also responding to budget pressures
- supporting approximately 10,000 IMT users to ensure they can work effectively and efficiently
- managing all elements of technical infrastructure to fully support users whilst ensuring we fully comply with Government Security Standards
- maintaining excellent relationships with customers and partners and ensuring IMT projects are delivered successfully.

For more information on what we do, contact paul.brocklehurst@surreycc.gov.uk

Our challenges and opportunities

Technology is changing quickly - residents rightly expect easy online access to public service information and services which match the best products they can get elsewhere on their phones and computers. Similarly the workforce needs modern IMT tools to be productive. Our services are therefore critical to delivering public services better and saving money. This has understandably increased demand for IMT services – our user base continues to grow, having increased by more than 40% over the last two years. We currently have in excess of 100 projects in progress at any one time. We see this as a great opportunity to support the council and its partners to both run the day-to-day business of service delivery and identify innovate new models of delivery. And we are committed to modernising our skills and approaches so we can provide the very best service.

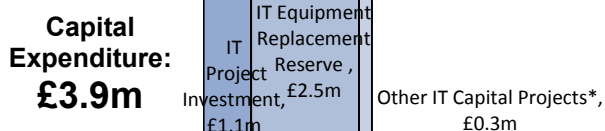
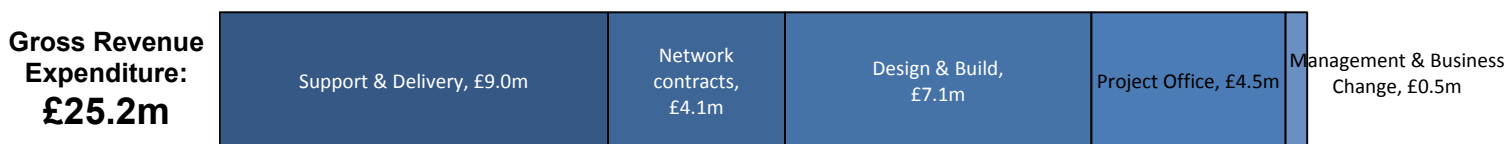
Our key actions

We will prioritise three actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Maintain and continually improve IMT services to our users so they can be more productive, including providing new tools (eg desktop computers, laptops, mobile devices) and services (eg more WiFi access, a better email system, fewer security restrictions)
2. Deliver key projects that enable the council and partners to modernise services to the public whilst also responding to budget pressures
3. Develop the IMT infrastructure needed to ensure the council's local and regional partnership arrangements work successfully and deliver efficiencies

Our budget

The council has an overall operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how IMT's spending has been allocated for 2015/16.



Information Management and Technology

Head of Service: Paul Brocklehurst

Policy Budget (by activity)	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Support & Delivery	7,616	8,565	8,594	8,785	8,920	9,088
Network Contracts	3,999	3,894	3,734	3,809	3,884	3,961
Design & Build	7,214	7,125	7,254	7,392	7,533	7,676
Project Office	5,763	4,505	4,586	4,674	4,765	4,857
Management & Business Change	552	445	453	461	470	479
Net budget ¹	25,144	24,534	24,621	25,121	25,572	26,061

Funding:

Joint working income	-345	-615	-626	-639	-651	-664
Reimbursements and recovery of costs	-98	-71	-72	-73	-74	-75
Total funding	-443	-686	-698	-712	-725	-739

Expenditure:

Employment	10,231	10,951	11,058	11,256	11,459	11,665
Non employment	15,356	14,269	14,261	14,577	14,838	15,135
Total expenditure	25,587	25,220	25,319	25,833	26,297	26,800
Net budget ¹	25,144	24,534	24,621	25,121	25,572	26,061

	2014/15	2015/16
FTE	198	221 ²

Summary budget movement

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Prior year budget	25,144	24,534	24,621	25,121	25,572
Total Pressures and changes	-57	442	470	481	489
Total Optimising income movements	-175				
Total Continuing Savings	-378	-355	30	-30	
Movements	-610	87	500	451	489
Revised budget	24,534	24,621	25,121	25,572	26,061

Capital programme	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015-20 £'000
<u>Recurring programme</u>						
IT Project Investment	2,500	2,500	2,500	2,500	2,500	12,500
IT Equipment Replacement Reserve	1,865	1,608	1,694	279	1,070	6,516
Recurrent programme	4,365	4,108	4,194	2,779	3,570	19,016
<u>Project schemes</u>						
Adults Social Care infrastructure grants	304	0	0	0	0	304
Other projects	205	25	90	469	683	1,472
Capital Projects	509	25	90	469	683	1,776
Total capital programme	4,874	4,133	4,284	3,248	4,253	20,792

Notes:

1: Net Budget supported by general government grants and reserves

2: The increase in staff is the result of recruiting permanent posts to reduce reliance on more expensive contractors. The increase also includes staff transfers and support for the digital strategy

Information Management and Technology

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	25,144	24,534	24,621	25,121	25,572	
Pressures and changes						
Virement	287					
Inflation	396	442	470	481	489	
IMT investment	-1,000					
Digital Development	260					
Savings & Increased Income						
Unicorn Network	-200	-230				G
Increased income	-175					A
Organisational Review	-125	-125				G
Other savings	-53	0	30	-30		G
	-553	-355	30	-30	0	
Revised budget	24,534	24,621	25,121	25,572	26,061	

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Savings					
At Risk	0	0	0	0	0
Some Issues	-175	0	0	0	0
Progressing	-378	-355	30	-30	0
Total	-553	-355	30	-30	0



Ann Charlton
Director of Legal and Democratic Services

Our purpose

We are responsible for:

- providing legal advice to enable the council and its partners to carry out their functions legally and effectively
- ensuring the decision making processes, governance and scrutiny functions of the council are efficient and effective, enabling the business of the council to be carried out in a transparent and accountable manner
- supporting and contributing to the delivery of the council's strategic goals
- driving and support service transformation and organisational change
- ensuring excellent joint working with other services.

For more information on what we do, contact ann.charlton@surreycc.gov.uk

Our challenges and opportunities

The demand for legal and democratic services continues to increase in an environment which is more complex and where resources available to undertake the necessary activities are reducing. The pursuit of new models of service delivery, coupled with a growing partnership and collaborative agenda support the need for activities which cross organisational boundaries more frequently. Services, in managing their budgets, are looking at new and different ways to provide their services. These arrangements require legal advice to enable consideration of relevant options and to ensure that any changes are implemented lawfully.

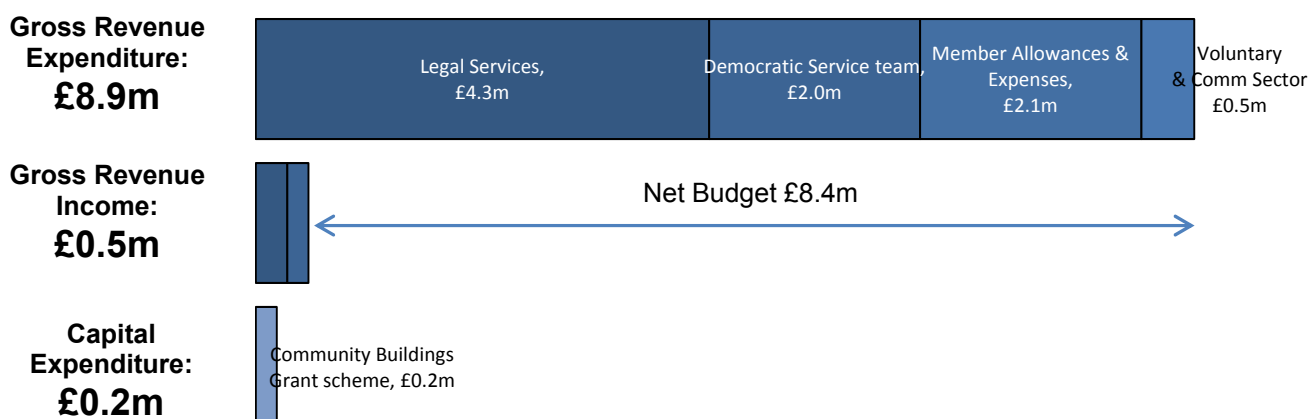
Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Launch a new shared legal service across Surrey and East Sussex.
2. Improve customer and resident experience through a Customer Service Strategy.
3. Ensure our scrutiny function supports delivery of the corporate strategy goals.
4. Increase and improve collaborative working with other services and local authorities to support delivery the Council's key priorities and ensure the Council is meeting its statutory duties.
5. Enable robust and effective safeguarding of Surrey's residents.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Legal and Democratic Service's spending has been allocated for 2015/16.



Legal & Democratic Services

Director of Legal and Democratic Services: Ann Charlton

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Legal Services	4,258	4,025	4,089	4,156	4,224	4,295
Democratic Services Team	1,981	1,728	1,755	1,782	1,810	1,839
Members Allowances & Expenses	1,877	2,116	2,153	2,194	2,236	2,279
Voluntary & Community Sector Support	542	480	489	498	508	519
Local Elections	31	16	16	1,350	17	17
Net budget ¹	8,689	8,365	8,502	9,980	8,795	8,949

Funding:

UK Government grants	-66	-64	-61	-59	-58	-57
Fees & charges	0	-4	-4	-4	-4	-4
Reimbursement & recovery of costs	-329	-475	-484	-494	-504	-514
Total funding	-395	-543	-549	-557	-566	-575

Expenditure:

Employment	5,248	5,291	5,372	5,454	5,539	5,629
Non employment	3,836	3,617	3,679	5,083	3,822	3,895
Total expenditure	9,084	8,908	9,051	10,537	9,361	9,524

Net budget ¹	8,689	8,365	8,502	9,980	8,795	8,949
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2014/15 2015/16

FTE	120	130 ²
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Budget movements	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior Year Budget	8,689	8,365	8,502	9,980	8,795	
Virements	126	3	2	1	1	
Inflation	78	134	143	147	153	
Elections	0	0	1,333	-1,333	0	
Recovery of costs	-78					G
Increasing in-house advocacy	-398					G
Other efficiencies	-52					G
Movements	-324	137	1,478	-1,185	154	
Revised Budget	8,365	8,502	9,980	8,795	8,949	

Capital programme	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Community Building Grant Scheme	150	150	150	150	150
Total capital programme	150	150	150	150	150

Notes:

1: Net Budget supported by general government grants and reserves



Liz Lawrence
Head of Policy and Performance

Our purpose

Working with other council services, county councillors and partners we are responsible for:

- supporting strategic, evidence-based policy making, decision making and resource allocation on a range of subjects including economic growth, health and wellbeing, welfare reform and business planning
- driving Surrey's public service transformation programme (known as 'Working Together')
- maximising the influence of the council locally, regionally and nationally, coordinating efforts to secure devolution and fairer funding for Surrey
- promoting continuous improvement through resident-friendly performance management, delivery of a risk-based annual audit plan and a fraud prevention/reduction programme.

For more information on what we do, contact liz.lawrence@surreycc.gov.uk

Our challenges and opportunities

The coming year will be a time of political uncertainty, given the General Election and subsequent potential changes in policy direction, while funding and demand challenges will continue to grow. Building on current work in key areas as set out above, we will play a critical role in advising the council's leadership to ensure the best outcomes for Surrey.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity* and *resident experience*. We will work with Services and partners to:

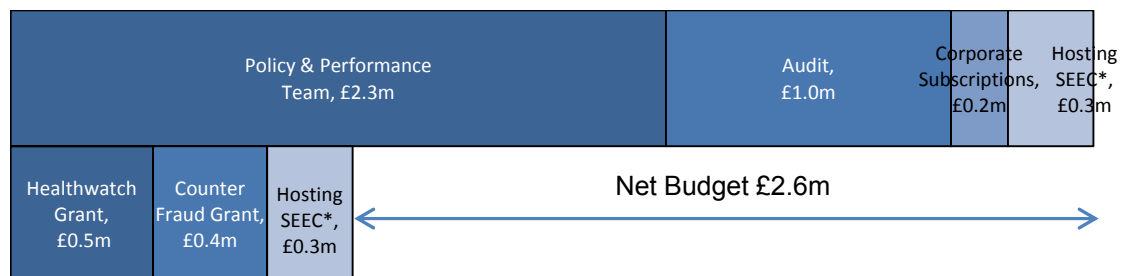
1. Ensure that Surrey is prepared, following the General Election, to influence national policy, seeking devolved powers and flexibilities and fairer funding for Surrey.
2. Support the transformation of services for Surrey residents responding more effectively to needs, improving outcomes and reducing costs.
3. Secure as good a deal as possible for Surrey in terms of external investment in the county and support business growth, skills development and infrastructure enhancements to benefit the Surrey economy.
4. Support implementation of Surrey's Better Care Fund plan, helping to maximise the benefits of integrated health and social care for residents.
5. Fight fraud and error to deliver financial benefits and ensure correct use of public money.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Policy and Performance's spending has been allocated for 2015/16.

Gross Revenue Expenditure:
£3.7m

Gross Revenue Income:
£1.1m



*South East England Councils

Policy & Performance

Head of Service: Liz Lawrence

Policy Budget (by activity)

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Policy & Performance						
Corporate Policy & Performance	1,723	1,793	1,819	1,845	1,871	1,898
Corporate Subscriptions	227	189	193	197	201	205
Economic Growth	0	896	898	901	903	906
Hosted SEEC ²	0	0	0	0	0	0
Audit	663	640	650	660	671	681
Net budget¹	2,613	3,518	3,560	3,603	3,646	3,690

Funding:

UK Government grants	-500	-818	-435	-419	-417	-405
Reimbursement & recovery of costs	-277	-282	-286	-291	-295	-300
Total funding	-777	-1,100	-721	-710	-712	-705

Expenditure:

Employment	2,609	2,430	2,469	2,508	2,547	2,590
Non employment	781	2,188	1,812	1,805	1,811	1,805
Total expenditure	3,390	4,618	4,281	4,313	4,358	4,395

Net budget¹	2,613	3,518	3,560	3,603	3,646	3,690
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2014/15 2015/16

FTE	45	42
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Budget movements	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000	RAG
Prior Year Budget	2,613	3,518	3,560	3,603	3,646	
LA Counter Fraud Grant	-360	0	0	0	0	
Virements	1,364	0	0	0	0	
Inflation	37	42	43	43	44	
Staffing & expenditure reductions	-136	0	0	0	0	G
Movements	905	42	43	43	44	
Revised Budget	3,518	3,560	3,603	3,646	3,690	

Notes:

1: Net Budget supported by general government grants and reserves

2: South East England Councils

Procurement and Commissioning 2015/16



Laura Langstaff
Joint Head of
Procurement and
Commissioning

Our purpose

Our purpose is to ensure that the contracts awarded by Surrey County Council and East Sussex County Councils provide great value for money, and that we use our procurement spend to provide the best possible social value for our residents.

We are responsible for:

- Providing professional advice and insight on markets, suppliers and commercial options to help transform service delivery.
- Leading the development of plans for how we spend our money with suppliers from across the private, public and voluntary, community and faith sectors.
- Ensuring that our contracts are developed, awarded and managed and in line with best practice, including developing relationships with our key suppliers.
- Driving social value by encouraging spend with local firms and identifying apprenticeship and skills opportunities through our supply chain.

For more information on what we do, contact laura.langstaff@surreycc.gov.uk

Our challenges and opportunities

There are a number of challenges and opportunities to the delivery of our services:

- Managing market and cost pressures in an ongoing period of financial austerity for the local government, whilst in some sectors facing increasing price and demand from the private sector impacting our market influence;
- Delivering successful partnerships and driving collaboration through procurement, both locally and regionally;
- Changes to procurement legislation and maximising the use of technology to drive simpler and more cost effective processes for buyers and suppliers; and
- Ensuring that we have the skills, capability and capacity to deliver against our purpose as a service.

Our key actions

We will prioritise three actions for 2015/16 to support achievement of the corporate strategy goals our key customers; both for Surrey County Council (*Well-Being, Economic Prosperity and Resident Experience*) and East Sussex County Council (*Driving Economic Growth, Keeping Vulnerable People Safe, Making Best Use of Our Resources and Helping People Help Themselves*):

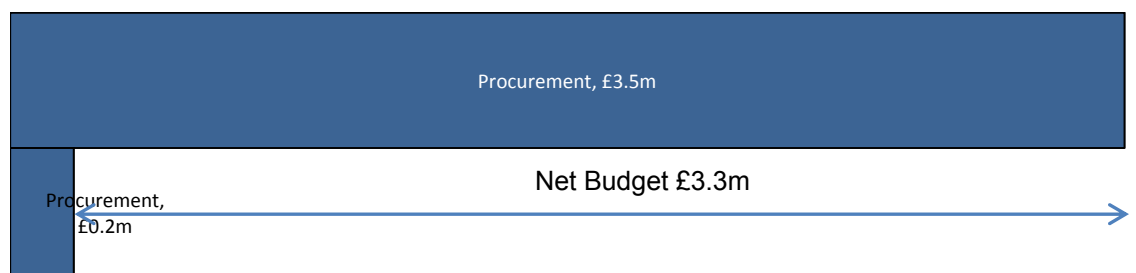
1. Deliver £19m of savings through better management of our suppliers, exploring innovative contracting and commercial models and collaborating with others.
2. Support our local economy by helping to drive spend through our local suppliers and developing markets that meet the needs of those that use our services.
3. Use our procurement spend to deliver improved apprenticeship and skills opportunity in our supply chain.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Procurement and Commissioning's spending has been allocated for 2015/16:

Gross Revenue
Expenditure:
£3.5m

Gross Revenue
Income:
£0.2m



Procurement

Head of Service: Laura Langstaff

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Procurement	3,311	3,258	3,317	3,376	3,436	3,498
Net budget ¹	3,311	3,258	3,317	3,376	3,436	3,498

Funding:

Reimbursements and recovery of costs	-177	-180	-183	-187	-190	-194
Total funding	-177	-180	-183	-187	-190	-194

Expenditure:

Employment	3,288	3,241	3,300	3,359	3,419	3,481
Non employment	200	197	200	204	207	211
Total expenditure	3,488	3,438	3,500	3,563	3,626	3,692

Net budget ¹	3,311	3,258	3,317	3,376	3,436	3,498
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	2014/15	2015/16
FTE	59	57

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,311	3,258	3,317	3,376	3,436	
Virement	-6	0	0	0	0	
Inflation	63	59	59	60	62	
Organisational Review	-110	0	0	0	0	A
Movements	-53	59	59	60	62	
Revised budget	3,258	3,317	3,376	3,436	3,498	

Note:

1: Net Budget supported by general government grants and reserves



John Stebbings
Chief Property Officer

What we do

To ensure good quality public services for the residents of Surrey through providing the right asset, working environment and support to the Surrey community.

We are responsible for:

- providing and maintaining the Surrey estate including schools with a management and maintenance service ensuring fit-for-purpose assets
- working with partners to meet the changing demands and strategy of the communities we serve whilst simultaneously looking at the opportunities and delivery of efficiency savings
- delivery of the school basic need programme in both primary and secondary school places to meet the September 2015 intake
- delivering income opportunities through both our existing estate and through new acquired opportunities to provide revenue income to Surrey to support services.

For more information on what we do, contact john.stebbing@surreycc.gov.uk

Our challenges and opportunities

We will be increasing programme opportunities through South East Business Services approach with East Sussex County Council and developing income opportunities around existing estate not required for continued service need. Challenges include achieving a balance between programme delivery and resources, managing an aging property estate and meeting customer expectation.

Our key actions

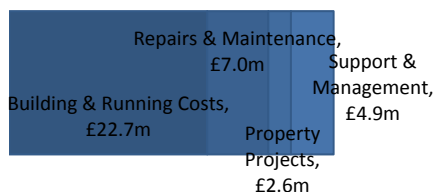
We will prioritise four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Develop our offering through our partnership with East Sussex County Council to drive joint efficiency benefits.
2. Deliver school places for the September 2015 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.
4. Deliver a residential strategy to support economic growth and investment objectives.

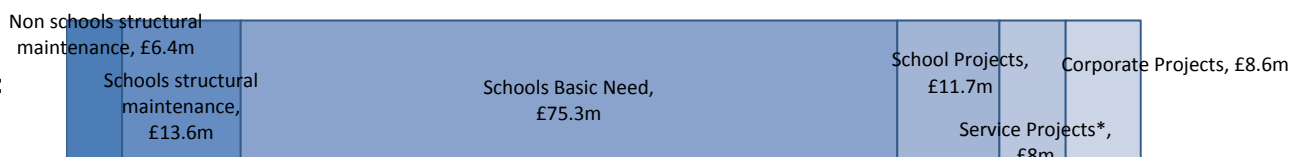
Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Property Service's spending has been allocated for 2015/16:

Gross Revenue Expenditure:
£37.2m



Capital Expenditure:
£123.2m



* other capital projects including regeneration and reprovision

Property

Chief Property Officer: John Stebbings

Policy Budget (by activity)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Building Running Costs	16,942	14,654	15,388	16,223	17,053	18,093
Repairs & Maintenance	8,147	7,048	7,823	7,995	8,171	8,351
Property Projects	2,628	2,555	2,631	2,702	2,701	2,753
Support & Management	3,978	3,969	4,041	4,234	4,485	4,750
Net budget ¹	31,695	28,226	29,883	31,154	32,410	33,947
Funding:						
Fees & charges	-645	-1,028	-1,046	-1,067	-1,089	-1,110
Property income	-6,374	-7,755	-7,895	-8,053	-8,214	-8,378
Reimbursements and recovery of costs	0	-160	-163	-166	-169	-173
Total funding	-7,019	-8,943	-9,104	-9,286	-9,472	-9,661
Expenditure:						
Employment	7,642	8,084	8,260	8,430	8,530	8,683
Non employment	31,072	29,085	30,727	32,010	33,352	34,925
Total expenditure	38,714	37,169	38,987	40,440	41,882	43,608
Net budget ¹	31,695	28,226	29,883	31,154	32,410	33,947

	2014/15	2015/16
FTE	175	177

Summary budget movement	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	31,695	28,226	29,883	31,154	32,410
Total Pressures and changes	-85	1,052	1,271	1,396	1,537
Total Optimising income movements	-140	-15	0	0	0
Total Continuing Savings	-2,624	0	0	-140	0
Total One-off Savings	-620	620	0	0	0
Movements	-3,469	1,657	1,271	1,256	1,537
Revised budget	28,226	29,883	31,154	32,410	33,947

Capital programme	2015/16	2016/17	2017/18	2018/19	2019/20	2015-20
	£000	£000	£000	£000	£000	£000
Recurring programmes - schools	13,568	13,579	13,589	13,599	13,599	67,934
Recurring programmes - non schools	6,400	8,293	8,300	8,287	8,195	39,475
Total recurring programme	19,968	21,872	21,889	21,886	21,794	107,409
Schools Basic Need	75,241	95,270	58,710	40,880	19,750	289,851
Other School Projects	11,743	6,282	4,830	0	0	22,855
Fire Projects	4,568	1,831	1,567	1,952	0	9,918
Land Acquisition for Waste	3,000	0	3,122	0	0	6,122
Corporate Projects	8,464	8,635	0	0	0	17,099
Capital projects	103,016	112,018	68,229	42,832	19,750	345,845
Total capital programme	122,984	133,890	90,118	64,718	41,544	453,254

Note 1: Net Budget supported by general government grants and reserves

Property

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	31,695	28,226	29,883	31,154	32,410	
Pressures and changes						
Virement	-1,124					
Inflation	1,178	1,133	1,271	1,396	1,537	
Office Rationalisation - project costs	-379	-81				
Street lighting Carbon Reduction Credits	240					
	-85	1,052	1,271	1,396	1,537	
Savings & Optimising Income						
Utilities	-800					A
Office Rationalisation - ongoing savings	-609					G
One-off Property Savings	-620	620				G
Property Maintenance	-480					G
Managed Print Service	-420					R
Optimising income	-140	-15				A
Other savings	-315			-140		A
Total savings	-3,384	605	0	-140	0	
Revised budget	28,226	29,883	31,154	32,410	33,947	

		2015/16	2016/17	2017/18	2018/19	2019/20
		£000	£000	£000	£000	£000
Savings						
At Risk	R	-420	0	0	0	0
Some Issues	A	-1,255	-15	0	-140	0
Progressing	G	-1,709	620	0	0	0
Total		-3,384	605	0	-140	0

Property

Capital

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/20 £000
<u>School Basic Need</u>	75,241	95,270	58,710	40,880	19,750	289,851
<u>Recurring programme</u>						
Schools condition maintenance	13,102	13,102	13,102	13,102	13,102	65,510
Schools Disability Discrimination Act	466	477	487	497	497	2,424
Carbon reduction - corporate	1,000	1,393	1,300	1,300	1,300	6,293
Non schools structural maintenance	5,400	6,900	7,000	6,987	6,895	33,182
Recurring programme	19,968	21,872	21,889	21,886	21,794	107,409
<u>Project schemes</u>						
Portesbury SEN School	7,693	150				7,843
Gypsy Sites	2,353					2,353
Fire Station reconfiguration	4,183	631	1,567	1,952		8,333
Guildford Fire Station	100					100
Woking Fire Station		1,000				1,000
Replace aged demountables	750	450	750			1,950
SEN strategy	1,400	4,114	4,080			9,594
Joint Public Sector Property Projects	760	1,140				1,900
Land acquisition for waste	3,000		3,122			6,122
Regeneration projects	4,050	2,470				6,520
Projects to enhance income	876	600				1,476
Projects to reprovion and deliver capital receipts	425	625				1,050
Reigate Priory School	500	500				1,000
Trumps Farm solar panels		3,800				3,800
Short Stay Schools	1,400	1,068				2,468
Fire Training Facilities	285	200				485
Project schemes	27,775	16,748	9,519	1,952	0	55,994
Capital programme	122,984	133,890	90,118	64,718	41,544	453,254



Helen Atkinson
Director of Public Health

Our purpose

Our purpose is to improve and protect the health of people living and working in Surrey. We work closely with partner organisations to understand and address the wider issues that influence people's health locally and:

- provide public health information and understanding to enable decisions that are based on people's need and what is effective
- commission services that support people to make positive changes to their health that are relevant throughout their life
- work with partners to protect Surrey residents from communicable diseases and environmental hazards.

For more information on what we do, contact helen.atkinson@surreycc.gov.uk

Our challenges and opportunities

In contributing to the leadership of the 'Wellbeing' corporate priority, we will continue to build the internal and external relationships necessary to both address the wider determinants of health (including education, employment, housing) and ensure a focus locally on the communities experiencing the poorest health outcomes. This will involve further developing our strong collaborative approach which seeks to actively engage and involve other council teams, the eleven district and boroughs, the six Clinical Commissioning Groups and the Voluntary, Community and Faith Sector.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Ensure delivery of health visiting service is maintained by successfully transferring the Health Visiting contracts from NHS England to Public Health to support commissioning an integrated 0-19 Children and Young People Public Health Service.
2. Expand the services available to Surrey residents that support and encourage healthier lifestyle options, through the procurement of the specialist stop smoking service and alcohol interventions in primary care.
3. Enable the use of robust and appropriate data analysis, assessment of need and evidence in strategic decision making locally through the development of an annual process to engage key local partners in the agreement and delivery of priority chapters within the joint strategic needs assessment.
4. Support planning and delivery of the NHS five year plan, Better Care Fund, and corporate *wellbeing* priority with partners through leading the delivery of the health and wellbeing strategy prevention priority.
5. Ensure plans are in place to protect the health of Surrey residents by leading the Surrey Local Health and Resilience Partnership and Health Protection Forum work plans.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Public Health's spending has been allocated for 2015/16:

<p>Gross Revenue Expenditure: £35.8m</p>	<p>Public Health, £29.3m</p>	<p>0-5 programme, £6.5m</p>
<p>Gross Revenue Income: £35.5m</p>	<p>Public Health, £29.0m</p>	<p>0-5 programme, £6.5m</p>

Public Health

Director of Public Health: Helen Atkinson

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Public Health Income	-28,861	-35,505	-42,032	-42,032	-42,032	-42,032
Public Health Expenditure	28,861	35,829	42,356	42,356	42,356	42,356
Net budget¹	0	324	324	324	324	324

Funding:

UK Government grants	-25,561	-35,505	-42,032	-42,032	-42,032	-42,032
Reimbursement & recovery of costs	-3,300	0	0	0	0	0
Total funding	-28,861	-35,505	-42,032	-42,032	-42,032	-42,032

Expenditure:

Employment	2,912	2,811	2,856	2,902	2,948	2,995
Non employment	942	1,036	1,054	1,075	1,097	1,119
Contracts & Care packages	25,007	31,982	38,446	38,379	38,311	38,242
Total expenditure	28,861	35,829	42,356	42,356	42,356	42,356
Net budget¹	0	324	324	324	324	324

	2014/15	2015/16
FTE	52	51

Detailed budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	0	324	324	324	324
Funding changes					
Direct Genito-urinary Medicine Health funding from NHS trusts	3,300				
Genito-urinary Medicine funded through Dept of health grant	-3,300				
PH Government Grant	-6,644	-6,528			
Total funding changes	-6,644	-6,528	0	0	0
Pressures and changes					
Virement	324				
0-5 Programme	6,644	6,528			
Inflation	492	492	492	492	492
Service changes	-492	-492	-492	-492	-492
Total Pressures and changes	6,968	6,528	0	0	0
Revised Budget	324	324	324	324	324

Note:

1: Net Budget supported by general government grants and reserves



Simon Pollock
Head of South East
Shared Services

Our purpose

Our purpose is to provide high quality back office services to Surrey and East Sussex County Councils as well as to a range of public sector partners. We aim to provide upper quartile performance at lower quartile costs. We are responsible for:

- managing the payroll for over 500 organisations, making well over one million payments a year
- providing pensions administration for well over 200 public sector employers
- processing and paying over 600,000 invoices a year
- hiring over 3,000 staff a year
- booking over 30,000 delegates onto training courses per annum
- working to reduce the unit costs of running a high volume transactional service to ensure that we provide our residents with the best possible value.

For more information on what we do, contact simon.pollock@surreycc.gov.uk

Our challenges and opportunities

Our service exists in a highly commoditised market, most of the work that we undertake can be outsourced to other providers. Our challenge is to consistently provide our services at a higher quality and lower cost than any alternative supplier. Where we cannot achieve this we will look to commission another organisation to provide our services to ensure that our residents receive better value for their council tax. Where we can outperform others, we will look to provide our services to other public sector organisations ensuring that the maximum number of taxpayers benefit from our performance.

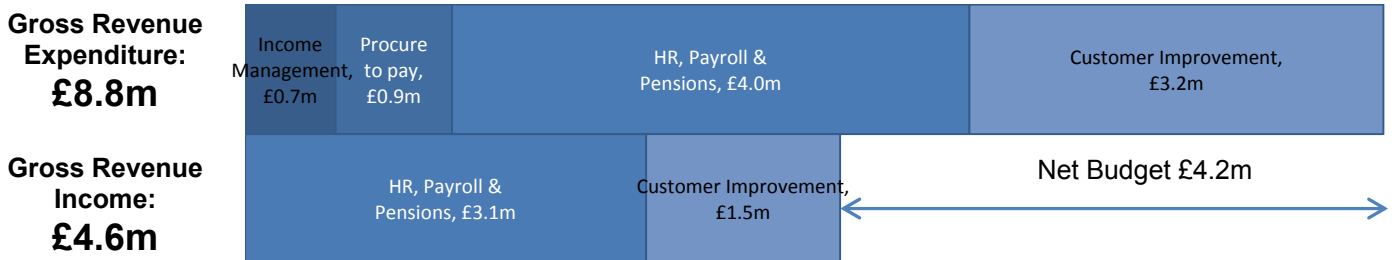
Our key actions

We will prioritise three actions for 2015/16 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Create a transactional back office service centre in East Sussex to compliment our existing facility in Surrey to provide greater economies of scale, resilience and opportunity for growth.
2. Reduce the unit costs of operating our back office services by 5%.
3. Maintain high levels of customer and staff satisfaction.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Shared Service’s spending has been allocated for 2015/16:



Shared Service Centre

Head of Service: Simon Pollock

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Income Management	771	675	687	699	712	725
Procure to Pay	958	916	888	904	920	936
HR, Payroll & Pensions	1,316	895	881	893	906	919
Customer Improvement	990	1,682	1,712	1,741	1,770	1,800
Net budget ¹	4,035	4,168	4,168	4,237	4,308	4,380

Funding:

UK Government grants	-1,145					
Fees & charges	-1,382	-1,717	-1,748	-1,783	-1,818	-1,855
Joint working income	-1,741	-1,540	-1,568	-1,600	-1,632	-1,664
Reimbursements and recovery of costs		-1,356	-1,380	-1,408	-1,436	-1,465
Total funding	-4,268	-4,613	-4,696	-4,791	-4,886	-4,984

Expenditure:

Employment	6,952	8,163	8,235	8,386	8,540	8,696
Non employment	1,351	618	629	642	654	668
Total expenditure	8,303	8,781	8,864	9,028	9,194	9,364

Net budget ¹	4,035	4,168	4,168	4,237	4,308	4,380
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Summary budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	4,035	4,168	4,168	4,237	4,308
Government Grant movement (Welfare)	1,145				
Virement	-334				
Inflation	112	75	69	71	72
Local Welfare Provision	-645				
Increased income	-70				
Organisational Review	-75	-75			
Movements	133	0	69	71	72
Revised budget	4,168	4,168	4,237	4,308	4,380

A

G

	2014/15	2015/16
FTE	208	242 ²

Notes:

1: Net Budget supported by general government grants and reserves

2: The increase in headcount follows the transfer of the Pensions Administration team from Human Resources and Organisational Development.

Strategic Leadership Detailed Budget

Strategic Leadership

Assistant Chief Executive: Susie Kemp

Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Leadership	444	446	453	460	467	475
Net budget ¹	444	446	453	460	467	475
Funding:						
Total funding	0	0	0	0	0	0
Expenditure:						
Employment	414	421	427	434	440	448
Non employment	30	25	26	26	27	27
Total expenditure	444	446	453	460	467	475
Net budget ¹	444	446	453	460	467	475

	2014/15	2015/16
FTE	2	2

Budget movements	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior Year Budget	444	446	453	460	467
Inflation	2	7	7	7	8
Revised Budget	446	453	460	467	475

Note:

1: Net Budget supported by general government grants and reserves



Russell Pearson
Chief Fire Officer

Our purpose

Our purpose is to provide a professional and well supported fire and rescue services which reduces community risk in order to save lives, relieve suffering and protect the environment and property'. We are responsible for

- Providing services to a population of over 1.1m people, covering an area of 1,663 sq km, including large urban areas.
- Attending on average approximately 10,600 incidents a year and dealing with a range of emergency situations, not just fires and road traffic collisions that comprise the majority of incidents. These include contingency planning with other emergency services for major incidents, responding to flooding incidents, dealing with hazardous material incidents, and advising and enforcing business fire safety legislation.
- Raising awareness among the most vulnerable people in order to reduce fires, road traffic collisions and other emergencies.
- Moving from re-active to pro-active intervention, increasing our efficiency and prevention activity, and working more closely with fire services and other emergency services to protect and reduce risk to our communities.

For more information on what we do, contact russell.pearson@surreycc.gov.uk

Our challenges and opportunities

Fire and rescue services across the country are facing a change in demand and the demand for traditional services is falling. 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. This is in keeping with the emphasis on partnership and public service transformation. We will explore the opportunities available to us through our refresh Public Safety Plan. By working together with our communities and other fire and rescue services and blue light partners, along with other service partners we ensure we deliver modern, efficient and effective services that reduce risks to our communities.

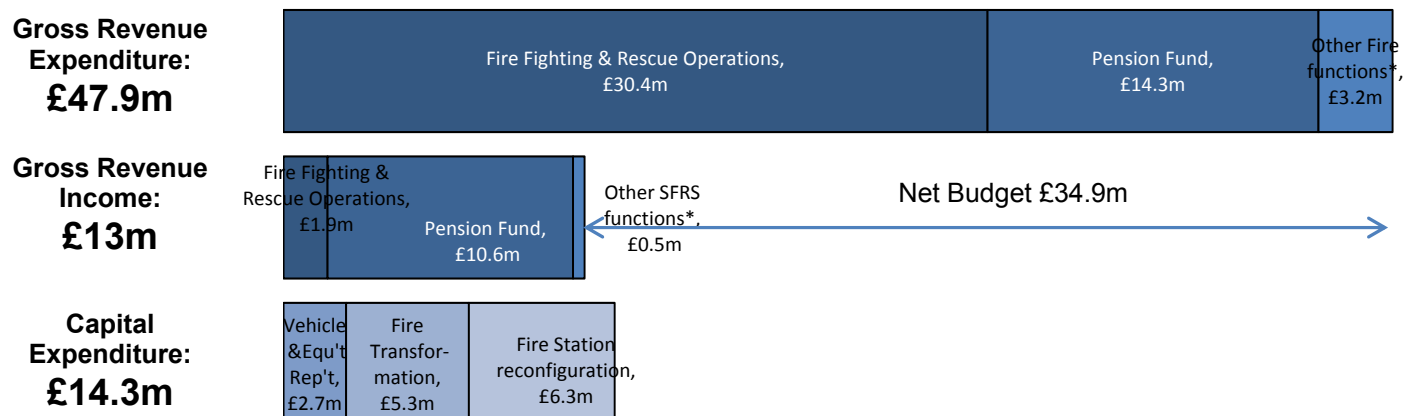
Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Develop new activities to meet changing community needs and provide added value to the public.
2. Work with our partners for the joint benefit of the public and our staff.
3. Reshape our workforce and maintain staff commitment whilst undergoing vast changes to the way we deliver our services.
4. Explore commercial opportunities that can support or enhance public safety.
5. Refresh our Public Safety Plan setting out our strategy to reduce risks to our communities.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2015/16.



* other functions include Community Safety and Emergency Planning

Surrey Fire and Rescue Service

Chief Fire Officer: Russell Pearson

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Fire Fighting & Rescue Operations	28,815	28,715	28,587	28,201	27,671	27,497
Pension Fund	4,054	3,616	3,498	3,338	3,166	3,038
Support Functions	1,146	1,065	917	947	977	993
Community Fire Safety	1,161	1,183	1,195	1,208	1,221	1,235
Fire Service Emergency Planning	210	304	307	310	313	316
Net budget ¹	35,386	34,883	34,504	34,004	33,348	33,079
Total funding	-11,338	-13,062	-13,321	-12,082	-15,406	-14,577
Total expenditure	46,724	47,945	47,825	46,086	48,754	47,656
Net budget ¹	35,386	34,883	34,504	34,004	33,348	33,079

Summary budget movement

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	35,386	34,883	34,504	34,004	33,348
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829
Total Pressures and changes	2,894	490	-812	3,748	-425
Total Optimising income movements	74	-164	16	15	0
Total Continuing Savings	-1,473	-810	-927	-1,080	-673
Total One-off Savings	-200	200	0	0	0
Movements	-503	-379	-500	-656	-269
Revised budget	34,883	34,504	34,004	33,348	33,079

Capital programme	2015/16	2016/17	2017/18	2018/19	2019/20	2015-20
	'£000	'£000	'£000	'£000	'£000	'£000
Fire vehicles & equipment reserve	2,702	1,836	1,986	2,141	1,526	10,191
Total recurring programme	2,702	1,836	1,986	2,141	1,526	10,191
Capital projects	5,275					5,275
Total capital programme	7,977	1,836	1,986	2,141	1,526	15,466

Note:

1: Net budget supported by Council Tax general government grants and reserves

Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<u>Funding:</u>						
UK Government grants	-7,927	-9,726	-9,778	-8,520	-11,823	-10,959
Fire Pension Employee Contributions	-2,298	-2,321	-2,344	-2,368	-2,391	-2,415
Fees & charges	-71	-38	-39	-39	-39	-40
Property income	-22	-12	-12	-12	-12	-13
Joint working income	-299	-310	-322	-325	-329	-332
Reimbursements and recovery of costs	-721	-655	-826	-818	-812	-818
Total funding	-11,338	-13,062	-13,321	-12,082	-15,406	-14,577
<u>Expenditure</u>						
Employment	28,488	27,639	27,278	26,736	26,145	25,912
Non employment	4,352	6,065	5,309	5,494	5,595	5,689
Pension payments	13,884	14,241	15,238	13,856	17,014	16,055
Total expenditure	46,724	47,945	47,825	46,086	48,754	47,656
Net budget ¹	35,386	34,883	34,504	34,004	33,348	33,079
	2014/15	2015/16				
FTE	690	675				

Surrey Fire and Rescue Service

Summary budget movement

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	35,386	34,883	34,504	34,004	33,348
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829
Total Pressures and changes	2,894	490	-812	3,748	-425
Total Optimising income movements	74	-164	16	15	0
Total Continuing Savings	-1,473	-810	-927	-1,080	-673
Total One-off Savings	-200	200	0	0	0
Movements	-503	-379	-500	-656	-269
Revised budget	34,883	34,504	34,004	33,348	33,079

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Savings					
Additional in year savings	-200	200	0	0	0
At Risk	0	0	0	0	0
Some Issues	-1,273	-810	-1,427	-1,080	-673
Progressing	-126	-164	516	15	0
Total	-1,599	-774	-911	-1,065	-673

Surrey Fire and Rescue Service

Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Funding changes						
<u>Grant and specific income movements</u>						
Fire Pension	-773	-1,091	1,245	-3,305	853	
Fire Revenue	-7	21	13	2	11	
Fire Joint Transport	-756	756	0	0	0	
Fire Emergency Care Response	-262	262	0	0	0	
Inflation		-43	-35	-36	-35	
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829	
Total funding changes	-1,798	-95	1,223	-3,339	829	
Pressures and changes						
<u>Legislative, Policy & Functional changes</u>						
Virements	-8					
Total changes	-8	0	0	0	0	
<u>Service Pressures</u>						
Inflation	404	438	446	445	439	
Grant funded fire pension expenditure	773	1,091	-1,245	3,305	-853	
Reflect grant funded expenditure changes	1,025	-1,039	-13	-2	-11	
Fire - Vehicle & equipment reserve funding pressure	700					
Total pressures	2,902	490	-812	3,748	-425	
Total Pressures and changes	2,894	490	-812	3,748	-425	
Savings						
<u>Optimising income</u>						
Income generation for Fire Service	74	-164	16	15	0	G
Total Optimising income movements	74	-164	16	15	0	
<u>Continuing Savings</u>						
Reconfigure fire stations	192	-1,130	-605			A
Fire - Workforce Reform	-1,465	-1,355	-500			A
Fire - Staff Saving Reprofile		1,675	78	-1,080	-673	A
Continuing Uniform Staff Savings	-1,273	-810	-1,027	-1,080	-673	
Fire - Blue Light Collaboration			-400			A
Fire - reverse reduced contribution to vehicle and equipment replacement reserve			500			G
Fire - Support staff	-200					G
Continuing Other Savings	-200	0	100	0	0	
<u>One-off Savings</u>						
Fire - Reduce vehicle & equipment reserve contribution	-200	200				G
Total One-off Savings	-200	200	0	0	0	
Total savings	-1,599	-774	-911	-1,065	-673	



Our purpose

The Trading Standards service exists to:

- protect individuals, communities and businesses from harm and financial loss
- help business to thrive by maintaining a Fair Trading environment
- improve the health and wellbeing of people and communities
- fulfil the council's statutory responsibilities to deliver consumer and public protection services.

For more information on what we do, contact steve.ruddy@surreycc.gov.uk

Steve Ruddy
Head of Trading
Standards

Our challenges and opportunities

The central challenge for the year ahead will be to enhance the services provided for residents and businesses, maximising the benefits from the creation of a new joint Trading Standards service. This will bring together the skills, experience and innovation of the existing services in Surrey and Buckinghamshire to create a stronger more effective service, whilst reducing the cost to residents. A growing challenge is to work with others to tackle the organised cross border consumer crime, rogue traders, scams, and the growth of internet crime. In doing so we need to ensure we protect the most vulnerable in our communities who are often deliberately targeted and exploited.

Our key actions

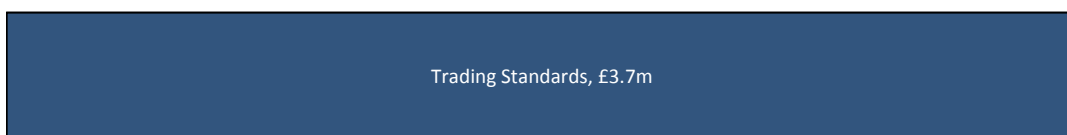
We will prioritise four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Protecting individuals, communities and businesses: To enhance the impact of our interventions, increasing the financial savings for residents, and to stop rogue traders operating in Buckinghamshire and Surrey.
2. Helping businesses to thrive and supporting growth: We will help businesses comply with their legal responsibilities and hence enhance public protection by expanding our chargeable business support services. We will increase the number of our business Partnerships and increase the number of businesses "approved" as meeting minimum standards.
3. Resident Experience: To enhance public protection by expanding use and reach of social media, TS alert, volunteers, and other preventative initiatives to raise awareness of scams, rogue traders and unsafe products.
4. Improving outcomes, reducing costs: Create a successful new joint service combining the existing teams in Buckinghamshire and Surrey.

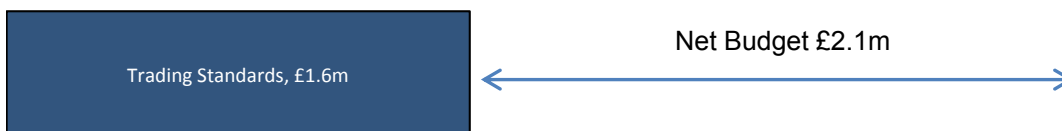
Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Trading Standard's spending has been allocated for 2015/16.

Gross Revenue
Expenditure:
£3.7m*



Gross Revenue
Income:
£1.6m



*Charts reflect increased expenditure and sharing of costs from merger with Buckinghamshire Trading Standards

Trading Standards

Trading Standards Officer: Steve Ruddy

Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Trading Standards	2,065	2,063	2,004	1,984	2,017	2,054
Net budget ¹	2,065	2,063	2,004	1,984	2,017	2,054
<u>Funding:</u>						
Fees & charges	-192	-193	-195	-197	-199	-201
Reimbursement & recovery of costs	-314	-1,401	-1,470	-1,521	-1,547	-1,569
Total funding	-506	-1,594	-1,665	-1,718	-1,746	-1,770
<u>Expenditure:</u>						
Employment	2,263	3,208	3,251	3,298	3,351	3,404
Non employment	308	449	418	404	412	420
Total expenditure	2,571	3,657	3,669	3,702	3,763	3,824
Net budget ¹	2,065	2,063	2,004	1,984	2,017	2,054

	2014/15	2015/16
FTE	53	75 ²

Budget Movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	2,065	2,063	2,004	1,984	2,017	
Inflation	34	53	53	53	54	
Partnership with Buckinghamshire Trading Standards	-36	-112	-73	-20	-17	G
Revised budget	2,063	2,004	1,984	2,017	2,054	

Note:

1: Net Budget supported by general government grants and reserves

2: FTE for 2015/16 increased to reflect the partnership with Buckinghamshire Trading Standards

Annex & Fees & Charges

Services by alphabetical order

Fees & charges - summary by service 2015/16

	Fees & charges total yield £'000
Adult Social Care	43,829
Children's Service	72
Communications	15
Cultural Services	8,629
Customer Services	136
Environment & Planning Service	2,998
Finance Service	1,472
Fire & Rescue Service	38
Highways Service	3,494
Human Resources & Organisational Developme	154
Property Service	1,028
Schools & Learning	26,015
Services for Young People	1,883
Shared Services	1,717
Strategic Services	54
Trading Standards	193
	91,727

Fees & charges 2015/16

Service: **Adult Social Care**

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
<u>Day care charges for people with learning disabilities and people with sensory disabilities (Clients to be charged a package cost):</u>										
Band 0 - 1:1 Staff Ratio (per hour)	Locally	18.57	18.57	-			18.57	18.57	-	
Band 1 - 1:1.5 to 2 Staff Ratio (per hour)	Locally	15.14	15.14	-			15.14	15.14	-	
Band 2 - 1:2.5 to 3 Staff Ratio (per hour)	Locally	11.14	11.14	-			11.14	11.14	-	
Band 3 - 1:4.5 to 5.5 Staff Ratio (per hour)	Locally	8.00	8.00	-			8.00	8.00	-	
Band 4 - 1:8 Staff Ratio (per hour)	Locally	5.71	5.71	-			5.71	5.71	-	
Band 5 - 1:1 Staff Ratio (per hour)	Locally	5.71	5.71	-			5.71	5.71	-	
Drop in (per half day)	Locally	7.00	7.00	-			7.00	7.00	-	
Catering 1:4 Staff Ratio (per hour)	Locally	10.00	10.00	-			10.00	10.00	-	Local Authority Trading Company services
Firestone Rock Band 1:5 Staff Ratio (per hour)	Locally	8.00	8.00	-			8.00	8.00	-	
Office Skills Work and Volunteering 1:5+ Staff Ratio (per hour)	Locally	7.71	7.71	-			7.71	7.71	-	
Horticultural Work & Garden Centre 1:5+ Staff Ratio (per hour)	Locally	7.71	7.71	-			7.71	7.71	-	
DIY/Maintenance 1:5+ Staff Ratio (per hour)	Locally	7.71	7.71	-			7.71	7.71	-	
Day Service Access Transport (per visit)	Locally	15.00	15.00	-			15.00	15.00	-	
<u>Residential care for people with learning disabilities - Weekly charges:</u>										
Arundel	Locally	1,024.00	1,024.00	-			1,024.00	1,024.00	-	Rates used in residential assessment - income generated from this rate will be included under Charging for Residential Accomodation Guide (CRAG) charging yield .
Badger's Wood	Locally	1,106.00	1,106.00	-			1,106.00	1,106.00	-	
Coveham	Locally	1,536.00	1,536.00	-			1,536.00	1,536.00	-	
Hillside	Locally	907.00	907.00	-			907.00	907.00	-	
Mallow Crescent	Locally	1,294.00	1,294.00	-			1,294.00	1,294.00	-	
Langdown	Locally	1,244.00	1,244.00	-			1,244.00	1,244.00	-	
Rodney House	Locally	1,362.00	1,362.00	-			1,362.00	1,362.00	-	
<u>Residential care for people with learning disabilities - Respite, charge per night:</u>										
Arundel	Locally	146.29	146.29	-			146.29	146.29	-	Rates used in respite assessment - income generated from this rate will be included under CRAG charging yield .
Badger's Wood	Locally	158.00	158.00	-			158.00	158.00	-	
Coveham	Locally	219.43	219.43	-			219.43	219.43	-	
Hillside	Locally	129.57	129.57	-			129.57	129.57	-	
Mallow Crescent	Locally	184.86	184.86	-			184.86	184.86	-	
Langdown	Locally	177.71	177.71	-			177.71	177.71	-	
Rodney House	Locally	194.57	194.57	-			194.57	194.57	-	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
<u>Shared Lives management fee -</u>										
<u>Weekly charges for permanently placed clients</u>										
Basic payment	Locally	36.42	36.42	-			36.42	36.42	-	Rate to be used in Fairer Charging assessment - income generated from this rate will be included under Fairer charging yield .
Level 1	Locally	51.36	51.36	-			51.36	51.36	-	
Level 2	Locally	64.43	64.43	-			64.43	64.43	-	
Level 3	Locally	81.24	81.24	-			81.24	81.24	-	
<u>Older People:</u>										
Residential weekly charge	Locally	642.68	642.68	-			642.68	642.68	-	
Residential nightly charge	Locally	91.81	91.81	-			91.81	91.81	-	
Brook Unit at Park Hall (specifically, older LD clients)	Locally	1,163.00	1,163.00	-			1,163.00	1,163.00	-	
Day Service (excl. meals) - per weekday hour	Locally	6.18	6.18	-			6.18	6.18	-	
Day Service (excl. meals) - per weekend hour	Locally	8.02	8.02	-			8.02	8.02	-	
Day Service (excl. meals) - per public holiday hour	Locally	10.08	10.08	-			10.08	10.08	-	
Night Service (excl. bedroom and meals) - per weekday hour	Locally	9.58	9.58	-			9.58	9.58	-	
Night Service (excl. bedroom and meals) - per weekend hour	Locally	12.73	12.73	-			12.73	12.73	-	
Night Service (excl. bedroom and meals) - per public holiday hour	Locally	15.88	15.88	-			15.88	15.88	-	
Service Delivery: Home Care, per hour	Locally	16.50	16.50	-			16.50	16.50	-	
Service Delivery: Supported Living, per hour of staff provision (charge as package)	Locally	16.50	16.50	-			16.50	16.50	-	
Accessing premises only - per hour, all buildings	Locally	2.00	2.00	-			2.00	2.00	-	
In-house Home Based Care (after Reablement) and Extra Care			Under review							Under review
Residential - Care Act	National Charging Policy	Subject to financial assessment	Subject to financial assessment	-		April 2015	Subject to financial assessment	Subject to financial assessment	-	Care Act and Care and Support (Charging and Assessment of Resources) Regulations 2014
					Total all fees & charges					
					43,829					

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Community Care Services - Care Act	National Charging Policy with local discretion	Subject to financial assessment	Subject to financial assessment	-		April 2015	Subject to financial assessment	Subject to financial assessment	-	Care Act and Care and Support (Charging and Assessment of Resources) Regulations 2014
Charge for putting in place arrangements to meet care and support needs for an individual who has capital above upper capital limit	Locally	0.00	Year 1: 265.00 Following years: 75.00	New		April 2015	£0	Year 1: £265 Following years: £75	New	
Deferred Payment agreement policy charges										
1. Legal setup fees	Locally	0.00	250.00 Year 1: 215.00	New		April 2015	£0	250.00 Year 1: 215.00	New	
2. Administration charges	Locally	0.00	Following Years: 75.00	New		April 2015	£0	Following Years: 75.00	New	
3. Legal redemption fee (for removal of deferred charge)	Locally	0.00	125.00	New		April 2015	£0	125.00	New	
4. Variable fees for:	Locally	0.00	Variable, on market rates	New		April 2015	£0	Variable, on market rates	New	
- Land Registry charges and search fees										
- Valuation fees										
- Debt recovery costs										
Minimum charge for client assessments	Locally	2.00	2.00	-			£2	2.00	-	If assessed to pay less than £2 then no charge is made.
Standard minimum disability related expenditure disregard	Locally	20.00	20.00	-			£20	20.00	-	
Capital limit - community care services	Locally	24,500.00	24,500.00	-			£24,500	24,500.00	-	Rates used as disregards within Financial Assessments
Capital limit - residential care services	Nationally	23,250.00	23,250.00	-			£23,250	23,250.00	-	
Community care services - Care Act - Income from capital disregarded	Locally	14,250.00	-	Removed		April 2015	£14,250	-	Removed	
Respite care allowance	Locally	20.00	20.00	-			£20	20.00	-	
Deputyship fees are charged in line with the Lord Chancellor's rates for Local Authority Deputies	Nationally	Various	Various	-			Various	Various	-	
Total										

43,829

Service: Children's Services

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Children's Services										
OLA Fostering	Locally	100.00	100.00	-	10		100.00	100.00	-	Charge is per child per week, and covers the cost of Social Worker supervision of placements for children from other local authorities being placed with SCC Foster Carers.
Safeguarding Board - Training	Locally	75.00	75.00	-	41		75.00	75.00	-	Charge for staff from non-members of the Surrey Safeguarding Children's Board to attend training provided by the Board. The charge is per place per day.
Inter-agency Adoption - Outside London	Nationally	27,000.00	27,000.00	-	} 21		27,000.00	27,000.00	-	Charges occur where children are placed with families outside Surrey, and these total amounts are divided over two years. Charges are paid in instalments over a number of years, and are not a regular form of income. Rates are set nationally and revised rates for 2014/15 have not yet been advised.
Inter-agency Adoption - London	Nationally	29,700.00	29,700.00	-			29,700.00	29,700.00	-	
Total					72					

Service: Communications

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Surrey Matters advertising	Locally	n/a	n/a		15	1-Apr-2014				Various amounts charged dependent on size of advert and SCC offer.
Total					15					

Fees & charges 2015/16

Please note, unless otherwise indicated, these fees and charges for 2015/16 have been agreed under delegated authority or set nationally, so are included here for information .

Service: Cultural Services

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Libraries										
Overdue books, adult books per open day	Local	0.20	0.22	10.0%	322	Apr-15	0.20	0.22	10.0%	Plan to increase max no of books/other items borrowed to 20 (books currently max 9). Max fine currently reached after 40 days, reduction to 30 days.
Overdue adult books, maximum charge	Local	6.00	6.60	10.0%		Apr-15	6.00	6.60	10.0%	
Overdue books, young adult/children's books on an adult ticket, per open day	Local	0.05	0.07	40.0%		Apr-15	0.05	0.07	40.0%	
Overdue young adult/children's books, maximum charge	Local	1.50	2.10	40.0%		Apr-15	1.50	2.10	40.0%	
Overdue books, administrative charge for reminder @ 6 weeks	Local	2.00	2.50	25.0%		Apr-15	2.00	2.50	25.0%	
Exempt overdue charges for adult books for over 70's	Local		0.05			TBC		0.05		Over 70's will be required to pay overdue charges but the cost will be reduced. To be approved by Helyn Clack.
Replacement library card	Local	2.50	2.00	-20.0%	9	Apr-15	2.50	2.00	-20.0%	Reduced due to customer feedback. No other authority charges more than £2. A family losing 4 cards would cost £10 if £2.50 each.
Entertainment DVD lowest popularity/length per week	Local	2.00	2.00	-			2.00	2.00	-	
Entertainment DVD low popularity/length, per week	Local	2.50	2.50	-			2.50	2.50	-	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Overdue charge low/lowest cost entertainment DVD, per open day	Local	0.50	0.50	-	257	Apr-15	0.50	0.50	-	Max fine currently reached after 40 days, reduction to 30 days.
Maximum overdue charge for low/lowest cost entertainment DVD, 40 days	Local	15.00	15.00	-			15.00	15.00	-	
Entertainment DVD high popularity/length per week	Local	3.00	3.00	-			3.00	3.00	-	
Entertainment DVD multiple disc set/length per week	Local	6.00	6.00	-			6.00	6.00	-	
Overdue charge high/highest cost entertainment DVD, per open day	Local	0.60	0.60	-			0.60	0.60	-	
Maximum overdue charge for high/highest cost entertainment DVD, 40 days	Local	18.00	18.00	-	25	Apr-15	18.00	18.00	-	Max fine currently reached after 40 days reduction to 30 days.
Information DVD	Local	Free	Free				Free	Free		Most Information DVDs are to be withdrawn due to low turnover. Max fine currently reached after 40 days, considering reduction to 30 days.
Information DVD, overdue charge per open day	Local	0.20	0.22	10.0%			0.20	0.22	10.0%	
Information DVD, maximum overdue charge	Local	6.00	6.60	10.0%			6.00	6.60	10.0%	
Music CD single disc, per week	Local	0.75	1.00	33.3%			0.75	1.00	33.3%	
Music CD, two or more in set, per week	Local	1.00	1.50	50.0%	1.00	1.50	50.0%			
Music CD overdue charge per open day	Local	0.20	0.22	10.0%	0.20	0.22	10.0%			
Music CD, maximum overdue charge	Local	6.00	6.60	10.0%	6.00	6.60	10.0%			
Spoken word CD, single or set of two, 3 week loan	Local	0.75	1.00	33.3%	25.0%	Apr-15	0.75	1.00	33.3%	Low stock and take up in this category
Spoken word CD, set of 3/4/5, 3 week loan	Local	1.50	2.00	33.3%			1.50	2.00	33.3%	
Spoken word CD, set of six or more, 3 week loan	Local	2.00	2.50	25.0%			2.00	2.50	25.0%	
Spoken word CD overdue charge per open day	Local	0.20	0.22	10.0%			0.20	0.22	10.0%	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Spoken word CD, maximum overdue charge	Local	6.00	6.60	10.0%	81	Apr-15	6.00	6.60	10.0%	Max fine currently reached after 40 days, reduction to 30 days.
Spoken word cassettes, adult titles, single	Local	0.40	0.40	-			0.40	0.40	-	
Spoken word cassettes, adult titles, 2/3 cassettes	Local	0.50	0.50	-			0.50	0.50	-	
Spoken word cassettes, adult titles, 4 or more	Local	1.50	1.50	-			1.50	1.50	-	
Spoken word Cassette overdue charge per open day	Local	0.20	0.22	10.0%			0.20	0.22	10.0%	
Spoken word Cassette, maximum overdue charge	Local	6.00	6.60	10.0%	Included on spoken word (above)	Apr-15	6.00	6.60	10.0%	Max fine currently reached after 40 days, reduction to 30 days.
Spoken word CDs and cassettes, children's, 3 week loan	Local	Free	Free				Free	Free		
Children spoken word CD/cassette overdue charge per day on an adult card	Local	0.05	0.07	40.0%			0.05	0.07	40.0%	
Children spoken word CD/cassette overdue charge per day on an early years/child/young adult card	Local	Free	Free				Free	Free		
Children's spoken word CD/Cassette, on an adult card, maximum overdue charge	Local	1.50	2.10	40.0%			1.50	2.10	40.0%	
Language courses on CD or cassette	Local	Free	Free				Free	Free		
Language courses overdue charge per open day	Local	0.20	0.22	10.0%			0.20	0.22	10.0%	
Language courses, maximum overdue charge	Local	6.00	6.60	10.0%			6.00	6.60	10.0%	
Request for adult book in Surrey library stock	Local	1.20	1.30	8.3%			1.20	1.30	8.3%	
On line request for adult book in Surrey library stock	Local	0.60	0.65	8.3%			0.60	0.65	8.3%	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Reservation fee for reading groups per title	Local	2.70	2.80	3.7%	56 Included in request fees (above)	Apr-15	2.70	2.80	3.7%	
Request for periodical article	Local	6.00	6.50	8.3%		Apr-15	6.00	6.50	8.3%	
Copy of periodical article, per A4 sheet	Local	0.20	0.25	25.0%		Apr-15	0.20	0.25	25.0%	
Request for a large print book	Local	Free	Free				Free	Free		
Request for adult book not in Surrey library stock obtained <u>within</u> the UK	Local	6.00	7.00	16.7%		Apr-15	6.00	7.00	16.7%	
Request for adult book not in Surrey library stock obtained <u>outside</u> the UK	Local	10.00	12.00	20.0%		Apr-15	10.00	12.00	20.0%	
Renewal of inter library loan (first renewal)	Local	1.50	2.00	33.3%		Apr-15	1.50	2.00	33.3%	
Renewal of inter library loan (second renewal)	Local	1.50	2.00	33.3%		Apr-15	1.50	2.00	33.3%	
Request for a children's/young adult book in Surrey library stock	Local	Free	Free				Free	Free		
On line request for audio book/music CD/Video or DVD	Local	0.60	0.65	8.3%		Apr-15	0.60	0.65	8.3%	
Request for audio book/music CD/Video or DVD	Local	1.20	1.30	8.3%		Apr-15	1.20	1.30	8.3%	
Replacement of a lost/damaged item still in print (refunded if lost item found within 12 months)	Local	Full replacement price	Full replacement price			25	Full replacement price	Full replacement price		
Replacement of a lost/damaged item out of print	Local	Suppliers average price	Suppliers average price				Suppliers average price	Suppliers average price		
Use of a computer - first two hours	Local	Free	Free		Free	Free	Free			
Use of a computer - a further two hours	Local	4.00	5.00	25.0%		Apr-15	4.00	5.00	25.0%	The Library Service currently charges £2 per

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			2014/15	2015/16	% change	
Use of a computer, non-member guest log-in, two hours	Local	4.00	5.00	25.0%	15	Apr-15	4.00	5.00	25.0%	hour. We do not charge for a minimum of 2 hours.
Room hire	Local	Various	Various		123		Various	Various		Increases have been made in individual libraries
Performing Arts, reservation fee (per title) for sets ordered in advance	Local	3.00	4.00	33.3%	Minimal	Apr-15	3.00	4.00	33.3%	Price effective from 01/09/14
Performing Arts, inter-library loan fee per application to other library authorities	Local	4.00	10.00	150.0%	Minimal	Apr-15	4.00	10.00	150.0%	Price effective from 01/09/14
Performing Arts, Surrey/West Sussex groups, annual subscription	Local	25.00	26.00	4.0%	66	Apr-15	25.00	26.00	4.0%	Price effective from 01/09/14
Performing Arts, other groups, annual subscription	Local	32.00	33.00	3.1%		Apr-15	32.00	33.00	3.1%	Price effective from 01/09/14
Performing Arts, Surrey/West Sussex groups, loan of vocal scores, per month	Local	5.00	5.00	-			Apr-15	5.00	5.00	-
Performing Arts, Surrey/West Sussex groups, loan of packaged vocal sets, per month	Local	4.00	4.00	-	ded in performing arts fees & charges (above)		4.00	4.00	-	No change, but other prices have increased. Overall price increase of 24% across Performing Arts Library
Performing Arts, Surrey/West Sussex groups, loan of orchestral sets, per month	Local	8.00	9.00	12.5%		Apr-15	8.00	9.00	12.5%	
Performing Arts, Surrey/West Sussex groups, loan of play sets, per month	Local	4.00	4.00	-			Apr-15	4.00	4.00	-
Performing Arts, other groups, loan of vocal scores, per month	Local	7.00	8.00	14.3%		Apr-15	7.00	8.00	14.3%	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client				
							2014/15	2015/16	% change		
Performing Arts, other groups, loan of orchestral sets, per month	Local	10.00	11.00	10.0%	Includ	Apr-15	10.00	11.00	10.0%	No change, but other prices have increased. Overall price increase of 24% across Perf Arts No change, but other prices have increased. Overall price increase of 24% across Performing Arts Library	
Performing Arts, other groups, loan of packaged vocal sets, per month	Local	6.00	6.00	-				6.00	6.00		-
Performing arts, other groups, loan of play sets, per month	Local	5.00	5.00	-	Included in Performing Arts (above)		5.00	5.00	-		
Printing from computer, black & white, A4	Local	0.17	0.17	-	}	Apr-15	0.20	0.20	-		
Printing from microform readers (microfilm/microfiche), per page	Local	0.42	0.83	100.0%			80	0.50	1.00		100.0%
Printing from computer, colour, A4	Local	0.83	0.83	-	}	Apr-15	1.00	1.00	-		
Photocopying, A4 b&w, per sheet	Local	0.08	0.08	-			}	0.10	0.10		-
Photocopying, A3 b&w, per sheet	Local	0.17	0.17	-	57	0.20		0.20	-		
Photocopying, A4 colour, per sheet	Local	0.83	0.83	-		1.00		1.00	-		
Photocopying, A3 colour, per sheet	Local	1.25	1.25	-	}	Apr-15	1.50	1.50	-		
Fax service, send to UK & Eire - first page	Local	1.25	1.33	6.7%		}	Apr-15	1.50	1.60		6.7%
Fax service, send to UK & Eire - further pages	Local	0.83	0.92	10.0%	17		Apr-15	1.00	1.10		10.0%
Fax service, send to Europe - first page	Local	2.08	2.50	20.0%			Apr-15	2.50	3.00		20.0%
Fax service, send to Europe - further pages	Local	1.25	1.67	33.3%	}	Apr-15	1.50	2.00	33.3%		
Fax service, send to rest of world - first page	Local	3.33	3.75	12.5%		Apr-15	4.00	4.50	12.5%		

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Fax service, send to rest of world - further pages	Local	1.67	2.08	25.0%) Incl in fax (above) 127 9 14 1 34 66	Apr-15	2.00	2.50	25.0%	
Fax service, to receive a fax - first page	Local	1.25	1.67	33.3%		Apr-15	1.50	2.00	33.3%	
Sale of miscellaneous items (stationery, books, stamps)	Local	Various	Various				Various	Various		
Car parking	Local	Various	Various				Various	Various		
Author talks	Local	Various	Various				Various	Various		
Loan of headphones	Local	0.42	0.42	-			0.50	0.50	-	
Other services e.g. laminating	Local	Various	Various				Various	Various		
Sale of ex stock	Local	Various	Various				Various	Various		
<u>Adult & Community Learning</u>										
Course fees, per hour	Local	5.80 - 8.50	6.00 - 8.80	3.4%	} 1,656	Aug-15	5.80 - 8.50	6.00 - 8.80	3.4%	
Course fees for learners with learning difficulties	Local	2.30	2.60	13.0%		Aug-15	2.30	2.60	13.0%	
Sale of course materials	Local	Various	Various				Various	Various		
Café income	Local	Various	Various				Various	Various		
Vending	Local	Various	Various				Various	Various		
Sole use hire of space in centres, per m ²	Local	15.00	15.50	3.3%		Aug-15	15.00	15.50	3.3%	
Classrooms for up to 39 people, non commercial use per hour	Local	20.00	21.00	5.0%		Aug-15	20.00	21.00	5.0%	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Classrooms for up to 39 people, commercial use per hour	Local	38.00	40.00	5.3%	118	Aug-15	38.00	40.00	5.3%	
Halls for 40 people or more, non commercial use per hour	Local	37.00	40.00	8.1%		Aug-15	37.00	40.00	8.1%	
Halls for 40 people or more, commercial use per hour	Local	70.00	70.00	-		70.00	70.00	-		
Reduction for longer hire periods, 6 hours or more in a day	Local	10%	10%	-		10%	10%	-		
Reduction for longer hire periods, more than 2 hours per session for more than 3 days or more per term	Local	20%	20%	-		20%	20%	-		
Hire of equipment	Local	2.58	2.67	3.2%		Aug-15	3.10	3.20	3.2%	
Out of hours, additional charge	Local	Cost recovery plus 10%	Cost recovery plus 10%	-		Cost recovery plus 10%	Cost recovery plus 10%	-		
Hire to other SCC Directorates	Local	No charge for one off use - £10.50 per hour for ongoing room usage	No charge for one off use - £11.00 per hour for ongoing room usage	4.8%	Aug-15	No charge for one off use - £10.50 per hour for ongoing room usage	No charge for one off use - £11.00 per hour for ongoing room usage	4.8%		
Surrey Arts										
Children's music lessons (10per term), varies depending on number of participants and length of lesson	Local	42.00 - 359.00	42.00 - 364.00	1.4%	2,216	Sep-15	42.00 - 359.00	42.00 - 364.00	1.4%	Surrey Arts tuition fees are reviewed prior to the start of each new academic year in September. This is when the annual price increase is normally applied. Surrey Arts will keep the increase as
Adult music lessons (10 week term), varies depending on number of participants and	Local	65.00 - 388.00	66.00 - 388.00	1.5%		Sep-15	65.00 - 388.00	66.00 - 388.00	1.5%	
Tuning up programme (10 sessions per term)	Local	49.00	49.00	-	42		49.00	49.00	-	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client				
							2014/15	2015/16	% change		
Primary festivals concerts ticket	Local	7.00	7.00	-	33		7.00	7.00	-	low as possible. Music tuition is supported by government grant. New arrangements are in place for grant funding which include an open competitive bidding process. Surrey Arts is acting as lead organisation for the Surrey Music Education Hub.	
Ensemble membership	Local	48.00 - 65.00	49.00 - 66.00	1.7%	155	Sep-15	48.00 - 65.00	49.00 - 66.00	1.7%		
Instrument hire, per term	Local	40.00	42.50	6.3%	32	Sep-15	48.00	51.00	6.3%		
Assisted purchase admin fee	Local	5%, max £50	5%, max £50	-	Minimal		5%, max £50	5%, max £50	-		
Examination administration fee, per entry	Local	7.50	7.50	-	Minimal		7.50	7.50	-		
School recitals	Local	105.00 - 210.00	105.00 - 210.00	-	Minimal		105.00 - 210.00	105.00 - 210.00	-		
Gatton residential course	Local	60.00 - 260.00	110.00 - 286.00	10.0%	Minimal	Sep-15	60.00 - 260.00	110.00 - 286.00	10.0%		
Artists open studios	Local	33.33 - 230.83	33.33 - 230.83	-	33		40.00 - 277.00	40.00 - 277.00	-		
Wardrobe hire, per item first seven days	Local	0.23 - 21.67	0.92 - 27.50	27.0%	49	Sep-15	0.28 - 26.00	1.10 - 33.00	27.0%		
Wardrobe hire, per item further 7days	Local	25% of first week fee	25% of first week fee	-				25% of first week fee	25% of first week fee		-
Wardrobe membership	Local	39.17 - 56.67	41.67 - 58.33	2.9%		Sep-15	47.00 - 68.00	50.00 - 70.00	2.9%		
Wardrobe friends membership	Local		12.50					15.00		Introduced April 2015	
Concert ticket sales	Local	4.17 - 20.83	3.33 - 20.83	-	Minimal		5.00 - 25.00	4.00 - 25.00	-	Fee varies dependent upon demand/ popularity/ event costs.	
Arts Events (boys dance, junior art school)	Local	Various	Various		Minimal		Various	Various			
Heritage											
Baptism certificates	National	17.50	23.33	33.3%		Apr-15	21.00	28.00	33.3%	These fees are set by the Church of England	
Marriage certificates	National	8.33	8.33	-				10.00	10.00		-
Certified copies of other documents	Local	12.50	12.50	-				15.00	15.00		-
Postage of certificates, if required	Local	1.50	1.50	-				1.50	1.50		-
Photocopy, A4 & A3 per sheet	Local	0.58	0.58	-				0.70	0.70		-
Postage of up to five copies	Local	5.00	5.00	-				5.00	5.00		-
Postage, each additional copy	Local	0.70	0.70	-			0.70	0.70	-		

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
A0 copies of 25" OS maps out of copyright	Local	10.00	10.00	-	144	Apr-15	12.00	12.00	-	Price will vary to ensure recovery of printing costs.
Postage of copied maps, if required	Local	2.80	3.50	25.0%			2.80	3.50	25.0%	
Removal of staples, pins etc from archive materials for photocopying	Local	15.00	15.00	-			18.00	18.00	-	
Prints from microfilm/microfiche, A3 or A4	Local	0.58	0.58	-			0.70	0.70	-	
Postage of up to five copies	Local	5.00	5.00	-			5.00	5.00	-	
Postage of each additional copy	Local	1.00	1.00	-			1.00	1.00	-	
Copies of microfiche, up to 4	Local	20.00	20.00	-			24.00	24.00	-	
Copy of each additional microfiche	Local	5.00	5.00	-			6.00	6.00	-	
Postage of microfiche, per order	Local	2.80	3.50	25.0%			2.80	3.50	25.0%	
Copies of microfilm	Local	67.92	67.92	-			81.50	81.50	-	
Postage of microfilm, per order	Local	2.80	3.50	25.0%	2.80	3.50	25.0%			
Print out from SHC lists or databases, first 20 sheets	Local	Free	Free		Free	Free				
Postage, per order	Local	2.80	3.50	25.0%	2.80	3.50	25.0%			
Printouts from internet/CD ROMs on site at SHC, per sheet	Local	0.13	0.13	-	0.15	0.15	-			
Colour print outs from Sites and Monument Record, per sheet	Local	1.00	1.00	-	1.20	1.20	-			
Photography permit, one day	Local	6.75	8.33	23.5%	8.10	10.00	23.5%			
Photography permit, five days	Local	20.25	25.00	23.5%	24.30	30.00	23.5%			
Removal of staples, pins etc from archive materials for photography	Local	15.00	15.00	-	18.00	18.00	-			

Included in general fees and charges (above)

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Talk by a member of staff to groups within Surrey	Local	54.17	54.17	-	Included in general fees and charges (above)	Apr-15	65.00	65.00	-	
Tour of SHC, group of up to 15 people	Local	30.83	41.67	35.1%			37.00	50.00	35.1%	
Digital image, A4 basic paper	Local	6.75	7.50	11.1%			8.10	9.00	11.1%	
Digital image, A4 photo quality paper	Local	9.67	10.00	3.4%			11.60	12.00	3.4%	
Digital image, A3 basic paper	Local	10.67	11.25	5.5%			12.80	13.50	5.5%	
Digital image, A3 photo quality paper	Local	19.33	20.83	7.8%			23.20	25.00	7.8%	
Digital image on CD, first image	Local	9.67	10.00	3.4%			11.60	12.00	3.4%	
Digital image on CD, subsequent images	Local	5.83	6.25	7.1%			7.00	7.50	7.1%	
Digital images supplied by email or via Egress Switch	Local	5.83	6.25	7.1%			7.00	7.50	7.1%	
Postage, per digital image order UK	Local	2.80	3.50	25.0%			2.80	3.50	25.0%	
Postage, per digital image order overseas	Local	4.00	5.00	25.0%			4.00	5.00	25.0%	
Books, stamps, cards, gifts etc from shop	Local	Various	Various				Various	Various		
Reproduction historic map, John Speed 1610	Local	10.00	10.00	-			12.00	12.00	-	
Reproduction historic map, John Blaeu 1645	Local	10.00	10.00	-			12.00	12.00	-	
Reproduction historic map, Emanuel Bowen c. 1753-1760	Local	8.33	8.33	-			10.00	10.00	-	
Postage of maps, UK	Local	2.80	3.50	25.0%			2.80	3.50	25.0%	
Postage of maps, overseas	Local	4.00	5.00	25.0%			4.00	5.00	25.0%	
Postage of books from shop	Local	2.80	3.50	25.0%			2.80	3.50	25.0%	
Postage of books from shop, large orders	Local	On application	On application				On application	On application		
Paid research service, per half hour	Local	15.00	15.00	-			18.00	18.00	-	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
One to one surgeries, per hour	Local	30.00	30.00	-	Included in general fees and charges (above)	Apr-15	36.00	36.00	-	
Filming fee, per day	Local	166.67	166.67	-			200.00	200.00	-	
Publication fee: scholarly, non-profit making, with print runs < 1,000copies, per image	Local	6.20	10.00	61.3%			6.20	10.00	61.3%	
Publication fee: books with print runs > 1,000 copies, per image	Local	36.00	40.00	11.1%			36.00	40.00	11.1%	
Publication fee, book and magazine covers, per image	Local	56.00	60.00	7.1%			56.00	60.00	7.1%	
Publication fee, TV, film, video stills or moving image, per image	Local	46.67	50.00	7.1%			56.00	60.00	7.1%	
Publication fee, digital publication intranet only, per image	Local	5.17	8.33	61.3%			6.20	10.00	61.3%	
Publication fee, digital publication commercial use, per image	Local	30.00	33.33	11.1%			36.00	40.00	11.1%	
Publication fee, digital publication non profit CD ROM, per image	Local	5.17	8.33	61.3%			6.20	10.00	61.3%	
Publication fee, commercial interior design and decoration, per image	Local	46.67	50.00	7.1%			fees & charges (above)	Apr-15	56.00	
Publication fee, postcards, greeting cards, calendars, giftware, mugs, posters etc, per image	Local	46.67	50.00	7.1%	56.00	60.00			7.1%	
Conference room hire, full day	Local	240.00	300.00	25.0%	240.00	300.00			25.0%	
Conference room hire, half day	Local	120.00	150.00	25.0%	120.00	150.00			25.0%	
Seminar room hire, half day	Local	75.00	90.00	20.0%	75.00	90.00			20.0%	
Seminar room hire, full day	Local	140.00	160.00	14.3%	140.00	160.00	14.3%			
Events room hire, full day	Local	120.00	150.00	25.0%	120.00	150.00	25.0%			

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client				
							2014/15	2015/16	% change		
Events room hire, half day	Local	65.00	80.00	23.1%	Included in general	Apr-15	65.00	80.00	23.1%		
Catering with room hire	Local	Cost recovery	Cost recovery				Cost recovery	Cost recovery			
Out of hours room hire, additional fee	Local	Cost recovery	Cost recovery				Cost recovery	Cost recovery			
Historic Environment Record planning consultation	Local	50.00	83.33	66.7%		Apr-15	60.00	100.00	66.7%		
Talk at SHC or other venue, per ticket	Local	4.17	4.17	-			5.00	5.00	-		
Colour copies from tithe maps A4	Local	1.00	1.00	-			1.20	1.20	-		
Colour copies from tithe maps A3	Local	1.42	1.42	-			1.70	1.70	-		
Archive sources packs for schools already made up	Local	30.00	30.00	-		Included above		36.00	36.00		-
Archive sources packs for schools requiring new research	Local	46.67	46.67	-				56.00	56.00		-
Archaeology services	Local	Cost recovery	Cost recovery				315	Cost recovery	Cost recovery		

Fees & charges 2015/16

Please note, unless otherwise indicated, these fees and charges for 2015/16 have been agreed under delegated authority or set nationally, so are included here for information .

Service: Cultural Services

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable				Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable				Comment s/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change	Proposed 2016/17 charge £			Charge payable by customer / client				
								2014/15	2015/16	% change	2016/17	
Registrations												
Full certificate of birth/death/marriage, on day of registration	National	4.00	4.00	-	4.00	450		4.00	4.00	-	4.00	Statutory fees are set by central government. Review of fees expected early 2015
Full certificate of birth/death/marriage, from a current register standard service	National	7.00	7.00	-	7.00	Minimal		7.00	7.00	-	7.00	
Full certificate of birth/death/marriage, from a completed register standard service	National	10.00	10.00	-	10.00	95		10.00	10.00	-	10.00	
Short birth certificate from a current register, standard service	National	7.00	7.00	-	7.00	Minimal		7.00	7.00	-	7.00	
Short birth certificate from a completed register, standard service	National	10.00	10.00	-	10.00	Minimal		10.00	10.00	-	10.00	
Civil partnership certificates, on day of registration	National	4.00	4.00	-	4.00	Minimal		4.00	4.00	-	4.00	
Civil partnership certificates, after day of registration standard service	National	10.00	10.00	-	10.00	Minimal		10.00	10.00	-	10.00	
Notice of marriage or civil partnership	National	35.00	35.00	-	35.00	310		35.00	35.00	-	35.00	
Certificates, additional fee for While you Wait service (in addition to statutory fees above)	Local	15.00	15.00	-	15.00	12		15.00	15.00	-	15.00	From 2014/15 onwards
Certificates, additional fee for Priority service (in addition to statutory fees above)	Local	6.00	6.00	-	6.00	15		6.00	6.00	-	6.00	
Amendment fee	Local	30.00	35.00	16.7%	35.00	5	Apr-15	30.00	35.00	16.7%	35.00	
Commemorative certificate	Local	5.00	5.00	-	-	Minimal		5.00	5.00	0.0%	-	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable				Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable				Comment s/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change	Proposed 2016/17 charge £			Charge payable by customer / client				
								2014/15	2015/16	% change	2016/17	
Non refundable booking fee for ceremonies (included in fees below)	Local	100.00	100.00	-	100.00	35		100.00	100.00	-	100.00	2015/16 fees already agreed as fees are taken up to 2 years in advance
Marriage/civil partnership at Register Office, Monday - Thursday	Local	110.00	115.00	4.5%	140.00	} 255	Apr-15	110.00	115.00	4.5%	140.00	
Marriage/civil partnership at register office, Friday	Local	195.00	200.00	2.6%	210.00		Apr-15	195.00	200.00	2.6%	210.00	
Marriage/civil partnership at register office, Saturday	Local	255.00	260.00	2.0%	275.00		Apr-15	255.00	260.00	2.0%	275.00	
Statutory register office ceremony	National	45.00	46.00	2.2%	46.00	Minimal	Apr-15	45.00	46.00	2.2%	46.00	Statutory fee
Civil Partnership Conversion to Marriage Statutory Fee	National	45.00	45.00	-	45.00			45.00	45.00	-	45.00	Effective from 10/12/14 £45
Attend venue for civil marriage/civil partnership, Monday - Thursday	Local	395.00	410.00	3.8%	425.00	} 1,038	Apr-15	395.00	410.00	3.8%	425.00	
Attend venue for civil marriage/civil partnership, Friday	Local	455.00	470.00	3.3%	485.00		Apr-15	455.00	470.00	3.3%	485.00	
Attend venue for civil marriage/civil partnership Saturday	Local	455.00	470.00	3.3%	525.00	} Incl in attend. fees (above)	Apr-15	455.00	470.00	3.3%	525.00	Introducing new pricing in 2016/17
Attend venue for civil marriage/civil partnership, Sunday and bank holidays	Local	500.00	520.00	4.0%	575.00		Apr-15	500.00	520.00	4.0%	575.00	
Marriage/civil partnership, small room at Artington House or Tylney Room at The Mansion	Local	60.00	80.00	33.3%	100.00	20	Apr-15	60.00	80.00	33.3%	100.00	
Renewal of vows and naming ceremonies at register offices, Monday - Thursday	Local	110.00	115.00	4.5%	140.00	Minimal	Apr-15	132.00	138.00	4.5%	168.00	
Renewal of vows and naming ceremonies at register offices, Friday	Local	195.00	200.00	2.6%	210.00	Minimal	Apr-15	234.00	240.00	2.6%	252.00	

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable				Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable				Comment s/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change	Proposed 2016/17 charge £			Charge payable by customer / client				
								2014/15	2015/16	% change	2016/17	
Renewal of vows and naming ceremonies at register offices, Saturday	Local	255.00	260.00	2.0%	275.00	Minimal	Apr-15	306.00	312.00	2.0%	330.00	
Renewal of vows/naming ceremony at another venue, Monday-Thursday	Local	210.00	215.00	2.4%	220.00	Minimal	Apr-15	252.00	258.00	2.4%	264.00	
Renewal of vows/naming ceremony at another venue, Friday	Local	275.00	280.00	1.8%	285.00	Minimal	Apr-15	330.00	336.00	1.8%	342.00	
Renewal of vows/naming ceremony at another venue, Saturday	Local	275.00	280.00	1.8%	300.00	Minimal	Apr-15	330.00	336.00	1.8%	360.00	
Renewal of vows/naming ceremony at another venue, Sunday	Local	330.00	335.00	1.5%	340.00	Minimal	Apr-15	396.00	402.00	1.5%	408.00	
Licensing premises for civil ceremonies, one room	Local	2,000.00	2,000.00	-	2,000.00	50		2,000.00	2,000.00	-	2,000.00	
Licensing premises for civil ceremonies, each additional room	Local	205.00	210.00	2.4%	220.00	Minimal	Apr-15	205.00	210.00	2.4%	220.00	
Licensing premises for civil ceremonies, appeal/review following rejection/revocation (non refundable)	Local	350.00	350.00	-	350.00	Minimal		350.00	350.00	-	350.00	
Nationality application checking service, single application, adult or child	Local	65.00	70.00	7.7%	75.00	20	Apr-15	78.00	84.00	7.7%	90.00	
Nationality application checking service, child as part of a family	Local	65.00	70.00	7.7%	75.00	Minimal	Apr-15	78.00	84.00	7.7%	90.00	
Nationality application checking service, additional appointment	Local	25.00	25.00	-	25.00	Minimal		30.00	30.00	0.0%	30.00	
Citizen ceremony fee, Individual. Additional fee for private ceremony	Local	85.00	90.00	5.9%	90.00	25	Apr-15	85.00	90.00	5.9%	90.00	
Citizen ceremony fee family. Additional fee for private ceremony	Local	130.00	150.00	15.4%	160.00	12	Apr-15	130.00	150.00	15.4%	160.00	
Citizenship ceremony fee received from the Home Office for each new citizen	National	80.00	80.00	-	80.00	110		80.00	80.00	-	80.00	Fee from the Home Office
Total						8,629						

Service: Customer Services

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16 £000	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Blue parking badge	National	10.00	10.00		136		10.00	10.00		Maximum charge remains at £10. Expected income based on 3 yearly estimated renewals.
Total					136					

Service: Environment & Planning

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Transport Development Planning										
Vetting of developers' construction, improvement or alterations to the highway prior to adoption as part of the highway (s278/s38 agreements)	local	12% of estimated construction cost	12% of estimated construction cost	-	734		12% of estimated construction cost	12% of estimated construction cost	-	The percentage remains the same, although it is anticipated that we will generate a higher yield due to increased activity.
PRE-PLANNING ADVICE										
1) Residential development - written response or meeting										
a) 1-4 Dwellings	local	125.00	150.00	20.0%	54	tbc	150.00	180.00	20.0%	-Current charges are now the same whether the response is written, at a meeting or a site visit and
b) 5 - 9 Dwellings	local	315.00	350.00	11.1%			378.00	420.00	11.1%	
c) 10 - 24 Dwellings	local	560.00	600.00	7.1%			672.00	720.00	7.1%	
d) 25 - 49 Dwellings	local	950.00	1,000.00	5.3%			1,140.00	1,200.00	5.3%	
e) 50 - 80 Dwellings	local	1,200.00	1,500.00	25.0%			1,440.00	1,800.00	25.0%	
f1) 81 or more Dwellings	local	2,000.00	n/a	n/a			2,400.00	n/a	n/a	
f2) 81 - 250 Dwellings	local	n/a	2,100.00	n/a			n/a	2,520.00	n/a	
g) 250 - 500 Dwellings	local	n/a	4,000.00	n/a			n/a	4,800.00	n/a	
h) 500 or more	local	n/a	6,000.00	n/a	n/a	7,200.00	n/a			
2) Commercial and retail development - written response or meeting										

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Gross floor area										only varies by the gross floor area of the site •Fees were increased from 31st July 2014
a) up to 100m ²	local	125.00	150.00	20.0%			150.00	180.00	20.0%	
b) 101 - 500m ²	local	560.00	600.00	7.1%			672.00	720.00	7.1%	
c) 501 - 1,000m ²	local	950.00	1,000.00	5.3%			1,140.00	1,200.00	5.3%	
d) 1,001 - 2,000m ²	local	1,500.00	1,600.00	6.7%			1,800.00	1,920.00	6.7%	
e) 2,001 - 5,000m ²	local	1,750.00	1,800.00	2.9%			2,100.00	2,160.00	2.9%	
f) 5,001m ² or more	local	2,000.00	n/a	n/a			2,400.00	n/a	n/a	
f) 5,001 - 7,500m ²	local	n/a	2,100.00	n/a			n/a	2,520.00	n/a	
g) 7,501 - 10,000m ²	local	n/a	4,000.00	n/a			n/a	4,800.00	n/a	
h) 10,001m ² or more	local	n/a	6,000.00	n/a			n/a	7,200.00	n/a	
Planning & Development										
County applications, new buildings, new floor space less than 40m ²	national	195.00	195.00	-			195.00	195.00	-	
County applications, new buildings, new floor space 40-75 m ²	national	385.00	385.00	-			385.00	385.00	-	
County applications, new buildings, new floor space greater than 75 m ² (but less than 3,750 m ²), for each 75m ² or part thereof	national	385.00	385.00	-			385.00	385.00	-	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
County applications, new buildings, new floor space greater than 3,750 m2,	national	£19,049 + £115 for each 75m² in excess of 3,750m², max £250,000	£19,049 + £115 for each 75m² in excess of 3,750m², max £250,000	-	108	tbc	£19,049 + £115 for each 75m² in excess of 3,750m², max £250,000	£19,049 + £115 for each 75m² in excess of 3,750m², max £250,000	-	Extracts from statutory instrument fee schedule
County application for change of use	national	385.00	385.00	-			385.00	385.00	-	
County application for construction of car parks or service roads	national	195.00	195.00	-			195.00	195.00	-	
County application for construction of all weather pitch, for each 0.1 hectare or part thereof	national	195.00	195.00	-			195.00	195.00	-	
County application for other equipment (light columns/play equipment) if permission required	national	195.00	195.00	-			195.00	195.00	-	
Waste related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	national	195.00	195.00	-			195.00	195.00	-	
Waste related applications, site area greater than 15 hectares, per 0.1 hectare or part thereof	national	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	-			£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	-	
Minerals related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	national	195.00	195.00	-			195.00	195.00	-	
Planning monitoring visits to closed sites	national	110.00	110.00	-	110.00	110.00	-			

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Planning compliance visits to mineral extraction and waste sites (a maximum six chargeable visits p.a. per site)	national	331.00	331.00	-			331.00	331.00	-	
<u>Waste & Sustainability</u>										
Trade waste, recovery of disposal costs	local	cost recovery	cost recovery	n/a	965	n/a	cost recovery	cost recovery	n/a	The costs of disposing of trade waste are met by the districts and boroughs based on the actual costs of disposal. The level of income will depend upon the volume of trade waste disposed of.
Bikeability, cycle training, level 1, per trainee (group)	local	10.50	11.00	4.8%		n/a	10.50	11.00	4.8%	
Bikeability, cycle training, level 2, per trainee (small groups)	local	22.00	23.00	4.5%	314	n/a	22.00	23.00	4.5%	Supplemented by the increased DFT grant received
Bikeability, cycle training level 1 per trainee (FSM)	local	n/a	4.50	n/a		n/a	n/a	4.50	n/a	
Bikeability, cycle training, level 2, per trainee (FSM)	local	n/a	10.00	n/a		n/a	n/a	10.00	n/a	
Pedals	local	n/a	2.00	n/a		n/a	n/a	2.00	n/a	
Customised training	local	n/a	20.00 for 3 hours	n/a	n/a	n/a	n/a	20.00 for 3 hours	n/a	Currently subsidised by Local Sustainable Transport Fund grant ; adults only
<u>Travel & Transport</u>										
Charges for spare seats on SCC run school coaches for non entitled scholars, per term children under 16 years	local	165.30	168.61	2.0%	420	Sep-15	165.30	168.61	2.0%	Fees are increased in line with inflation - CPI or RPI

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
Charges for spare seats on SCC run school coaches for non entitled scholars, per term children aged 16 - 19	local	229.30	233.89	2.0%	62	Sep-15	229.30	233.89	2.0%	whichever is the lower.
Post 16 (subsidised) travel pass - student fare card (bus)	local	25.00	25.00	-	165	Sep-15	25.00	25.00	-	
SEN concessionary fare seats per term children under 16 years	local	126.00	169.00	34.1%	9	Sep-15	126.00	169.00	34.1%	Fees increased in 2015-16 in line with fee rates for mainstream concessionary travel. In future fees will be increased in line with inflation - CPI or RPI whichever is the lower.
SEN concessionary fare seats per term children aged 16 - 19	local	126.00	234.00	85.7%	1	Sep-15	126.00	234.00	85.7%	
Replacement coach or bus pass (child) £5 for 1st & 2nd replacement £10 for 3rd or subsequent in an academic year	local	5.00	5.00	-	in above	Sep-15	5.00	5.00	-	
Replacement rail pass (child)	local	10.00	10.00	-		Sep-15	10.00	10.00	-	
DBS checks for transport contractors (drivers and escorts)	local	70.00	70.00	-	58	Apr-15	70.00	70.00	-	Costs of approx £40k associated with income
Replacement of Concessionary bus pass (people aged 60+ and disabled people)	local	5.00	5.00	-		Apr-15	5.00	5.00	-	Scheme review ongoing
Bus Stop suspension charge to utilities / developers for 1 day	local	120.00	120.00	-		Apr-15	120.00	120.00	-	Increased in line with TfL rates; to be advised for 15/16
Bus Stop suspension charge to utilities / developers for 2 days or more	local	240.00	240.00	-		Apr-15	240.00	240.00	-	Yield 15/16 est; dependant on work No change assumed
Traffic data - first site	local	106.00	107.78	1.7%		Apr-15	127.20	129.34	1.7%	
Traffic data - each additional site	local	37.00	37.62	1.7%		Apr-15	44.40	45.15	1.7%	
Personal Injury Collision (PIC)										
New site data (supply of data to consultants)	local	120.00	122.02	1.7%		Apr-15	144.00	146.42	1.7%	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
Personal Injury Collision (PIC) Repeat site data (supply of data to consultants)	local	72.00	73.21	1.7%		Apr-15	86.40	87.85	1.7%	Joint responsibility with the Highways Agency. Now working in partnership and sharing data to reduce casualties
Personal Injury Collision (PIC) No PIC data at site	local	30.00	30.50	1.7%		Apr-15	36.00	36.60	1.7%	
Personal Injury Collision (PIC) provision of data to Highways Agency (HA)	local	cost recovery	cost recovery	-		Apr-15	cost recovery	cost recovery	-	
Countryside										
Utilities temporary closure of Rights of Way (RoW) by Notice (5 day)	locally	400	408	2.0%	4	1-Apr-2015	400	408	2.0%	<ul style="list-style-type: none"> •Typically in the region of £1,800 •Typically in the region of £2,500 •Based on mid point hourly rate S8 •2015/16 inflated by pay inflation rate Income related to actual costs incurred, minimum £453
Utilities temporary closure of Rights of Way (RoW) by Order (6 month)	locally	Various	Various	n/a	13	1-Apr-2015	Various	Various	n/a	
Diversion of ROW at request of landowner (rate per hour)	locally	46	46.77	n/a	15	1-Apr-2015	46	47	1.7%	
Landowner Statutory Highway Declaration and Statement	locally	Various	Various	n/a	5	1-Apr-2015	Various	Various	n/a	
Total					2,997					

Service: Finance

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Finance - insurance charges to schools	Locally				1,472					Charges are considered commercially sensitive, so are not disclosed.
Total					1,472					

Service: Fire and Rescue

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client				
							2014/15	2015/16	% change		
Cost recovery for "special services", per hour	Local	308.92	318.33	3.0%	38	Apr-15	370.70	382.00	3.0%		
Vehicle with Driver, per hour	Local	158.10	158.33	0.1%		Apr-15	189.72	190.00	0.1%		
Hose per length, per day (including standpipe key, bar and testing on return). Collected.	Local	26.52	27.50	3.7%		Apr-15	31.82	33.00	3.7%		
Hose per length, per day (including standpipe key, bar and testing on return). Delivered.	Local		54.17	65.00							
Hose per length, per subsequent consecutive day	Local	5.10	5.10			Apr-15	6.12	6.12			
Heavy duty salvage sheet, each	Local	20.40	20.83	2.1%		Apr-15	24.48	25.00	2.1%		
Extracts from Fire Reports, per report	Local	65.35	73.00	11.7%		Apr-15	65.35	73.00	11.7%		
Copy of Fire Investigation Report, each	Local	129.54	225.00	73.7%		Apr-15	155.45	270.00	73.7%		Matched to Hampshire charge
Photocopies of maps and plans, each - over size A3	Local	12.24	15.00	22.5%		Apr-15	14.69	18.00	22.5%		
Officer interviews (per officer) - Group Manager and above, per hour	Local	158.10	160.00	1.2%		Apr-15	158.10	160.00	1.2%		

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Officer interviews (per officer) - all other officers, per hour	Local	107.10	115.00	7.4%		Apr-15	107.10	115.00	7.4%	
Files search, each	Local	36.72	55.00	49.8%		Apr-15	44.06	66.00	49.8%	
Sports ground - safety certification	Local	Actual Cost	Actual Cost				Actual Cost	Actual Cost		
Safe Drive Stay Alive	Local	Free	Free				Free	Free		Covered by sponsorship
Total					38					

Service: Highways

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			2014/15	2015/16	% change	
Recovery of laboratory testing services	Locally	variable, subject to product and location	variable, subject to product and location		211		variable, subject to product and location	variable, subject to product and location		
Core investigation failure	Nationally	122.75	122.75		70		122.75	122.75	-	
Core investigation inspection fee (D1)	Nationally	47.50	47.50				47.50	47.50	-	
Highways information team, standing charge	Locally	22.00	22.00		784		22.00	22.00	-	
Enquiry fee, up to 50m2	Locally	10.00	10.00				10.00	10.00	-	
Enquiry fee, additional 50 meters (up to 500m)	Locally	10.00	10.00				10.00	10.00	-	
Enquiry fee, additional 10 meters (over 500m)	Locally	1.00	1.00				1.00	1.00	-	
Copy of agreement, including plans	Locally	60.00	60.00		446		60.00	60.00	-	
Electronic copy of agreements and plans	Locally	32.00	32.00				32.00	32.00	-	
Highway land search - Con29R	Locally	32.00	32.00		446		32.00	32.00	-	
Highway land search - Con29O	Locally	14.00	14.00				14.00	14.00	-	
Application to create vehicle crossover/dropped kerb	Locally	181.00	200.00	10.5%		01/04/15	181.00	200.00	10.5%	Not refundable
Initial assessment of suitability for crossover	Locally	75.00	75.00				75.00	75.00	-	
Crossover Company registration fee	Locally	95.00	95.00				95.00	95.00	-	This activity has been stopped temporarily
Temporary notice (Emergency) section 14 (2)	Locally	740.00	740.00				740.00	740.00	-	
Temporary traffic order, section 14 (1)	Locally	734.00	734.00				734.00	1000.00	36.2%	
Temporary traffic order, section 14 (5) (Diversions)	Locally	309.00	0.00	-100.0%			309.00	0.00	-100.0%	No longer issued

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Licence to open road (s50)	Locally	145.00	145.00				145.00	145.00	-	
Inspection of road works (3 inspections required)	Nationally	162.00	162.00				162.00	162.00	-	
Licence to open road (s184)	Locally	457.00	457.00	-			457.00	457.00	-	This licence is not being issued at present but may be re-instated. All road openings are currently being conducted under S50
Reclaim Property from Highways	Locally	70.00	70.00	-			70.00	70.00	-	
Banner application	Locally	26.00	26.00	-			26.00	26.00	-	
Licence to place building materials on the highway	Locally	73.00	82.00	12.3%		01/04/15	73.00	82.00	12.3%	Renewals / extensions at same rate
Licence to place scaffolding/ hoardings on the highway	Locally	102.00	104.00	2.0%		01/04/15	102.00	104.00	2.0%	Renewals / extensions at same rate
HIPPO bags placed on the highway	Locally	35.00	0.00	-100.0%			35.00	0.00	-100.0%	Licence is no longer issued - now covered under Building Materials
Skips placed on the highway, 28 days	Locally	72.00	82.00	13.9%		01/04/15	72.00	82.00	13.9%	Renewals / extensions at same rate
Skip Company Registration	Locally	97.00	97.00	-			97.00	97.00	-	
Licence to place crane on highway	Locally	145.00	161.00	11.0%		01/04/15	145.00	161.00	11.0%	
Construction over the highway	Locally	240.00	240.00	-			240.00	240.00	-	
Cultivation of the highway	Locally	78.00	78.00	-			78.00	78.00	-	
Pavement café annual fee	Locally	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	-	201		Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	-	If the seating and table arrangements are under 3 square-metres, then no fee charged

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Temporary road sign	Locally	145.00	145.00	-			145.00	145.00	-	Fee covers cost of initial assesment. Signs and installation recovered at cost.
Tourist road sign	Locally	145.00	145.00	-			145.00	145.00	-	Fee covers cost of initial assesment. Signs and installation recovered at cost.
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 08.00 - 18.00	Locally	87.00	89.00	2.3%		01/04/15	87.00	89.00	2.3%	
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 18.00 - 08.00	Locally	173.00	176.00	1.7%		01/04/15	173.00	176.00	1.7%	
SCC Officer attendance to adjust permanent traffic signals or signalised crossings Weekend/Bank holiday	Locally	229.00	233.00	1.7%		01/04/15	229.00	233.00	1.7%	
Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority	Nationally	120.00	120.00	-			120.00	120.00	-	
Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority payment received within 90 days	Nationally	80.00	80.00	-			80.00	80.00	-	
Permit Transcription Fee	Nationally	21.60	21.60	-			21.60	21.60	-	
Provisional advance authorisation - Main Roads*	Nationally	83.00	83.00	-			83.00	83.00	-	
Provisional advance authorisation - Minor Roads**	Nationally	66.00	66.00	-	1,138		66.00	66.00	-	
Major activity [over 10 days] and all major works requiring a traffic regulation order - Main Roads*	Nationally	216.00	216.00	-			216.00	216.00	-	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Major activity [over 10 days] and all major works requiring a traffic regulation order - Minor Roads**	Nationally	141.00	141.00	-			141.00	141.00	-	
Major activity [4-10 days] - Main Roads*	Nationally	127.00	127.00	-			127.00	127.00	-	
Major activity [4-10 days] - Minor Roads**	Nationally	0.00	0.00	-			0.00	0.00	-	
Major activity [up to 3 days] - Main Roads*	Nationally	58.00	58.00	-			58.00	58.00	-	
Major activity [up to 3 days] - Minor Roads**	Nationally	0.00	0.00	-			0.00	0.00	-	
Standard activity - Main Roads*	Nationally	127.00	127.00	-			127.00	127.00	-	
Standard activity - Minor Roads**	Nationally	0.00	0.00	-			0.00	0.00	-	
Minor activity - Main Roads*	Nationally	58.00	58.00	-			58.00	58.00	-	
Minor activity - Minor Roads**	Nationally	0.00	0.00	-			0.00	0.00	-	
Immediate activity - Main Roads*	Nationally	52.00	52.00	-			52.00	52.00	-	
Immediate activity - Minor Roads**	Nationally	0.00	0.00	-			0.00	0.00	-	
Permit variation - Main Roads*	Nationally	45.00	45.00	-			45.00	45.00	-	
Permit variation - Minor Roads**	Nationally	35.00	35.00	-			35.00	35.00	-	
Sample inspection fees on utility works	Nationally	47.50	47.50	-			47.50	47.50	-	
Third Party Report inspection fees	Nationally	68.00	68.00	-			68.00	68.00	-	
Joint site meeting defect fee (D1)	Nationally	47.50	47.50	-			47.50	47.50	-	
Defect inspection whilst remedial is in progress fee (D2)	Nationally	47.50	47.50	-			47.50	47.50	-	
Defect inspection fee on remedial completion (D3)	Nationally	47.50	47.50	-			47.50	47.50	-	
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street not in road categories 2, 3, or 4	Nationally	5000.00	5000.00	-			5000.00	5000.00	-	*Rising to £10,000 per day after first three days

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect street not in road categories 2, 3, or 4	Nationally	2500.00	2500.00	-			2500.00	2500.00	-	
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street in road categories 2	Nationally	3000.00	3000.00	-			3000.00	3000.00	-	*Rising to £8,000 per day after first three days
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect streets in road category 2	Nationally	2000.00	2000.00	-			2000.00	2000.00	-	
Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protect street in road categories 3 or 4	Nationally	750.00	750.00	-			750.00	750.00	-	
Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protect streets in road categories 3 or 4	Nationally	250.00	250.00	-			250.00	250.00	-	
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway not in street category 2, 3 or 4	Nationally	2500.00	2500.00	-			2500.00	2500.00	-	
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 2	Nationally	2000.00	2000.00	-			2000.00	2000.00	-	
Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 3 or 4	Nationally	250.00	250.00	-	71		250.00	250.00	-	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 0 or 1 roads	Nationally	2500.00	2500.00	-			2500.00	2500.00	-	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 2 roads	Nationally	2000.00	2000.00	-			2000.00	2000.00	-	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 3 or 4 traffic sensitive roads	Nationally	750.00	750.00	-			750.00	750.00	-	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 0,1 or 2 roads	Nationally	500.00	500.00	-			500.00	500.00	-	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 3 or 4 traffic sensitive roads	Nationally	250.00	250.00	-			250.00	250.00	-	
Daily charges for Utilities overstaying notified time limits, major or standard works on category 3 or 4 non-traffic sensitive roads	Nationally	250.00	250.00	-			250.00	250.00	-	
Daily charges for Utilities overstaying notified time limits, minor or intermediate works on category 3 or 4 non-traffic sensitive roads	Nationally	100.00	100.00	-			100.00	100.00	-	
Civil Parking Enforcement Surplus	Locally	Various	Various	-	100		Various	Various	-	Surrey's Share of CPE Surplus
Traffic data - first site	Locally	90.00	91.00	1.1%	2		108.00	109.20	1.1%	
Traffic data - each additional site	Locally	32.00	32.00	-			38.40	38.40	-	

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Personal Injury Collision (PIC) New site data (supply of data to consultants)	Locally	105.00	106.00	1.0%	6		126.00	127.20	1.0%	Joint responsibility with the Highways Agency. Now working in partnership and sharing data to reduce casualties
Personal Injury Collision (PIC) Repeat site data (supply of data to consultants)	Locally	65.00	66.00	1.5%			78.00	79.20	1.5%	
Personal Injury Collision (PIC) No PIC data at site	Locally	27.00	27.00	-			32.40	32.40	-	
Personal Injury Collision (PIC) provision of data to Highways Agency (HA)	Locally	cost recovery	cost recovery	-			cost recovery	cost recovery	-	
Total					3,494					

* Main roads - all 0,1,2 Streets & Traffic Sensitive (at any time) 3 & 4 Streets

** Minor Roads - 3 & 4 / Non Traffic Sensitive Streets

Fees & charges 2015/16

Service: **Human Resources & Organisational Development**

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Charges for HR consultancy (for specific individuals)	Locally				90				Charges itemised are considered commercially sensitive, so are not disclosed.	
Charges to provide social care training	Locally				64					
Total					154					

Fees & charges 2015/16

Service: **Property**

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Management fee for School maintenance buy back service	Locally				725				Charges itemised are considered commercially sensitive, so are not disclosed.	
Wedding/hall hire/filming	Locally				303					
Total					1,028					

Service: Schools & Learning

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Childcare at school managed children's centres	Locally	See comments			500	1-Apr-2015				Charges for childcare in children's centres are set locally None of the services within children's centres have standardised rates as they are based on local costs. Any uplift in rates will be based on local requirements. Business to Business - Commercially sensitive
School managed children's centres - locally generated income from fees and charges	Locally	See comments			100	1-Apr-2015				
Childminding	Locally				12	1-Apr-2015				
Childcare training & development	Locally	12.00	25.00	108.3%	120	1-Apr-2015	12.00	25.00	108.3%	
Training & development - other	Locally				14	1-Apr-2015				
Civic Catering	Locally				675	1-Apr-2015				
Cleaning	Locally				2,783	1-Apr-2015				
PE gym equipment maintenance	Locally				644	1-Apr-2015				

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
Education catering	Locally	}	Not disclosed. Commercially sensitive		20,105	1-Apr-2015				Business to Business - Commercially sensitive
SEN Home to School Transport	Locally				12	1-Apr-2015				Variable by route
Schools & Learning Services to maintained schools and academies	Locally				1,01 €	1-Apr-2015				Business to Business - Commercially sensitive
Total					26,0%					

Service: Services for Young People

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client			
		£	£				2014/15	2015/16	% change	
<u>Duke of Edinburgh</u>										
Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	Locally	32.50	33.50	3.1%	204	1-Mar-2015	32.50	34.00	4.6%	
Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	Locally	39.00	40.00	2.6%		1-Mar-2015	39.00	40.00	2.6%	
<u>Surrey Outdoor Learning & Development</u>										
Surrey Outdoor Learning Session rate (3 hours) for Groups of Young People	Locally	135.00	140.00	3.7%	1,605	1-Apr-2015	135.00	140.00	3.7%	A session is for a maximum of 10 Adult meals are charged as per the individual customer needs £315 for the first night then £262.50 per night Minimum occupancy 32 persons
Adult Development sessions (3 hours)	Locally	320.00	320.00	-		320.00	320.00	-		
Food per 24 hours per person (3 meals)	Locally	18.50	19.00	2.7%		18.50	19.00	2.7%		
Log Cabin Accommodation	Locally	315.00	322.50	2.4%		315.00	322.50	2.4%		
Tepee/Yurt Village accommodation	Locally	190.40	196.80	3.4%		1-Apr-2015	190.40	196.80	3.4%	
<u>Active Surrey</u>										
School Sport Conference - Members	Locally		100.00			1-Apr-2015		100.00		
School Sport Conference - Non-members	Locally	100.00	150.00	50.0%		1-Apr-2015	100.00	150.00	50.0%	
Best Practice Forum - Members	Locally		50.00			1-Apr-2015		50.00		

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge	Proposed 2015/16 charge	% change			Charge payable by the customer/ client				
		£	£				2014/15	2015/16	% change		
Best Practice Forum - Non-members	Locally		75.00		74	1-Apr-2015		75.00			
Me & My Pupil Insight Software - Members	Locally		200.00			1-Apr-2015		240.00		Licences resold locally	
Me & My Pupil Insight Software - non-members	Locally		250.00			1-Apr-2015		300.00		Licences resold locally	
scUK courses - Standard	Locally	35.00	35.00	-				35.00	35.00	-	
scUK courses - Concession	Locally	20.00	20.00	-				20.00	20.00	-	
scUK courses - Out of county	Locally	43.00	43.00	-				43.00	43.00	-	
scUK courses - Private	Locally	450.00	500.00	11.1%			1-Apr-2015	450.00	500.00	11.1%	25 places for group booking. Price/group discount reviewed during 2014/15.
First Aid courses - Standard	Locally	70.00	70.00	-				70.00	70.00	-	
First Aid courses - Concession	Locally	35.00	35.00	-				35.00	35.00	-	
First Aid courses - Out of county	Locally	80.00	80.00	-				80.00	80.00	-	
First Aid courses - Private	Locally	500.00	750.00	50.0%			1-Apr-2015	500.00	750.00	50.0%	15 places for group booking. Price/group discount reviewed during 2014/15.
Create Development - real PE	Nationally	485.00	485.00	-				485.00	485.00	-	
Val Sabin - Gymnastics	Nationally	169.00	169.00	-				169.00	169.00	-	Teacher CPD courses - price per person
Val Sabin - Dance	Nationally	169.00	169.00	-				169.00	169.00	-	
Val Sabin - Positive Play	Nationally	285.00	285.00	-				285.00	285.00	-	
Val Sabin - Activate	Nationally	140.00	140.00	-			140.00	140.00	-		
Merchandise - wristband	Locally	0.83	0.83	-			1.00	1.00	-		
Merchandise - sports bottle	Locally	2.50	2.50	-			3.00	3.00	-		
Merchandise - beanie	Locally	8.33	4.17	-49.9%		20-Jun-2015	10.00	5.00	-50.0%	Old logo - discount applied	
Merchandise - baseball cap	Locally	10.00	5.00	-50.0%		20-Jun-2015	12.00	6.00	-50.0%	Old logo - discount applied	
Merchandise - hoodie	Locally	20.83	20.83	-			25.00	25.00	-		
Total					1,883						

Fees & charges 2015/16

Service: Shared Services

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Schools' payroll	Locally				1,367				All charges itemised are considered commercially sensitive, so are not disclosed.	
CRB checking service	Locally				102					
Recruitment					35					
Pension Services	Locally				213					
Total					1,717					

Service: Strategic Services

Goods/ service for which charge is made	Charge set nationally/ locally?	Before VAT, where applicable			Expected yield for 2015/16 £000s	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% change			Charge payable by the customer/ client			
							2014/15	2015/16	% change	
Health & Safety Service Buyback by Academies - Per Pupil Charge	Locally				54	N/A				Business to business commercially sensitive
Total					54					

Fees & charges 2015/16

Service: **Trading Standards**

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Fireworks registration, one year	National	105.00	These are all statutory fees and the annual increase has yet to be confirmed. This is not expected to be significant. Usually published March / April each year.	48		105.00	Various. Chargeable under the Health and safety fees regulations 2012, as amended by Explosives Regulations 2014. The framework changed at this time creating a more complicated fee structure. This can be found at http://www.hse.gov.uk/explosives/licensing/fees.htm	Mole Vally Environmental Health is currently conducting a Better Regulation Delivery Office funded project to explore opportunities for improving the licensing and registration regime within Surrey. This may result in a business case to transfer this activity and the associated income for explosives.		
Fireworks registration, one year renewal	National	52.00			52.00					
Fireworks licence, one year	National	178.00			178.00					
Fireworks licence, one year renewal	National	83.00			83.00					
Fireworks registration, annual licence (outside permitted periods)	National	500.00			500.00					
Variation of the licensee or registrant, site address/ transfer of licence or registration/ replacement licence/registration	National	35.00			35.00					
Petrol licence, storage of up to 2,500 litres	National	42.00			42.00					
Petrol licence, storage of 2,500-50,000 litres	National	58.00			58.00					
Petrol licence, storage of more than 50,000 litres	National	120.00			120.00					
Change or transfer of an existing licence	National	8.00			8.00	Controlled by statute. The Keeper must pay an annual fee calculated according to the maximum litreage of petrol stored. The site Keeper can now choose to pay for up to ten years in advance. The current fees are set until 2017.				

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Poisons licence, initial registration, per premise	National	35.50	N/A	-	Income stream ended 2014/15	Apr-15	35.50	N/A	-	The service are working in partnership with Mole Vally Environmental Health. Responsibility for these income streams passed to Mole Valley in March 2014.
Poisons licence, registration renewal, per premise	National	18.55	N/A	-			18.55	N/A	-	
Variation of an existing poisons registration	National	9.30	N/A	-			9.30	N/A	-	
Performing animals licence	Local	25.00	35.00	40.0%	145	Apr-15	25.00	35.00	40.0%	Not statutory, now based on hourly rate (1 hour to issue, 1/2 hour to inspect and copy register and 1/2 hour for duplicate certificate.
Performing animals - inspect and copy register	Local	15.00	17.50	16.7%			15.00	17.50	16.7%	Based in hourly rate (1/4 hour)
Performing animals - replacement certificate	Local	15.00	17.50	16.7%			15.00	17.50	16.7%	Based in hourly rate (1/4 hour)
Metrology testing and verification fees	Local	Free	Actual Cost	N/A			Free	Actual Cost		Aligned with Bucks and now all metrology fees will be charged by reference to the hourly rate, time taken and number of officers required.

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations	
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client				
							2014/15	2015/16	% change		
Set-up of Primary Authority partnerships (incorporating Environmental Health or Surrey Fire and Rescue) charge per additional regulator - Renewal	Local	75.00	75.00	-	Included in licences & testing fees (above)	Apr-15	90.00	90.00	-	Charge introduced mid 2014-15 and based on hourly rate. Income will be paid through us and passed on to Env Health or SFRS	
Renewal of Primary Authority partnerships (incorporating Environmental health or Surrey fire and rescue) charge per additional regulator - Renewal	Local	37.50	37.50	-			45.00	45.00	-		
Primary Authority Principle agreements	Local (cost recovery limit - National)	Various	Various				Various	Various			Yield based on average officer charge (£67 per hour). Planned increase to £70 per hour, subject to review by joint service management board and cost recovery point calculations for joint service.
Recovery of officer time	Local	55.83	58.33	4.5%			67.00	70.00	4.5%		
Buy with Confidence, initial application fee	Local	222.50	N/A	-			267.00	N/A			BWC scheme will be ending in 2014 and replaced with a partnership with Checktrade. Income from memberships will cease. However income from Intelligence and
Buy with Confidence, annual fee, businesses with 1-5 employees	Local	121.67	N/A	-			146.00	N/A			
Buy with Confidence, annual fee, businesses with 6-20 employees	Local	178.33	N/A	-			214.00	N/A			

Goods / service for which charge is made	Charge set nationally / Locally?	Before VAT, where applicable			Expected yield for 2015/16	Effective date of new charge	Including VAT where applicable			Comments/ special considerations
		2014/15 charge £	Proposed 2015/16 charge £	% Change			Charge payable by customer / client			
							2014/15	2015/16	% change	
Buy with Confidence, annual fee, businesses with more than 20 employees	Local	279.17	N/A			335.00	N/A		compliance checks for checkatrade will replace it as part of the partnership agreement	
Total					193					

Annex 3

Equalities Impact Analysis

This Annex provides a summary of the equalities analysis for savings proposals that appear in the MTFP for 2015-20 set out by Directorate. Where there are new savings proposals which have been assessed as having potential equality implications, analysis has been completed and is included as part of this Annex. For savings which are ongoing and analysis was undertaken, copies are available on the Council's website.

1. DIRECTORATE SUMMARIES

- a. Adult Social Care
- b. Business Services
- c. Chief Executive's Office
- d. Children, Schools and Families
- e. Customer and Communities
- f. Environment and Infrastructure
- g. Surrey Fire and Rescue Service

a. Adult Social Care

As part of the development of the Council's Medium Term Financial Plan (MTFP) 2015/2020, Adult Social Care has undertaken an equalities analysis of the savings planned for 2015/16. The Directorate has identified 27 planned savings for 2015/16, a significant number of which are a continuation of those in the 2014/15 MTFP. The savings have been grouped into five themes and an equality impact assessment undertaken for each of the five themes. Each assessment includes a description of the individual savings and a clear indication of which of the positive and negative impacts relates to which saving. The five themes are:

- **Family, Friends & Communities** - recognising the positive contribution people in local communities can make towards the provision of social care and support and how it can bring about positive outcomes for the individual and their community.
- **Demand Management** - working with health, borough and district councils, families and friends, the voluntary, community and faith sector and other partners to support people to maintain their independence, so as to improve their wellbeing and to manage down the level of demand in the Surrey health and social care system.
- **Procurement & Commissioning** - focussing on negotiating to achieve the most favourable price at the right quality and maximising the whole system benefits of the contracts and grants commissioned with external providers and the voluntary sector.
- **New Models of Delivery** – looking for new ways to deliver services, a refocus of available resources and a collaborative approach with health partners to deliver integrated care and support services.
- **Establishment Management** - managing the Adult Social Care staffing establishment to ensure the organisation structure is fit for the future and to ensure the efficient and effective deployment of staff at all levels.

Analysis has shown that the majority of the proposals will have a neutral or positive impact on people who use services and their carers as a result of the mitigating actions identified throughout the business planning process. These impacts include:

- Empowering people to shape their own lives using their family, friends and community support network, so they can continue to play an active part in their community, sustain their social networks and access services which reflect protected characteristics.
- Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people more choice and control, enable them to maximise their independence and to potentially live closer to family and friends.
- People with learning disabilities currently in residential care, for whom supported living is considered a viable option, will have the opportunity to live more independently, with support from family, friends and their community network.

- The growth of local community-based health and social care services will enable people to remain independent in their own homes for longer; benefit from more joined up services; and the growth of preventative services will enable people to stay fit and well for longer.
- Working with providers to secure better value for money, to encourage a more creative response to meeting assessed need and to stimulate a more diverse range of community based services to cater for the needs of Surrey people.
- Exploring new models for delivering service to improve quality of service which is more targeted at need.
- Local social care staff and services being more closely aligned with health and delivering more joined up, efficient and effective services for people.

A number of the savings may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics. A range of mitigating actions has therefore been developed and includes:

- Where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet eligible assessed needs and will continue to do so.
- Ensuring practice continues to focus on the outcomes for the individual and that monitoring of outcomes, quality and equity continues to ensure this is happening.
- Continuing to promote carers assessments to ensure carers have adequate support.
- Ensuring friendship groups are considered as part of the re-assessment process and that individual's views are at the heart of any decisions around the viability of supported living
- Ensuring individuals, their family and carers are engaged and consulted throughout the process of change.
- Continuing to work as part of Local Joint Commissioning Groups to plan for the seamless implementation of local integrated community-based health and social care services.
- Continuing to work with providers and Surrey Care Association (SCA) to explore creative ways to optimise the rates paid for care whilst maintaining quality and choice of service
- Continuing to take a person centred approach to quality assurance eg regular visits and following up on any issues
- Targeting recruitment, by implementing an attraction strategy, maximising the pace and flexibility of recruitment, adopting a range of options to fill vacancies, exploring ways to attract back experienced staff etc.

Contents

The table below summarised the equality assessment associated with each saving proposal.

Family, Friends & Communities		2015/16 £000	Impact	Rationale	Page
1.	Family, Friends and Communities	10,000	+/- impact	A development of our on-going commitment to personalisation which gives people choice and control over their lives. This is an on-going efficiency	28-66
2.	FFC direct payment reclaims	4,000	+/- impact	This efficiency saving is associated with the administration of the direct payment scheme	28-66
Demand Management					
3.	Section 256 client group savings	2,000	No impact	Decreasing care costs associated with a reducing Section 256 client	67-100

				cohort. This is an on-going efficiency	
4.	Optimisation of Transition pathways	750	+/- impact	Optimising the way services are planned and delivered for young people will mean services can be delivered more efficiently. This is an on-going efficiency	67-100
5.	Targeted strategic shift from residential to community based provision	1,500	+/- impact	Identifying individuals who would benefit from moving from residential services to supported living, in line with the focus on friends, family and community, to maximise independence and wellbeing	67-100
6.	Over projection due to breaks / one-off reductions in care services	2,000	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff	67-100
7.	Under usage of call offs	1,000	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff	67-100
8.	Whole Systems Demand Management - New Demand	797	+/- impact	Collaborating with health, voluntary sector and other partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs. This is an on-going efficiency	67-100
9.	Whole Systems Demand Management - Shift in Older People care pathway	441	+/- impact	Working with all partners across the health and social care system to promote wellbeing amongst older people so individuals are more able to stay in community services for longer thus leading to a shift in the care pathway. This is an on-going efficiency	67-100
Procurement/Commissioning					
10.	Optimisation of spot care rates	927	+/- impact	Negotiate effectively with suppliers to minimise price increases	101-128
11.	Learning Disabilities Public Value Review	2,000	+/- impact	Concluding the Learning Disabilities Public Value Review to transfer financial responsibilities to other local authorities for clients that are ordinarily resident outside Surrey	101-128

12.	Other commissioning strategies	900	+/- impact	Efficiencies achieved through renegotiation of specific contracts and grants. This is an on-going efficiency	101-128
13.	Optimisation of main block contracts	419	+/- impact	Negotiate with providers to achieve maximise value from main block contracts. This is an on-going efficiency	101-128
14.	Optimisation of other block contract & grant rates	247	+/- impact	Negotiate with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms. This is an on-going efficiency	101-128
15.	Strategic supplier review rebates	1,000	+/- impact	Procurement led supplier negotiations aimed at volume based rebates - predominantly related to learning disabilities.	101-128
16.	Commissioning for Older people with Disabilities	150	+/- impact	Needs based reassessments of individual care packages for older people with disabilities	101-128
17.	Improved sourcing of residential care	250	+/- impact	Review the sourcing approach to commissioning new residential care packages.	101-128
18.	Better value care	500	+/- impact	Partnership working with suppliers aimed at yielding service delivery efficiencies and negotiating reduced rates accordingly.	101-128
19.	Commissioning approach to fee exception avoidance	125	+/- impact	A personalised approach to encouraging providers to accept fee guidance rates as older people who fund their own care until such time as their assets deplete below the Capital Threshold.	101-128
New Models of Delivery					
20.	Strategic review of service delivery	500	+/- impact	Review of service delivery across the Directorate to identify new models of delivery yielding efficiencies for the long term. Planning is currently at an early stage – as clear plans are developed a more comprehensive equalities analysis will be completed	129-152
21.	Ensure correct application of National CHC	1,735	+/- impact	Continue to pursue Continuing Healthcare (CHC) funding for historic cases and implement	129-152

	framework			agreed CHC processes based on the national framework. This is an on-going efficiency	
22.	Public Sector Transformation Network / Health Collaboration	1,000	+/- impact	Continued implementation of local joint plans with health partners. Planning is currently at an early stage – as clear plans are developed a more comprehensive equalities analysis will be completed. This is an on-going efficiency	129-152
23.	Maximising potential of Local Authority Trading Company (LATC)	300	+/- impact	Renegotiation of the contract value for 2015/16 following transfer to Surrey Choices	129-152
Establishment Management					
24.	Staff turnover	4,000	+/- impact	A combination of staff turnover and difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation. There may be other aspects which will contribute towards this area of saving	153-180
25.	General Service Delivery efficiencies	400	+/- impact	Unplanned savings arising from expected Service Delivery staff vacancy levels	153-180
26.	ASC Realignment	200	+/- impact	Residual additional savings arising from the 'realignment' of Adult Social Care staffing establishment	153-180
27.	Reablement service improvements	200	+/- impact	Further work to ensure the efficient and effective deployment of reablement staff. Planning is currently at an early stage – as clear plans are developed a more comprehensive equalities analysis will be completed.	153-180
	Total Saving	37,340			

b. Business Services

As part of the development of the Council's budget an equalities analysis of savings proposals has been undertaken.

This document sets out the equality analysis for savings proposals for Business Services Directorate and comprises:

- A summary analysis of the overarching equalities implications of the savings proposals from those services
- Detailed equalities analysis for each savings proposal

Analysis for each savings proposal is presented as follows:

- For savings proposals linked to existing service improvement or transformation programmes, pre-existing Equality Impact Assessments have been reviewed and updated
- For new savings proposals, or where there has been material change to the proposal, a new Equalities Impact Assessment has undertaken

Equality Analysis Summary

The Business Services Directorate has submitted 19 savings proposals, of which 10 relate to the 2015/16 financial year. The remaining savings are continuations of those that begun in either 2012/13, 2013/14 or 2014/15 and as such already have EIAs carried out.¹

In 2015/16 there is one budget proposal line that has been assessed as requiring an analysis of the equalities implications, which is attributed to building running costs. This is part of the Making a Difference project and as such the EIA for this project has been reviewed and it sufficiently analyses the equalities implications for the 2015/16 budget proposals on building running costs. In addition the EIA for the Managed Print Service has been updated due to changes to the project.

Below is a short summary of the positive and negative impacts identified from the above two EIAs, and any mitigating action considered and adopted:

EIA	Positive impact	Negative impact	Mitigating action
Making a difference	<p>Disability: office floor plans are now more accessible for wheelchair users. New fully-rotational display screens means that VDU can be adjusted according to need.</p> <p>Maternity: new commitment to provide nursing rooms</p> <p>Carers: high level of flexible working will enable carers greater flexibility in managing their work</p>	N/A	
Managed Print service	<p>Disability: Modern displays on the equipment may be more effective than current devices. There is likely to be more flexibility and adaptability with the</p>	<p>Disability: usability issues with interface for those with physical and learning difficulties as well as the reduction in device numbers across the estate.</p>	<p>Increased focus on communications. Increased focus on training for individuals who will need to use the devices.</p>

¹ These EIAs can be found as part of previous [MTFP equalities analyses](#)

	modern technology. The engagement that will be undertaken as part of the rollout will provide an opportunity for individuals who may have additional needs to shape the new technology.	Age: difficulty adapting to the new technology (any age)	
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The assessments show possible positive impacts for the protected characteristics of age, maternity, carers and disability. The most significant possible negative implications were identified for disabled staff. A range of mitigating actions has been developed alongside the savings proposals to reduce the potential negative impact. These include:

- Increased focus on communications.
- Increased focus on training for individuals who will need to use new or different devices.

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	Previous Savings Line	Amount £'000	Decision	Rationale	p.
1	Organisational design from Public Value Review	75	Ongoing, previous EIA and no material change	Savings identified from service redesign, which took place in 2012/13 and already an EIA on the original proposals – savings fall between 2013/14 – 2015/16.	
2	Making a Difference	532	+ impacts	The final, full year, property savings from the recent office rationalization.	
3	Responsive maintenance	480	No impact	Savings have been identified in the responsive maintenance budget by delivering more effect planned maintenance reducing the need for reactive delivery.	
4	Property Income	140	No impact	This relates to income generated from revenue generated from the SCC property portfolio	
5	Public Sector Offer Income – Data Centre	175	No impact	This relates to income generated from the provision of services through the Surrey Primary Data centre	
6	Public Sector Offer – Other income	50	No impact	This relates to income generated from the provision of Treasury Management and transactional services.	

7	Productivity – Staffing	855	No impact	Savings on this line relate to either a reduction in staffing budget either via natural wastage, deletion of vacant posts or a reduction in FTE.	
8	Managed Print Service	110	+/- impacts - Ongoing, previous EIA updated	This project is to replace the existing printer/scanner/copier estate with a managed solution by an external supplier. As well as an overarching EIA, this project has also ensured that the solution procured is DDA compliant and the rollout will be managed on a site by site basis taking into account the needs of individuals.	
9	Public Sector Offer – Shared services income	70	No impact	Additional income for pensions services	

New In 2015/16

	Savings Line 2015/16	Amount £'000	Decision	Rationale	p.
10	One-off Property	420	No impact	Lower costs associated returning properties to their start of lease state once the lease expires	
11	Building Running Costs	190	+ impacts - Part of EIA for Making a Difference Programme attached	Savings on Property running costs	
12	Utilities	800	No impact	Savings from reducing estimated use from high to medium & savings from lower inflation rates.	
13	One-off contract negotiations	200	No impact	Property contracts that included rebates once the work is completed, these are one-offs	
14	Postal	50	No impact	Savings from centrally managed postal costs	
15	IMT Networks	200	No impact	Savings from Unicorn contract	

16	Reduce IMT Equipment Replacement Reserve	130	No impact	Replace 25% of laptops with thin devices	
17	Training	250	No impact	HR Training budget, £50k is leadership training	
18	Insurance Self Fund	500	No impact	Reduce contribution to insurance self fund	
19	Procurement partnerships	110	No impact	Procurement team savings from joint working with ESCC - Savings on this line relate to either a reduction in staffing budget either via natural wastage, deletion of vacant posts.	

c. Chief Executive's Office

Four savings proposals within the Chief Executive's Office have been identified as requiring an Equality Impact Assessment:

- Additional communications savings required through greater use of digital technology and reducing traditional advertising
- A restructure of libraries' staff
- Reduction in the contingency budget for by-elections
- 5% reduction in the Policy and Performance Service

The first of these is the **cross-cutting communications review**, which aims to reduce the amount of spending on printed communications through greater use of digital technology. An EIA was originally completed for the 2014-19 Medium Term Financial Plan. To be applicable for 2015/16 the original EIA has been updated to reflect the additional savings required through greater use of digital technology and reducing traditional advertising. These proposals could have a negative impact on those who are less able to access online information, a higher proportion of whom are older people, in particular older women, and people with physical and learning disabilities. There could also be negative impacts for staff who are less able to access digital technology. However, these impacts will be minimal as the Council will continue to meet its statutory duties to provide accessible material and information will continue to be made available in paper format where appropriate. Translation and interpreting services are not in scope for the purposes of this review.

The second of these is for a restructure of libraries' staff. To reflect the decline in library visits and book issues since 2008 the service is introducing a 'Cluster Model' whereby individual libraries within a certain geographical area can be joined together as a group or cluster. This will enable the sharing of skills, knowledge, practices and staff as well as giving better coverage and flexibility across libraries.

The pattern of opening hours has changed at some branches however no library opening hours have been reduced. Working age people may be disadvantaged by a reduction in evening opening hours at some libraries but this change reflects changes in the pattern of visits and lack of use during evening opening hours. The potential negative impacts of the change in pattern of opening hours will be mitigated by ensuring that where these have changed, another library is open nearby. In terms of potential positive impacts for residents, additional day time opening hours will allow for more people reliant on care services to access the service.

For staff this proposal could have negative impacts as the change in shift patterns for employees could adversely affect employees with caring and childcare responsibilities. In addition a cluster model has impacts for travel and parking costs. The current age and gender balance of staff in the library service does not reflect the Surrey community. The service particularly wishes to recruit more men, younger staff and a more diverse work force. The review offers opportunities by allowing greater flexibility and variety in job roles, shift patterns and the potential to reduce hours or job share. This is likely to be positive for all staff and in particular staff with disabilities and women returning to work after caring responsibilities. Focussing recruitment and training to ensure the workforce is diverse and understand the individual needs of service users (particularly around race, religion and gender) will have a potential positive impact for ensuring service users feel comfortable using libraries.

The third of these, a reduction in the **contingency budget for by-elections**, has been assessed as having no impact on groups with protected characteristics and staff. Trend data shows that on average a budget only needs to be held for one by-election per year. The fourth of these is the **5% reduction in the Policy and Performance Service budget**, which will be achieved through planned utilisation of vacancies and cost reductions. This has been assessed as having no impact on groups with protected characteristics and staff; and rigorous prioritisation of work across the service will ensure this.

Content

Description of Efficiency	£000 2015-20	Impact	Rationale	Page
Communications One Team Communications Review – realising savings on communications spending across the council	100	+/- impact Previous EIA with material change	EIA complete – Additional savings for 2015/16 through reducing spending on printed materials and traditional advertising.	181-195
Cultural Services – Registration Service Income to increase through holding more ceremonies.	27	No impact	Increased income will be achieved through conducting more ceremonies. There is no proposal to increase charges. Most ceremonies are delivered by bank staff (staff that have a contract with the county council and are paid an hourly rate for the hours of work they complete. The amount of hours of work depends on the number of hours available and staffs' availability) and the cost is included in the ceremony charge.	
Cultural Services – Surrey Arts Decision to agree to a request for flexible working and not to fill	24.5 20	No impact	Work will be covered in another way - most likely through Surrey Music Hub and/or its partners.	

vacant hours Reduction in grants	4.5		<p>StopGAP is a professional dance company who have both able bodied and disabled dancers. They are a National Portfolio Organisation of Arts Council England and therefore receive funding through this route and others. SCC has already extended the funding beyond the original expectation and does not believe the removal of funding will have a significant impact on the work. StopGAP will continue to benefit from their involvement with other programmes to which SCC contribute e.g. Disability Arts in Surrey (DAISY)</p> <p>Arts Partnership Surrey is the partnership between Districts and Boroughs and SCC. This group pools some funds to support a variety of arts programmes across the county. The Partnership is aware of the proposed 5% reduction in grant from SCC. This reduction should not have a significant impact overall and the partners are able to secure other sources of funding.</p>	
<p>Cultural Services – Heritage Service Decision not to recruit an apprentice Agree to requests for flexible working and not to fill vacant parts of roles Retirement of conservation officer and decision not to fill role.</p>	61	No impact	The decision to agree to requests for flexible working is unlikely to reduce capacity in the service. The reduction in the conservation officer post will reduce capacity and will increase the time taken for work to be done.	
<p>Cultural Services – Library Services Savings will be delivered in three ways.</p>	757			
1. Staffing restructure	207	Impact	Full EIA complete – to be	196-

from April 2015			updated following close of staff consultation (28 Jan)	214
2. Removal of library investment fund (CPL)	300	No impact	This budget was set up following the creation of community partnered libraries to fund investments required to facilitate CPLs. There is no planned expenditure against the fund and therefore no service reduction following its withdrawal.	
3. Reconfiguration of Libraries	250 in 2015/16 (500 in 2016/17)	Potential future impact	Proposed savings for libraries will involve consultation with service users and key stakeholders before any final decisions are made by Cabinet in early 2016. The service is aiming for Summer 2015 to commence consultation. An EIA will be completed alongside the consultation to enable the full equality impacts of any potential decision to be given due regard. Please note timescales are subject to approval by Lead member and Cabinet.	
Democratic Services Reduction in contingency budget for by-elections	15	No impact	Robust trend data highlights that only need to hold a contingency for one by election per year, not two as currently. EIA complete	215-221
Democratic Services – Increased income from school appeals	30	No impact	Increased income will be achieved through conducting more school appeals. This is supported by the trend in activity and 2014/15 income increases. There is no proposal to increase charges. Appeals are delivered by bank staff (staff that have a contract with the county council and are paid an hourly rate for the hours of work they complete. The amount of hours of work depends on the number of hours available and staffs'	

			availability) and the cost is included in the appeals charge.	
Democratic Services – Reduction in staffing budget	35	No impact	The staffing budget reduced during 2014/15 due to efficiencies in the structure and roles of the service. These changes were subject to an EIA. Therefore the withdrawal of this budget in 2015/16 will have no further equalities impact.	
Democratic Services – 5% reduction in the VCFS infrastructure budget	27	No impact	Budget will cover the grants anticipated for the infrastructure organisations, including an additional grant in 2015/16 for Surrey Minority Ethnic Forum (SMEF). Reduction in the budget means there is no additional capacity to support any one-off or capacity building projects which often provide targeted support to groups with protected characteristics (for example, expanding the supported volunteering schemes).	
Legal Services Budget reduction (increasing in house advocacy and increasing income)	220	No impact	The savings will be made from a combination of measures including: 1. The appointment of an additional in-house advocate to reduce the money spent on external lawyers- overall this presents a more efficient and cost effective way of working 2. Reviewing and rationalising resources in the light of any vacancies taking account of the particular needs for legal support from other services 3. Maximising opportunities to increase income generation during the year There are no obvious impacts of these measures on groups with protected characteristics. Legal Services will continue to	

			provide a resource that supports the council in meeting its duties including those that relate to vulnerable children and adults and individuals with disabilities. Any in-year changes that are identified will give consideration to the public sector equality duty and whether an equality impact assessment is needed.	
Policy and Performance 5% budget reduction across the Policy and Performance Service (this will be delivered by planned utilisation of vacancies and cost reductions)	135	No impact	Any potential impact will be mitigated through rigorous prioritisation of work across the Service. EIA complete.	222-229
Public Health Reduction in budget and 5% reductions both being achieved through shadow funding.	2,900	No impact	There will be no cut or reduction in the provision of public health services, or advice functions for 2015/16 – there will be no impact on these services to assess within an EIA. The savings are being achieved by supporting the funding of other council services (shadow funding) that support public health priorities. This results in no actual public health services being cut or reduced.	

d. Children, Schools and Families

The Children, Schools and Families directorate has seven savings proposals for 2015/16 of which two savings have been identified as requiring an Equality Impact Assessment:

- Services for Young People
- ESG reduction – contract reduction

For the first saving from Services for Young People, young people may be negatively affected by the reduction in funding, which will be achieved through a reduction in qualified and experienced frontline posts, the withdrawal of Individual Prevention Grants and funding allocated to the VCFS. Therefore there is a risk that bespoke provision for groups who have protected characteristics will also be reduced. To mitigate against the potential negative impacts the service will ensure that the impacts of the savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families. Any feedback which shows that individuals and groups who possess protected characteristics are experiencing negative impacts will be used to inform potential changes to the plan.

The second saving is a proposed reduction of commissioned services for Surrey schools, which are currently contracted to a provider organisation to deliver. The contracted provider delivers tasks for programmes previously financed by government grants that have since been discontinued; some tasks can be delivered 'in-house' by SCC. In addition the increase in academy schools has influenced the nature of uptake of Surrey and the contracted services. The contracted services are contracted to continue to deliver the same outcomes for schools as such there is no identified negative impact for school pupils, staff in SCC maintained schools, residents or the contracted staff.

There are two savings around Early Years and additional income target from Commercial Services where proposals are still to be determined and therefore equalities analysis will be taken at an appropriate time in 2015/16.

Content

	Budget proposal	£000	Impact	Rationale	p.
1	Funding transfer (DSG high needs block)	1,000	No impact	Previous EIA with no material change. Transfer of funding to come from Dedicated Schools Grant. This will result in no overall reduction in existing budget or material impact on services delivered.	
2	Zero inflation on most commissioned services	1,500	No impact	Previous EIA found no impact. No material change - this is a continuation of successful implementation in previous years.	
3	Schools and Learning uncommitted budget	2,500	No impact	Uncommitted budgets in Schools & Learning for 2015/16	
4	Additional income target for Commercial Services	500	EIA once plans developed	Plans in development with Commercial Services.	
5	Early Years	2,700	Potential - impacts, EIA to be completed in 2015/16	Proposed savings on children's centres will involve consultation with service users and key stakeholders before any final decisions are made by Cabinet in Autumn 2015. The Service is planning to agree the process and content of consultation at Cabinet in April 2015. The service is aiming for May to commence consultation. An EIA will be completed during this process to enable the full equality impacts of any potential decision to be given due regard. Please note timescales are subject to approval by Lead member and Cabinet.	
6	Services for young people	1,900	Negative impacts	EIA identifies that the proposed savings will have an adverse impact on young people with protected characteristics including age; disability; gender reassignment;	230-268

				pregnancy/maternity; race; religion/belief and sexual orientation. EIA identifies potential negative impacts on staff including with protected characteristics. EIA proposes actions for mitigation and monitoring of impacts and recognises that some negative impacts as a result of budget proposals cannot be mitigated. (EIA savings total at £2.6m also includes savings required for funding which has ceased. This is over and above the £1.9m agreed MTFP savings.)	
7	ESG reduction – contract reduction	2,000	No impact	The proposed reduction of budget for commissioned services for Surrey schools is contractually provided and reflects the number of Surrey schools that have converted to academies, who now receive their own funding to purchase services. There is no identified impact for SCC staff (including staff in SCC maintained schools), residents or contracted staff, as the service is being re-aligned rather than cut. The contracted services will continue to deliver the same outcomes for schools, so there should be no impact for school pupils or local residents.	269-273

e. Customer and Communities

Two savings proposals within the Customer and Communities Directorate have been identified as requiring an Equality Impact Assessment:

- Reduction in Directorate Support Staff
- Removal of Local Committee Capital Allocations

The first of these will see a reduction in the Directorate Support Team's budget. Work prioritisation and efficiencies mean that the savings will mostly be achieved through careful management of vacancies as they arise. As the savings will mostly be achieved by not filling vacancies there are very few negative impacts, however there is a potential negative impact that could occur as a result of moving office or change in work hours with disability, pregnancy and maternity and carers being the groups that could be effected. Mitigating actions include following SCC policy around employment rights, flexible working and taking a case by case approach with the needs of staff.

The second of these is for the removal of the Local Committee Capital Allocations budget. This will result in reduced opportunity for investment in more disadvantaged communities, which has particular potential for impact on Age and Disability characteristics. However to mitigate this joint training with Surrey Community Foundation and others is being delivered, enhancing the skills of Officers in advising and signposting potential applicants on other sources of funding. Initial training has been delivered and this will be continuously refreshed and improved.

Content

	Savings Line 2015/16	Amount £'000	Decision	Rationale	p.
1.	Reduction in Directorate Support Staff Largely achieved through management of vacancies.	200	- impact	EIA attached	274-281
2	Removal of Local Committee Capital Allocations	385	- impact	EIA attached	282-294
3	Restructure Community Safety Team	50	- impact Future EIA	The team will be restructured over 2015/16 and is likely to have a negative impact on staff with protected characteristics. A full EIA will be completed when the proposals have been set out in more detail.	

f. Environment and Infrastructure

Of the nine confirmed savings for 2015/16, three have been deemed as requiring an EIA:

- “One Team” organisation review: remainder of savings achieved in earlier restructurings.
- Support services
- Transport Review

The first (One Team organization review) and second (support services) savings have equality implications, though these are continuations of savings from the Directorate’s restructure. The original EIA applies and an overview of the impacts analysed in this EIA is included in the table below.

The third is the Transport Review, which will impact on bus subsidy support to operators. An EIA for this saving will be completed in May 2015, following the conclusion and analysis of a public consultation. This process will involve consultation with various user groups and individuals with protected characteristics to ensure any potential negative impacts are identified and mitigating actions put in place. The resulting EIA will be included in a report to Cabinet, where a final decision will be taken.

Environment & Infrastructure Restructure			
Equality group	Positive impacts	Negative impacts	Mitigating actions
Age	<ul style="list-style-type: none"> • Improved training and performance. management for all staff • Job profiles that consider both experience and 	A structure that could limit progression or not have appropriate ‘entry level’ roles.	<ul style="list-style-type: none"> • Any recruitment or progression will be based on merit and not age-related criteria. • The restructure process will consider the number of potential

	qualifications.		'entry level' roles, to ensure that younger members of staff are not disadvantaged.
Gender	Continuation of flexible working arrangements for part-time staff, the majority of which are female.	A structure that may not reflect the current composition of full-time and part-time staff.	<ul style="list-style-type: none"> Recruitment or progression is based on merit, and is not gender-related. The restructure will ensure that both men and women are given equal opportunities at all stages of the process.
Disability	<ul style="list-style-type: none"> Application of the current 'two ticks' recruitment policy applied in the restructure process. If staff are required to work flexibly, the access needs of disabled staff will be prioritised. 	<ul style="list-style-type: none"> Staff could be unable to fully transfer their reasonable adjustments into new roles, offices and ways of working. Information used in the restructure could be inaccessible to people with disabilities if reasonable adjustments are not made in the restructuring process. Systems/processes could be introduced that are inaccessible to staff with disabilities. 	<ul style="list-style-type: none"> Essential criteria is the only factor in recruitment decisions, and decisions are made objectively. The needs of staff with disabilities will be considered at all stages of the process.
Ethnicity		A structure that may limit progression or not have the appropriate 'entry level' roles.	<ul style="list-style-type: none"> Any recruitment decision will be based on merit and not race-related criteria. The restructure will give equal opportunities to staff from minority groups at all stages of the process.
Carers	Continuation of flexible working practices for part-time staff.	A structure that may not reflect the current composition of full-time and part-time staff in the Directorate.	The needs of part-time staff and staff with caring responsibilities will be considered at all stages of the process, to ensure there is proportionate recruitment.
Additional mitigating actions for all groups:			
<ul style="list-style-type: none"> The recruitment process will be objective, inclusive and transparent. Essential training will be available to all staff. All staff will receive support in the form of the Employee Assistance Programme, meetings with senior E&I managers and meetings with HR. All staff will be offered time off for interviews and the opportunity to take part in a redeployment process. 			

Additional savings:

Of the 23 additional savings for 2015/16, eight have been deemed as potentially requiring EIAs. There is one further saving in relation to the Directorate's restructure, which has equalities implications and the original EIA still applies (see summary above). There are also two further savings, which are in relation to the Transport Review (bus subsidy support and reduction of concessionary fares), which will have EIAs completed for them in May 2015 (as detailed above).

A saving concerning Highway Winter Maintenance will have an EIA completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The EIA will be included in a report to Cabinet in September 2015 where a final decision will be taken. A saving in relation to Planning & Development will also require an EIA and this will be completed and shared with the relevant Cabinet portfolio holder once the proposals have been fully analysed.

There are 3 remaining savings related are from Waste Services and they are:

- Waste Kerbside Improvement Programme
- Joint Healthcare Waste Collection and Disposal Contract
- Review of the Third Party Recycling and Furniture Reuse Credits Policy

The table below summarises the positive and negative impacts, and the mitigating actions of these 3 EIAs.

Waste Kerbside Improvement Programme			
Equality group	Positive impacts	Negative impacts	Mitigating actions
Disability		<p>Due to disabilities some residents may not have the same access to information</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.</p>	<p>Communication and material will be made accessible where appropriate and possible e.g.</p> <ul style="list-style-type: none"> • Campaign creatives will be assessed for legibility for partially sighted residents and communications will be made as visual as possible. • Surrey Matters will be used as a communication channel and is available in an audio format, large print and other languages. • The Surrey Waste Partnership website will continue to have an audio option. <p>Appropriate adjustments will be made where possible to allow residents with a disability to volunteer.</p>
Race/Nationality		<p>Residents who do not have English as their first language may not have the same access to information</p>	
Joint Healthcare Waste Collection and Disposal Contract			
Equality group	Positive impacts	Negative impacts	Mitigating actions
Carers (and those they look after with	Residents who currently use a healthcare waste	Residents may require additional general waste	Processes will be put in place to provide residents with

protected characteristics e.g. age and disability)	<p>collection service will be advised that they can dispose of this with their general household waste.</p> <p>The consistent service across the county should be more straightforward for healthcare professionals to communicate to patients</p> <p>Outsourcing the customer service to professionals in healthcare waste will allow better assessments of residents'.</p>	<p>capacity.</p> <p>Residents who receive an existing healthcare waste collection may have changes to their service and it may be more difficult to communicate with some residents.</p>	<p>additional or larger general waste bins where required.</p> <p>Communications will take into account the needs of elderly or disabled service users by providing accessible variants.</p> <p>Customer service will also be sensitive to take account of residents who may have difficulty in remembering or understanding the changes to their collection service. The customer service will also allow carers to arrange a collection on behalf of the service user.</p>
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Review of the Third Party Recycling and Furniture Reuse Credits Policy			
Equality group	Positive impacts	Negative impacts	Mitigating actions
Age		Some of the organisations receiving recycling and furniture reuse credits work with young, elderly, ill and vulnerable people, who might be indirectly, negatively impacted by this change.	<p>The organisations affected will be communicated to and consulted with.</p> <p>They will also be given a year's notice before the changes are implemented.</p>

Environment & Infrastructure savings – 2015/16

Confirmed savings for 2015/16					
No.	Description of efficiency	Saving (£) 2015-16	Impact	Rationale	p.
1	Transport review: reduction in bus subsidy support to operators.	400 (750 aspirational target)	Future potential impact	EIA to be completed in May 2015 once consultation phase of review has been concluded and exact source of reductions have been confirmed. This will be included in a separate report to Cabinet when a final decision is required later in the year.	
2	Highways MORPH project: proposal to	250	No impact	EIA not required as saving comes from process efficiencies with no	

	create a supply of sustainable recycled construction material for SE7, which will enable cheaper procurement of construction materials and sale of surplus to third parties.			impact on the public.	
3	“One Team” organisation review: remainder of savings achieved in earlier restructurings.	229	- impact	This saving forms part of the E&I staff restructure, for which an EIA has already been completed.	295-313
4	Sustainability: recharge of staff costs to Local Sustainable Transport Fund grant.	144	No impact	EIA not required as saving comes from recharging staff costs from external source and no change in service is proposed.	
5	Countryside review phase 2: reduction in payments to Surrey Wildlife Trust and the introduction of charges for access work.	100	No impact	EIA not required as savings come from contract efficiencies and income generation initiatives with no impact on the public.	
6	Highways income: fees and sponsorship.	90	No impact	EIA not required as savings come from income generation initiatives with no impact on the public.	
7	Waste: reduced reliance on specialist advisers for waste disposal.	50	No impact	EIA not required as no change in service is proposed as part of this measure.	
8	Support services.	18	- impact	This saving forms part of the E&I staff restructure, for which an EIA has already been completed.	295-313
9	Sustainability.	7	No impact	EIA not required as the modest scale and indirect nature of the saving means individual groups will not be affected.	
Additional savings for 2015/16 (to be confirmed)					
No.	Description of efficiency	Saving (£) 2015-16	Impact	Rationale	
10	Local highway schemes: reduce budget for local committees.	1000	N/A	This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee’s discretion to carry out non-essential works. Each scheme that goes through the Committee will have its own EIA.	
11	Transport review: reduce bus subsidy	1000	- impact	EIA to be completed in May 2015, once consultation phase of review	

	support including boundary routes operated by Transport for London.			has been concluded and exact source of reductions have been confirmed. This will be included in a separate report to Cabinet when a final decision is required later in the year.	
12	Highway maintenance: winter - reduce precautionary gritting and no filling of grit bins.	200	- impact	EIA to be completed in September 2015 following consultation with Members and when proposals are fully developed. This will be included in a separate report to Cabinet when a final decision is required later in the year	
13	Highway maintenance: signs and lines - only replace stop/safety markings.	200	TBC	This saving comes from a pre-existing flexibility in the work programme which enables work to be carried out on a priority basis. Should this saving be approved, and any equalities implications identified, an EIA will be carried out where necessary.	
14	Transport review: exclude concessionary fares passes from Guildford park & ride services.	200	- impact	EIA to be completed in May 2015 once consultation phase of review has been concluded and exact source of reductions have been confirmed. This will be included in a separate report to Cabinet when a final decision is required later in the year.	
15	Planning & Development: reduced enforcement at minerals & waste sites and reduced response/increased timescales for transport work.	200	TBC	EIA to be completed and shared with the relevant portfolio holder when proposals are fully analysed.	
16	Countryside: rights of way and fundraising.	100	No impact	EIA not required as saving comes from process efficiencies and income generation with no impact on the public.	
17	Sustainability: carbon reduction, cycling.	100	No impact	EIA not required as the modest scale and indirect nature of the saving means individual groups will not be affected.	
18	Support services.	100	- impact	This saving forms part of the E&I staff restructure, for which an EIA has already been completed.	295-313
	Waste	Total: 34000	+ impact - impact		
19	Community Recycling Centres (CRCs) – black bag splitting	1000	No impact	This is a service change that does not disproportionately affect any protected group of service users. SCC's contractor will carry out a full assessment if any impact on site	

				staff is anticipated (e.g. manual handling)	
20	CRCs – mattresses		No impact	This activity is about getting better prices for waste materials through a change in recycling/disposal outlet. No equality impact anticipated as no change in service is proposed as part of this measure.	
21	CRCs – rigid plastics		No impact	This activity is about getting better prices for waste materials through a change in recycling/disposal outlet. No equality impact anticipated as no change in service is proposed as part of this measure.	
22	CRCs – charging		No impact	An initial assessment of the proposed policy to charge for non-household materials at CRCs would indicate that there should be no equalities impact on residents or staff, particularly people sharing protected characteristics, however this will be tested further as part of the consultation prior to implementation.	
23	CRCs – Haslemere dustcart		Potential impact	Will be developed as part of project (plan to close service in Summer 2015)	
24	CRCs – opening hours and days		Potential impact	Will be developed once outline project proposals have been agreed	
25	Value of contract materials	1100	No impact	This activity is about getting better prices for waste materials through a change in recycling/disposal outlet. No equality impact anticipated as no change in service is proposed as part of this measure.	
26	Tipping away	30	No impact	This project will look at revising a payment transfer mechanism between SCC and the districts and boroughs. No equality impact is anticipated as a result of this.	
27	Ash Vale	TBC	No impact	Project not initiated yet, EIA to be developed at a later date if required.	
28	Britaniacrest & Dunbrik	231	No impact	This is an operational change which has reduced the need to use third party waste transfer/disposal sites. No impact on public or staff is anticipated.	
29	Trade waste (chargeback)	TBC	No impact	This project will look at revising a payment transfer mechanism between SCC and the districts and boroughs. No equality impact is anticipated as a result of this.	
30	Kerbside capture	803	- impacts	EIA complete and attached	314-

					323
31	Healthcare waste	10	+/- impacts	EIA complete and attached	324-333
32	Third party recycling credits				334-343

g. Surrey Fire and Rescue Service

Five separate initiatives will deliver budget savings in 2015/16. None of these require EIAs at this stage as many of the savings are continuations from 2014-19 MTFP or previous and therefore EIAs have already been completed. These have been reviewed and remain applicable to budget proposals over 2015/16. The table below provides more detail on the savings and the assessments undertaken for each saving stream. Two projects (the Income generation work streams and Reconfiguring Fire Stations) are known to require EIA assessments in the future and as such an equality analysis will be completed at an appropriate developmental stage.

Furthermore, two previous projects have been amalgamated into a new work area termed 'Workforce Reform'. These are: *Reform wholetime system- Flexible Duty Officers and Strategic Managers and Reform wholetime system- Station based*. There are no impacts identified at this stage for these projects however any equality implications will be taken into consideration and specific EIAs will be created if needed at appropriate project phases as projects are being developed.

It has also been determined that for the reduction in management numbers and support costs saving, which relate primarily to planned and agreed budget reductions, EIA assessments are not needed at this stage. Specific EIAs will be created if needed as proposals are developed further.

The 2015-20 MTFP figures have also taken account of the earlier achievement of savings resulting from the decision to reschedule the dates for progressing the Spelthorne on-call unit. The Service is committed to reviewing its position once we are in receipt of confirmation that all factors in relation to the proposed site are addressed or an alternative solution is in place. An EIA on Spelthorne was carried out previously.

Content

	Savings Line 2015/16	Amount £'000	Decision	Rationale
1.	Reduce vehicle & equipment reserve contribution	200 (this is a one year only reduction in contributions into the fund)	No impact	No equalities impacts identified
2.	Income Generation/ Optimising Income	+74	No impact	MTFP target for the period reflects current opportunities and Public Sector Transformation Network – Blue Light project. Future income generation initiatives will be assessed once defined for equalities impacts.
3.	Reconfigure fire stations	+200 (this is a small	Potential future +/-	EIAs have already been produced for the reconfigurations in Spelthorne, and in Horley and Reigate and Banstead. Any future

		<p>budget increase to reflect the timing of the overall fire stations reconfiguration programme)</p>	<p>impacts.</p> <p>EIAs to be created as part of project development</p> <p>EIA on continuity of emergency response cover for Horley and Reigate and Banstead was published on 26/03/2013</p> <p>EIA - FRS Changes to emergency response cover for Spelthorne</p> <p>EIA - FRS Continuity of emergency response cover for Horley and Reigate and Banstead</p>	<p>reconfigurations will be the subject of separate EIAs to be produced at the time that proposals are put forward.</p>
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<p>4.</p>	<p>Workforce Reform:</p> <p>a.Reform wholetime system - Station based</p> <p>b.Reform wholetime system - Flexible Duty Officers and Strategic Managers</p>	<p>1,473</p>	<p>No impacts</p>	<p>At this stage, and following discussions with the project teams and review of the service personnel's comments during the online engagement/comms exercise in surreyfire.net (about the proposals presented in the current PIDs) there are no equality implications identified.</p> <p>Both projects will be reviewed continuously during their implementation stages to ensure that they reflect and are in line with any new changes/developments of the equalities legislation and any equality implications will be taken into consideration and will be captured in specific EIAs.</p>
<p>5.</p>	<p>Reduction in management and support costs:</p> <p>Vacancy management and re evaluation of support functions</p>	<p>200</p>	<p>No impacts known at this stage</p>	<p>Specific EIAs will be created if needed as proposals are developed.</p> <p>This will be reflected in the refreshed Public Safety Plan (2015 – 2025) which is under development for adoption and implementation by April 2016. The current aim is to achieve savings through vacancy management</p>

2. NEW EQUALITY ANALYSIS FOR 2015/16

This section provides the equality analysis for new savings proposals in 2015/16. The table below provides a summary of these by directorate:

Directorate	Equality Impact Assessment	Page
Adult Social Care	<ol style="list-style-type: none"> 1. Family, Friends and Communities 2. Demand Management 3. Procurement and Commissioning 4. New Models of Delivery 5. Establishment management 	28-66 67-100 101-128 129-152 153-179
Business Services	N/A	
Chief Executive's Office	<ol style="list-style-type: none"> 1. Cross Cutting Communications Review 2. Restructure of libraries' staff 3. Reduction in the contingency budget for by-elections 4. 5% reduction in the Policy and Performance Service 	180-194 195-213 214-220 221-228
Children, Schools and Families	<ol style="list-style-type: none"> 1. Services for Young People 2. ESG reduction – Contracted provider 	229-267 268-272
Customers and Communities	<ol style="list-style-type: none"> 1. Reduction in Directorate Support Staff 2. Removal of Local Committee Capital Allocations 	273-280 281-293
Environment and Infrastructure	<ol style="list-style-type: none"> 1. E&I Future staff restructure 2. Waste Kerbside Improvement Programme 3. Joint Healthcare Waste Collection and Disposal Contract 4. Review of the Third Party Recycling and Furniture Reuse Credits Policy 	294-312 313-322 323-332 333-342
Surrey Fire and Rescue Service	N/A	

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2015-20 efficiency savings Family, Friends and Communities: <ul style="list-style-type: none"> • Family, Friends and Communities • FFC Direct payment reclaims
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MTFP efficiency saving (£000s)	15/16	16/17	17/18	18/19	19/20
Family, Friends and Communities	10,000	10,000	5,000	0	0
FFC Direct payment reclaims	4,000	0	0	0	0
Total	14,000	10,000	5,000	0	0

EIA author:	Kathryn Pyper
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2. Approval

	Name	Date approved
Approved by	Mel Few, Cabinet Member Adult Social Care, Surrey County Councillor	6 February 2015
Approved by	Dave Sargeant, Strategic Director, Adult Social Care	6 February 2015
Approved by	Will House, Strategic Finance Manager - Adult Social Care	6 February 2015
Approved by	Adult Social Care, Directorate Equality Group (DEG)	

3. Quality control

Version number	9	EIA completed	5 March 2015
Date saved	6 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper	Programme Manager	Surrey County Council	Business Planning
Rebecca Brooker	Project Manager	Surrey County Council	Family, Friends & Communities
Lyndon Edwards	Communications and Engagement	Surrey County Council	Equality and Diversity
Andre Lotz	Information Analyst	Surrey County Council	Business Intelligence
Paul Goodwin	Senior Principal Accountant	Surrey County Council	Finance
Allan Wells	Lead Manager Legal Services	Surrey County Council	Legal advice

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>Through 'Family, Friends and Communities', Adult Social Care is making a shift to an asset based approach. This values the capacity, skills, knowledge, connections and potential – the social capital - in a community. It recognises the positive contribution people in local communities can make towards the provision of social care and support and how it can bring about positive outcomes for the individual and their community.</p> <p>'Family, Friends and Communities' is a development of our on-going commitment to personalisation which gives people choice and control over their lives.</p>
What proposals are you assessing?	<p>Family, Friends and Communities - The demand for adult social care, without offsetting action, is estimated to exceed the available budget provision. In order to offset these potential pressures, Adult Social Care will encourage people to address their care and support needs by first looking towards the care and support their family, friends and local community network may be able to offer, and to paid services where there are gaps. It is thus hoped to reduce the cost of care packages whilst continuing to meet assessed need. It is hoped this will deliver efficiency savings, whilst ensuring better outcomes for individuals and improved value for money.</p> <p>The Family, Friends and Communities approach was first approved by Cabinet as part of the Medium Term Financial Plan (MTFP) for 2013/14. The report allocated £15.5m in savings to "actions to offset increased demand" which it went on to describe as "encouraging people to address</p>

their care and support needs by first looking towards the social capital available in their communities". The Family, Friends and Communities approach was again approved as part of the 2014/15 MTFP and the detail of the programme has also been scrutinised on two occasions by Adult Social Care Select Committee.

The four main areas of work are:

1. Improving Access

- Empowering communities and individuals to help themselves. This is being addressed through the Surrey Information Point Portal, the Referral and Assessment review and the introduction of an online self-assessment tool.
- Ensuring access to information and advice.

2. Empowering Staff

- Reducing assessment time, which frees up staff time, so they can spend more time 'face to face', talking with the individual and how their needs can best be met.
- Having asset-based conversations encouraging practitioners and individuals to look at existing assets in an individual's life and how they could build on these, rather than replace them with local authority services. These conversations provide the opportunity for the individual to take control of their care support plan and implement choice and personalisation in the provision of their care support – an approach which user representatives have asked us to promote in our practice. Staff training in this approach is underway.

3. Developing Providers

- Understanding and stimulating the wider marketplace, particularly the community support services available to people.
- Developing local networks, including district and borough, locality team and commissioning staff to better understand the local context and community assets.
- Revising the Joint Strategic Needs Assessment (JSNA) to take an asset based approach.
- Taking an asset based approach to commissioning, increasing the co-production of services and development of existing assets.

4. Monitoring and Evaluating

- Developing a monitoring framework to measure the impact and value of family, friends and communities in Surrey. This will include financial savings, added value for residents and the impact on communities as a whole.

It is recognised that delivery of this will require the wide involvement of a range of teams and projects, including Members, to enable the development of a vibrant market and sustainable networks and services. It is dependent upon the whole health and social care system working seamlessly and the growing availability and effective use of social capital within communities. A key component of the project will be securing culture

	<p>change across the public, voluntary, community and faith sector and within Surrey County Council itself. It is part of moving towards a sustainable future model.</p> <p>Direct Payments – Direct Payments allow people who use services to make more of the decisions that affect their life. Direct Payments give more flexibility and choice, by enabling support to be more tailored around individual needs.</p> <p>If an individual receives a Direct Payment they are responsible for managing and accounting for how they spend the money. The money received as a Direct Payment is given only to pay for support or services to meet assessed social care needs. For this reason, records need to be kept which will help to ensure that the Direct Payment is working well. An agreement is signed between Surrey County Council and the person receiving the money. The agreement outlines the conditions to be followed.</p> <p>This efficiency saving is associated with the administration of the direct payment scheme. In some cases individuals may not require all of the Direct Payment they receive. Where this is identified through reconciliation of their account, surpluses are reclaimed subject to confirmation with the individual that they are not required to meet assessed need.</p> <p>The services is launching a new Direct Payment on-line account to assist with the administration of Direct Payments and it is expected that manual reclaims of this nature will diminish in future years.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff, particularly those involved in care planning • External organisations we commission to deliver services on behalf of the Council or in partnership

The policy line table below shows how this group of savings have been budgeted across Adult Social Care. This merely represents the initial budgeted plan and whilst it gives some indication of the areas likely to be most affected, actual savings may be achieved differently in practice.

FFC Savings	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Older People					
Home Care - External	-3,044	-3,044	-1,522	0	0
Direct Payments	-3,235	-770	-385	0	0
Day Care - External	-101	-101	-50	0	0
Respite Care	-19	-19	-10	0	0
Transport Services	-19	-19	-9	0	0
Other Care	-74	-74	-37	0	0
Total Older People	-6,491	-4,026	-2,013	0	0
Physical & Sensory Disabilities					
Supported Living / Home Care	-562	-562	-281	0	0
Direct Payments	-1,109	-1,109	-554	0	0
Day Care - External	-39	-39	-20	0	0
Respite Care	-11	-11	-6	0	0
Transport Services	-16	-16	-8	0	0
Other Care - External	-58	-58	-29	0	0
Total Physical & Sensory Disabilities	-1,796	-1,796	-898	0	0
People with Learning Disabilities					
Supported Living / Home Care - External	-2,133	-2,133	-1,067	0	0
Direct Payments	-2,570	-1,112	-556	0	0
Day Care - External	-280	-280	-140	0	0
Respite Care	-108	-108	-54	0	0
Transport Services	-112	-112	-56	0	0
Other Care - External	-150	-150	-75	0	0
Total People with Learning Disabilities	-5,354	-3,896	-1,948	0	0
Mental Health & Substance Misuse					
Supported Living / Home Care	-205	-205	-103	0	0
Direct Payments	-135	-58	-29	0	0
Day Care	-3	-3	-1	0	0
Respite Care	-0	-0	-0	0	0
Transport Services	-1	-1	-0	0	0
Other Care	-15	-15	-8	0	0
Total Mental Health & Substance Misuse	-359	-283	-141	0	0
Gross Expenditure	-14,000	-10,000	-5,000	0	0
Total Income	0	0	0	0	0
Net Expenditure	-14,000	-10,000	-5,000	0	0

6. Sources of information

Engagement carried out

The following engagement has been undertaken:

Staff:

- Staff events - May 2013
- Senior manager's workshop - Sept 2013
- Visits to all locality teams including HR training rep - Jan/Feb 2014
- Seminar for lead staff with Professor Jon Glasby - Jan 2014
- Ongoing weekly articles in e-brief.

Members:

- Select Committee - Nov 2013
- Overview and Scrutiny Committee - Dec 2013
- Member Briefing - Jan 2014
- Local Committees - Jan/Feb 2014
- Two representatives from Select Committee sit on the Project Board

Providers:

- Provider Network - Nov 2013
- Information Summit - Jan 2014

Other Stakeholders:

- Surrey Officers' Group (borough and district representatives) - Jan 2014

The Project Board includes representatives from corporate partnerships teams, Chief Executive's Office, Children, Schools & Families (CSF) and Surrey Community Action (voluntary sector representative).

Adult Social Care Directorate Strategy makes a commitment to "...work with partners to co-design and deliver services which are local, universal and preventative ...". Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.

The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board reviewed the Family, Friends and Communities proposed savings on 27 January 2014 and again on 21 January 2015 and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff.

The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the

budget setting process by providing their views on different investment scenarios. The four key headline findings have particular relevance to Adult Social Care:

- Our current spending closely reflects the spending priorities of Surrey's residents.
- We understand our residents with a notable similarity between our current spending and residents' preferences.
- A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.
- Residents attach value to our services and reductions will cause dissatisfaction – 'residential care for dementia sufferers' and 'independent living for older people' were two of the four areas that should be protected even if savings have to be made.

Data used

- This assessment draws upon local data from engagement with people who use services, carers, representatives from user-led organisations and adult social care staff from 2012/13 undertaken as part of the Surrey Referral and Assessment Rapid Improvement Event (RIE)
- Data from Surrey (www.surreyi.gov.uk), including the Surrey Joint Strategic Needs Assessment (2013)
- Surrey County Council Adult Social Care Directorate Data Pack – Progressing the Workforce Priority in the Fairness and Respect Strategy 2013-2018
- Mini Employee Survey, September 2012, Directorate Results – Adult Social Care
- Summary of staff feedback from the Staff Briefing Events on Social Capital led by the Strategic Director Adult Social Care in May 2013
- Research by CIRCLE, University of Leeds 2013 to evaluate Carer Demonstration Projects funded through the National Carers Strategy
- Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution - June 2009
- As We Grow Older – A Study of the Housing and Support Needs of Older Lesbians and Gay Men - Polari – 2005
- Gender Identity Research and Education Society (GIRES) literature
- Surrey County Council RIE Project Team (June 2013) Engagement findings from ASC staff and user-led organisations
- Carers UK's analysis of the 2001 Census findings, 'In Poor Health'
- Healthy Lives Healthy People 2010 report
- Surrey Carers' Health Survey, 2011

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

**Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

**Please note: Potential positive and negative impacts relate to Family, Friends and Communities, other than where the impact statement is followed by (FFC Direct Payment Reclaims) to indicate it is aligned with Direct Payment Reclaims

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence								
Age**	<ol style="list-style-type: none"> 1. People will be encouraged to have a more detailed discussion, exploring what care and support options their family, friends and local community might be able to provide. It will encourage creativity and a more varied and interesting support package including a mix of formal and informal support options. 2. It will enable and encourage people to continue to play an active part in their community and to sustain their social networks, thus avoiding the risk of social isolation. 	<ol style="list-style-type: none"> 1. The efficiency saving of £10m means there is a potential for a lower level of funding to be available to meet people's assessed needs. 2. The shift towards more creative and informal care packages utilising family, friends and community networks will mean a move away from traditional services. This may generate some initial anxiety for people who use services and their carers. 3. Care packages utilising family, friends and community support networks may be perceived as lower cost and thus providing a lower quality of care. 4. There is a potential 	<ul style="list-style-type: none"> • In 2014, there were 214,300 people over 65 living in Surrey – approximately 18.45% of the county's population. Of these 14,842 (as at 5 Jan 2015) were in receipt of support from Adult Social Care. • By 2020 the number of older people living in Surrey will rise to 238,600 - a project rise of 11%. The population of over 85 will increase by 62% by 2030. • 18% of Surrey households consisted of only people over 65 years old. 7% were single person households over the age of 65. • In 2014 51,308 people aged over 75 live alone². <p>Open ASC cases as at 5 Jan 2015³</p> <table border="1"> <tbody> <tr> <td>18 to 54</td> <td>6,706</td> </tr> <tr> <td>55 to 64</td> <td>2,100</td> </tr> <tr> <td>65 to 74</td> <td>2,721</td> </tr> <tr> <td>75 to 84</td> <td>4,918</td> </tr> </tbody> </table>	18 to 54	6,706	55 to 64	2,100	65 to 74	2,721	75 to 84	4,918
18 to 54	6,706										
55 to 64	2,100										
65 to 74	2,721										
75 to 84	4,918										

² POPPI 2014, RAPP2S 2013-14 and ASCCAR 2013-14

³ AIS 01-2015

	<p>3. People will be empowered to shape their own lives and the services they receive. The approach will enable people who wish to do so, to access services in their local community, which reflect their protected characteristics.</p> <p>4. Having a network of friends, family and community support around an individual may enable them to identify any issues at an early stage, so appropriate early interventions can be put in place.</p> <p>5. An increasing reliance upon family, friends and community networks will enable Adult Social Care to support more people whilst delivering efficiency savings.</p> <p>6. The discussion with a social care practitioner about the unused monies may identify new and more relevant support option (FFC Direct Payment Reclaims)</p> <p>7. Increased efficiency in the administration of</p>	<p>quality assurance issue around the quality and consistency of care provided by family, friends and community networks, how quality is assured and to whom an individual should raise any concerns. This may present a risk of challenge from people who feel disadvantaged by the Family, Friends and Communities approach.</p> <p>5. People will have access to varying levels of support from their family, friends and local community networks, creating a disparity, perceived inequality and lack of choice.</p> <p>6. It may be quite difficult for people with established packages of care who are accustomed to particular services being funded, to instead have to look towards their family, friends and community networks to provide these services in the future.</p> <p>7. There may be a cumulative impact of change with a move towards 'Family, Friends and Communities' in</p>	85 to 99	7,000
			100+	202
			23,648	

	<p>direct payments will enable Adult Social Care to support more people whilst delivering efficiency savings (FFC Direct Payment Reclaims)</p>	<p>Adult Social Care and Children's Services, welfare benefit reform and pressure upon public services. This may have a negative impact upon people who use services and their carers who are may have to cope with changes at the same time and pressure upon their finances.</p> <p>8. Some people who were previously using their personal budget to pay family or friends to provide care and support, may feel they can no longer do so and now have to ask their family and friends to continue to do so at no or low cost. This may have a knock on effect on the willingness or ability of those family members and friends to provide care, for example, they may not be able to afford it.</p> <p>9. Safeguarding concerns arising from the breakdown of care and support provided by friends, family and community support, that may mean people do not get the care they need.</p>	
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		<p>10. Family, friends and communities may place additional pressure on older people, who already provide most care and support to their family, friends and local community</p> <p>11. People may have been relying upon the unused monies for the future (FFC Direct Payment Reclaims)</p> <p>12. People may perceive the local authority is taking something away (FFC Direct Payment Reclaims)</p>									
<p>Disability**</p> <p>Page 227</p>	<p>8. People with particular disabilities may be well placed to access friends, family and community support. There may for example, be more opportunities for people with a learning disability who are readily accepted within society and who are encouraged to get involved in delivering local community support eg helping at lunch club, gardening etc</p>	<p>13. It will be more difficult for people with some particular disabilities to access community networks as their disabilities are less well understood and are more challenging to support eg mental health</p> <p>14. Safeguarding issues need to be considered, particularly perhaps for people with learning disabilities or mental health needs, who may be more vulnerable in some community</p>	<p>In Surrey the predictions for the 18-64 years population in 2015 are as follows:</p> <table border="0"> <thead> <tr> <th style="text-align: left;">18-64⁴</th> <th style="text-align: right;">2015</th> </tr> </thead> <tbody> <tr> <td>Total population aged 18-64 predicted to have a learning disability</td> <td style="text-align: right;">16,894</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a moderate physical disability</td> <td style="text-align: right;">55,442</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a serious physical disability</td> <td style="text-align: right;">16,550</td> </tr> </tbody> </table>	18-64⁴	2015	Total population aged 18-64 predicted to have a learning disability	16,894	Total population aged 18-64 predicted to have a moderate physical disability	55,442	Total population aged 18-64 predicted to have a serious physical disability	16,550
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⁴ PANSI 2015

situations

Total population aged 18-64 predicted to have a serious visual impairment	452
Total population aged 18-64 predicted to have a moderate or severe hearing impairment	28,341
Total population aged 18-64 predicted to have a profound hearing impairment	247
People aged 18-64 predicted to have a borderline personality disorder	3,140
People aged 18-64 predicted to have an antisocial personality disorder	2,419
People aged 18-64 predicted to have psychotic disorder	2,789
Total people aged 30-64 predicted to have early onset dementia	299
Open ASC cases as at 5 Jan 2015⁵	
AD: Access and Mobility Only	89
AD: Dual Sensory Loss	76
AD: Frailty and/or Temporary Illness	6,329

⁵ AIS 01-2015

			<table> <tbody> <tr> <td>AD: Hearing Impairment</td> <td>408</td> </tr> <tr> <td>AD: Learning Disability</td> <td>4,356</td> </tr> <tr> <td>AD: Mental Health - Dementia</td> <td>1,764</td> </tr> <tr> <td>AD: Mental Health - Non Dementia</td> <td>2,143</td> </tr> <tr> <td>AD: Other Vulnerable People</td> <td>572</td> </tr> <tr> <td>AD: Physical Personal Care</td> <td>5,595</td> </tr> <tr> <td>AD: Substance Misuse</td> <td>52</td> </tr> <tr> <td>AD: Support for Social Isolation/Other</td> <td>10</td> </tr> <tr> <td>AD: Visual Impairment</td> <td>207</td> </tr> <tr> <td>Asylum Seekers</td> <td>1</td> </tr> <tr> <td>Physical & Sensory Disability & Frailty</td> <td>2,045</td> </tr> <tr> <td></td> <td style="border-top: 1px solid black;">23,648</td> </tr> </tbody> </table>	AD: Hearing Impairment	408	AD: Learning Disability	4,356	AD: Mental Health - Dementia	1,764	AD: Mental Health - Non Dementia	2,143	AD: Other Vulnerable People	572	AD: Physical Personal Care	5,595	AD: Substance Misuse	52	AD: Support for Social Isolation/Other	10	AD: Visual Impairment	207	Asylum Seekers	1	Physical & Sensory Disability & Frailty	2,045		23,648
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Gender reassignment**	<p>9. People will be empowered to shape their own lives and the services they receive. This approach will enable people who wish to do so, to access support from their friends, family and</p>	<p>15. There is limited specialist community provision for gender reassignment. Individuals may be isolated or estranged from their families, limiting their opportunity to ask family to help with their care and support needs.</p>	<ul style="list-style-type: none"> The report “Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution (June 2009)” includes information on the geographical distribution of the transsexual community. This distribution is based on an estimation of the implied prevalence of people who have presented with gender dysphoria (a condition where a person feels that they are trapped within a body of the wrong sex) in individual police authorities. For Surrey, the estimation is 37 per 100,000 persons 16 and over. If this figure is applied to the current estimate of Surrey’s 16+ population then the 																								

	<p>community which reflect their gender reassignment choice.</p>		<p>estimated number is 337.</p> <ul style="list-style-type: none"> On the matter of issues faced by trans people Gender Identity Research and Education Society (GIRES) state in their literature⁶ that: <ul style="list-style-type: none"> Many find that their families reject them. Sometimes, despite being protected by employment law, they are made to feel very uncomfortable at work, as well as elsewhere. It takes great courage for trans people to reveal their true gender identities.
<p>Pregnancy and maternity**</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 230</p>	<p>10. People will be encouraged to explore care and support options from amongst their family, friends and local community which help build an ongoing support network and to meet others experiencing pregnancy and maternity</p>	<p>-</p>	<ul style="list-style-type: none"> In Surrey, based on national data, we can expect between 900 and 2,000 mothers to experience postnatal mental health problems (PNMH) problems. In south east Surrey in 2007-8, health visitors identified 270 (15%) mothers with postnatal mental health problems and offered them support. Of these mothers, 150 accepted the offer. Surrey has a large proportion of women that give birth later in life. A few studies on the outcomes in pregnancy of healthy, older mothers suggest some health problems that increase with age. For instance, diabetes mellitus may increase the chances of complications in pregnancy. In addition, older women have a greater risk of endometriosis, pelvic infections, leiomyomas (fibroids), all of which may lead to decreased fertility. Therefore more women may be reliant on In Vitro Fertilisation (IVF). Teenage parents come from all social classes, religious backgrounds and ethnic groups. However, rates of teenage pregnancy are highest among deprived communities, so the negative consequences of teenage pregnancy are disproportionately concentrated among those who are already disadvantaged. ONS figures for teen pregnancy in 2012 in Surrey was 18/1,000 women aged 15-17, which is below the SE average of 23.2 and 27.7 for England. Spelthorne is the highest borough in Surrey at 34.2, and Mole Valley the lowest at 8.8⁷

⁶ <http://www.gires.org.uk/assets/supporting-families.pdf>

⁷ ONS data 2012

<p>Race**</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 231</p>	<p>11. People will be empowered to shape their own lives and the services they receive. The approach will enable people who wish to do so, to access services in their local community, which reflect their race and culture.</p>	<p>16. There are relatively small concentrations of people of particular races in Surrey. This makes it more difficult to reach the critical mass needed to provide a range of community support networks.</p>	<ul style="list-style-type: none"> • In the 2011 census, the proportion of the Surrey population who do not describe themselves as white was 8.6%. This proportion is currently concentrated amongst those below the age of 65. 97.3% of the population in Surrey 65 years or over are classified as white - though this will inevitably change as the population ages.⁸ • There are significant pockets of black and minority ethnic groups, for example in Elmbridge and Woking. Access to services for black and minority ethnic older people and their carers may be challenging. Barriers might include language, knowledge of what services are available, attitudes and practices of service providers and cultural factors in perceiving and understanding mental illness. • Gypsies Roma and Travellers (GRT) are some of the most disadvantaged and excluded communities in our society. Historically, GRT needs have often not been fully considered when developing the services intended to support them. This has the effect of making universal services 'hard to reach' for the GRT community, compounding poor outcomes and perpetuating intergenerational patterns of exclusion and deprivation. • A number of barriers exist for the GRT community in accessing universal health provision. These include a lack of cultural sensitivity by service providers, for example use of inappropriate written communication. For some sectors of the GRT population difficulties in maintaining contact with health services are compounded due to their transient lifestyles. If someone is labelled as No Fixed Abode, they are often denied services. • A number of BME outreach groups exist in Surrey to bring support services to minority groups, such as Friends of the Elderly BME outreach, Friends with Dementia BME outreach
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⁸ POPPI/PANSI 2011

and BME Carers' Support.

Open ASC cases as at 5 Jan 2015⁹

Asian / Asian British	482
Black / Black British	183
Chinese	45
Mixed	164
Other	242
Unknown / Not Recorded / Information Refused	642
White British	20,919
White Other	971
Total	23,648

Religion and belief**

12. People who share a religion or belief system will be encouraged to access support from within their local faith community

17. People who don't share a religion or belief system may feel excluded or unwilling to ask for help and support from that community.

- Over the last decade the proportion of Christians in Surrey has decreased from 74.6% in 2001 to 62.8% in 2011. The proportion of people reporting "No religion" increased from 15.2% to 24.8%. There was an increase in all other main religions. The number of Muslims increased the most from 1.3% in 2001 to 2.2% in 2011.
- Surrey County Council has compiled an online database showing over 250 places of worship in the county at www.surreyplacesofworship.org.uk.
- In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while there are 11 maintained secondary schools with a Religious

⁹ AIS 01-2015

			<p>Character and 42 of No Religious Character.</p> <p>Open ASC cases as at 5 Jan 2015¹⁰</p> <table border="1"> <tr> <td>Christian (all types)</td> <td>16,457</td> </tr> <tr> <td>Other</td> <td>1,503</td> </tr> <tr> <td>Declined</td> <td>1,626</td> </tr> <tr> <td>Non-religious</td> <td>4,061</td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Christian (all types)	16,457	Other	1,503	Declined	1,626	Non-religious	4,061		23,648
Christian (all types)	16,457												
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<p>Sex**</p> <p>Page 233</p>	<p>13. Community networks tend to be well established to involve and support women eg WI, WRVS, Mothers Union etc.</p> <p>14. Women may feel more comfortable asking for help and support and taking part in community based activities.</p>	<p>18. Men may feel uncomfortable asking for help and support, as they have traditionally been the 'provider' and may have fewer community networks upon which to draw.</p> <p>19. Caring responsibilities may fall disproportionately on women who are traditionally perceived as taking on a caring role within the family or community</p>	<ul style="list-style-type: none"> 49% of Surrey residents are male, while 51% are female. This is aligned with the UK as a whole. 80% of Surrey males are economically active compared to 68% of women. <p>Open ASC cases as at 5 Jan 2015¹¹</p> <table border="1"> <tr> <td>Female</td> <td>14,079</td> </tr> <tr> <td>Male</td> <td>9,569</td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Female	14,079	Male	9,569		23,648				
Female	14,079												
Male	9,569												
	23,648												
<p>Sexual orientation**</p>	<p>15. The approach will enable people who wish to do so, to access services in their local</p>	<p>20. There is an ageing lesbian, gay and bi-sexual community in Surrey for whom there is limited community</p>	<ul style="list-style-type: none"> The UK Government estimates that 7% of the population are lesbian, gay, bisexual, transgender or questioning (LGBTQ). It is likely this is a conservative estimate as the true number of people identifying themselves as lesbian, gay or bisexual, is 										

¹⁰ AIS 01-2015

¹¹ AIS 01-2015

	<p>community, reflecting their sexual orientation.</p> <p>16. They will have an opportunity to explore the support a family member or friend who is supportive of their sexual orientation, may be able to offer.</p>	<p>provision.</p> <p>21. Lesbian, gay and bisexuals may be isolated or estranged from their families, thus limiting their opportunities to ask family, for help with their care and support</p>	<p>more realistically estimated as being 9-10% of the population.</p> <ul style="list-style-type: none"> • 0.7% of Surrey residents identified themselves as same sex couples. • LGBTQ face barriers to accessing health care – many young people feel that health care professionals treated LGBTQ people differently which has prevented them from visiting regularly. Specific services for transgender young people are particularly oversubscribed. • LBGTQ experience poorer health outcomes than their peers – through the effects of bullying and social stigma associated with their sexuality, and through adoption of risky behaviours that are often used as a coping strategy¹². • The lesbian, gay and bisexual organisation Polari, published a report¹³ showing that many of the issues and concerns of older lesbian, gay and bisexual people are broadly similar to older heterosexual people: <ul style="list-style-type: none"> • There is a desire to stay in one’s own home as long as possible, with support provided in a ‘home help’ format. • There is a recognition that help and support will be needed and should be available, as an individual ages. • There is recognition that suitable accommodation and support is important to an individual’s health and well-being. <p>However, more lesbian, gay and bisexual-specific concerns were identified:</p> <ul style="list-style-type: none"> • Concerns about to having to ‘come out’ again or ‘returning to the closet’ in a care/ residential setting. • Concerns about accessing the lesbian, gay and bisexual community and maintaining lifestyles and friendships. • Fears about being isolated in a ‘heterosexual environment’.
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¹² JSNA Chapter: Lesbian, gay, bisexual and transgender, 2001

¹³ ‘As We Grow Older’ – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005)

<p>Marriage and civil partnerships**</p>			<ul style="list-style-type: none"> • According to census data from 2011 there are 482,257 people in Surrey who are married or in a civil partnership 1,602 of whom are in same-sex civil partnerships¹⁴.
<p>Carers^{15**}</p>	<p>17. Carers needs will be considered as part of the assessment process and their input valued to ensure the friends, family and community support elements of a package are realistic and sustainable</p>	<p>22. Carers may feel an obligation to provide more care and support than they feel able to cope with, as the focus will be to look first towards what their family, friends and local community networks may be able to provide and only to paid services where there are gaps.</p>	<ul style="list-style-type: none"> • In Surrey, 10% of Surrey residents were providing unpaid care. Of these, 2 % provided more than 50 hours unpaid care per week¹⁶ • There are 188,433 carers in Surrey who look after family, partners or friends in need of help because they are ill, frail or disabled - the care they provide is unpaid. • There are believed to be about 14,000 young carers living in Surrey. • In Surrey, in the first two quarters of 2013/14, there were about 18,700 adult carers getting some form of information advice or support from social care through services commissioned from the voluntary sector. • This compares to over 29,000 people caring for more than 20 hours a week of whom over 18,000 are caring for more than 50 hours a week¹⁷ • Those caring for 50 hours a week or more are twice as likely to be in poor health as those not caring (21% against 11%). This can be due to a range of factors including stress related illness and physical injury¹⁸ • A total of 1 in 10 people are carers, and analysis of census data shows that 1 in 5 carers providing over 50 hours of care a

¹⁴ Surrey-i Census 2011 dataset

¹⁵ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (ie discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that ‘carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.’

¹⁶ Surrey (Jan 2014) Census 2011

¹⁷ JSNA Chapter: Carers

¹⁸ Carers UK’s analysis of the 2001 Census findings, ‘In Poor Health’,

week say they are in poor health, compared with 1 in 9 non-carers¹⁹

Headlines from the Carers Health Survey 2011²⁰

- Nearly 2000 responses were received in total.
- 70% of respondents were woman and 30% men.
- 60% said they were caring over 50 hours a week
- Almost 100% identified a health condition they suffered from.
- 35% said they thought their condition had worsened due to their caring role
- Over half were caring for someone with a physical disability. 40% were caring for people with mental health issues including dementia.
- 75% lived with the person they were caring for
- 45% had not registered with their GP as a carer although over 65% had told their GP they were caring
- 50% did not complete the section asking them what help their GP had provided
- Over 30% had not had a carer's assessment and a further 20% were not sure.

Open ASC carers as at 5 Jan 2015²¹

7,568

¹⁹ The "Healthy Lives Healthy People 2010" report

²⁰ Carers Health Survey 2011

²¹ AIS 01-2015

			<ul style="list-style-type: none">• The Department of Health commissioned research by CIRCLE, University of Leeds 2013 to evaluate Carer Demonstration Projects funded through the National Carers Strategy. This found that each £1 invested in carers support/breaks saved £2.23 care costs and benefitted the wider community by £7.66.
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7b. Impact of the proposals on staff with protected characteristics

****Please note:** Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

****Please note:** Potential positive and negative impacts relate to Family, Friends and Communities, other than where the impact statement is followed by (FFC Direct Payment Reclaims) to indicate it is aligned with Direct Payment Reclaims

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence ²²
Age**	<ol style="list-style-type: none"> Staff will have the opportunity to spend more time understanding people's situations and the options available to them. They will be able to support people in generating a more varied support package, combining both informal and formal care and support. Staff will be encouraged to find out more about the community support options available within their locality and to help develop these, all of which will enrich their job and be more rewarding. There may be more opportunities for people to volunteer to provide community support services. 	<ol style="list-style-type: none"> The shift towards family, friends and community networks providing care and support will continue to drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change. Some staff may find it challenging to work in a culture which encourages people to look to their family, friends and local community to provider services. They may for example, have concerns about reliability, quality, safeguarding etc. It may be quite challenging for staff to have conversations with people with established packages of care who have been used to particular services being funded and who are now 	<ul style="list-style-type: none"> 5.08% of the Surrey County Council workforce is aged 15 to 24-years, compared to 4.02% in Adult Social Care and 11.4% in the wider Surrey population. Adult Social Care has a higher profile of mature workers than the Surrey wide population, with 31.21% 45-54-years (compared to 14.68%) and 20.70% 55-64-years (compared to 11.92%). 52.41% of employees in Adult Social Care are part time compared with 54.05% in SCC. 46.34% of the Adult Social Care workforce are women working part-time 97.3% of the 880 Adult Social Care staff who attended briefings by the Strategic Director on family, friends and community support in May 2013, agreed with the statement "Do you understand what social capital is". 81.8% of staff attending agreed with the statement "Do you feel equipped and confident to have those brave conversations to enable people to use social capital to meet their needs and those of their family?" In the 2012 staff survey, 74% of staff agreed with the statement that "My immediate line manager/supervisor creates an environment where I feel supported". 74% of staff also agreed that "My immediate line manager/supervisor encourages us to share good ideas and

²² SCC:HR - Workforce Planning Data Sheet Dec 2014 and 2011 Census

		<p>being encouraged to look towards their family, friends and community networks to provide these services.</p> <p>4. There may be increasing demands placed upon staff working in the community and voluntary sectors.</p> <p>5. It may be challenging for staff to have difficult conversations with people and their carers with a certain level of expectation or misunderstanding around unspent direct payment monies (FFC direct payment reclaims)</p>	<p>create innovative solutions". These responses indicated how staff will be supported to implement new approaches such as family, friends and community support.</p>
<p>Disability**</p> <p>age 239</p>	As above	As above	<ul style="list-style-type: none"> The disability workforce profile in Adult Social Care is 3.04% and broadly the same as Surrey County Council, although at a senior level it is lower.
<p>Gender reassignment**</p>	As above	As above	-
<p>Pregnancy and maternity**</p>	As above	<p>6. Women away on maternity leave may return to work untrained and unprepared for the new way of working</p>	-
<p>Race**</p>	As above	As above	<ul style="list-style-type: none"> The Black, Minority, Ethnic (BME) profile of the Adult Social Care workforce (12.48%) is higher than the Surrey County Council workforce (7.82%) and the Surrey population (approx 8%). However, there is a significant drop from team leader (13.12%) to middle (9%) and senior (3.77%) managers compared with SCC.

Religion and belief**	As above	As above	<ul style="list-style-type: none"> Approximately 50% of staff in Adult Social Care did not state their religion and belief – in line with Surrey County Council. In Adult Social Care nearly 29% of staff said they were Christian, approximately 20% have no religion or belief, approximately 50% of staff did not state their religion and belief – all in line with Surrey County Council.
Sex**	As above	As above	<ul style="list-style-type: none"> There is a higher proportion of female workers in Adult Social Care (83%) than in Surrey County Council (73%) though both are higher than females in the Surrey population (51%). 17% of the Adult Social Care workforce is male compared with 27% in the Council. 46.34% of the Adult Social Care workforce are women working part-time. 78.5% of middle managers in Adult Social Care are women and 69.8% at senior level again both higher than in SCC.
Sexual orientation**	As above	As above	<ul style="list-style-type: none"> 60% of staff in ASC of staff undeclared compared to 57% in SCC
Marriage and civil partnerships**	As above	As above	-
Carers^{23**}	As above	As above	-

²³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential negative impacts on residents, service users and carers			
1. The efficiency saving of £10m means there is a potential for a lower level of funding to be available to meet people's assessed needs.	Where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so.	2015/16	Area Directors
2. The shift towards more creative and informal care packages utilising family, friends and community networks will mean a move away from traditional services. This may generate some initial anxiety for people who use services and their carers.	Culture change will be addressed through one to one conversations with their practitioner as part of the natural review process. Training staff to approach these conversations in a positive and empowering way has begun. Continue to support services already in place to support particular groups in accessing information including translations, Easy Read documents and multiple media forms.	2015/16	Area Directors
3. Care packages utilising family, friends and community support networks may	Continue to ensure that practice is focused on the outcomes for the individual and	2015/16	Area Directors

<p>be perceived as lower cost and thus providing a lower quality of care.</p>	<p>that any conversation that leads to the inclusion of family, friends or community support services within a support plan will ensure that this service meets the needs of the individual.</p> <p>Under the monitoring of outcomes, quality and equity we will continue to ensure this is happening.</p>		
<p>4. There is a potential quality assurance issue around the quality and consistency of care provided by family, friends and community networks, how quality is assured and to whom an individual should raise any concerns. This may present a risk of challenge from people who feel disadvantaged by the Family, Friends and Communities approach.</p>	<p>Put in place a robust monitoring framework to assess outcomes and equity.</p> <p>Continue to monitor outcomes on an individual basis via established social work practice.</p> <p>Continue to monitor complaints in line with existing practice.</p> <p>Surrey's programme of grants and contracts will continue to support the wide range of existing training options already provided by organisations across Surrey.</p>	2015/16	<p>Family, Friends & Communities Project</p> <p>Area Directors</p>
<p>5. People will have access to varying levels of support from their family, friends and local community networks, creating a disparity and perceived inequality and lack of choice.</p>	<p>Adult Social Care has a continuing duty of care to meet eligible assessed need.</p> <p>Review local profiles and begin work to ensure the JSNA looks at the 'assets' available.</p> <p>Continue strategic commissioning to provide services that meet the needs of residents.</p> <p>Continue to invest in preventative services through, for example:</p> <ul style="list-style-type: none"> • Borough and district investment in preventative services through the PPP • Joint health and social care investment in community 	2015/16	Area Directors

	<p>preventative services through Better Care Fund</p> <ul style="list-style-type: none"> • Investment in housing support • Public Health investment in early preventative services 		
6.	<p>It may be quite difficult for people with established packages of care who are used to particular services being funded, to instead have to look towards their family, friends and community networks to provide these services in the future.</p>	<p>Continue to take a personalised approach, reflecting people's access to and preferences for using their family, friends and community networks for the provision of social care and support.</p> <p>Continue working with staff to review support plans with the individual and focus on the outcomes desired, not the services desired.</p>	<p>2015/16</p> <p>Area Directors</p>
7.	<p>There may be a cumulative impact of change with a move towards 'Family, Friends and Communities' in both Adult Social Care and Children's Services, welfare benefit reform and pressure upon public services. This may have a negative impact upon people who use services and their carers who are may have to cope with changes at the same time and pressure upon their finances.</p>	<p>Continue to plan a phased roll out of the use of family, friends and community support services, as individuals are assessed and then reviewed, remembering it is an option and Surrey County Council still has a statutory duty of care.</p> <p>Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.</p>	<p>2015/16</p> <p>Area Directors</p> <p>Family, Friends and Communities Project</p>
8.	<p>Some people who were previously using their personal budget to pay family or friends to provide care and support, may feel they can no longer do so and now have to ask their family and friends to continue to do so at no or low cost. This may have a knock on effect on the</p>	<p>Continue promoting carers assessments to ensure they have adequate support.</p> <p>Continue duty to meet eligible assessed need.</p> <p>Continue to promote Family, Friends and Communities as optional.</p> <p>Adult Social Care has a duty to provide care to those meeting</p>	<p>2015/16</p> <p>Area Directors</p>

	willingness or ability of those family members and friends to provide care, for example, they may not be able to afford it.	our eligibility criteria. The use of family, friends and community support services is promoted, but optional.		
9.	Safeguarding concerns arising from the breakdown of care and support provided by friends, family and communities.	<p>Continue to ensure robust back-up arrangements for people are in place for situations where there is a breakdown of care and support provided by their friends, family and community network. For example through the duty teams, Emergency Duty Team, provider failure protocol.</p> <p>Continue with established safeguarding and crisis response services in line with our duty of care.</p>	2015/16	<p>Area Directors</p> <p>Head of Quality Assurance & Adult Strategic Safeguarding</p>
10.	Family, friends and communities may place additional pressure on older people, who already provide most care and support to their family, friends and local community	<p>Family, friends and communities is an additional option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice.</p> <p>Continue promoting carers assessments to ensure they have adequate support.</p> <p>Family, friends and communities will develop further preventative services, and access to these services by older people will be improved.</p>	2015/16	Area Directors
11.	People may have been relying upon the unused monies for the future (FFC Direct Payment Reclaims)	<p>Where the care and support needs changes and unused monies are subsequently needed, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so</p> <p>Unused monies would only be reclaimed after a practitioner</p>	2015/16	Area Directors

	has discussed the issue with the individual and only once it is clear that the monies are no longer needed to meet assessed needs		
12. People may perceive the local authority is taking something away (FFC Direct Payment Reclaims	<p>Ensure a clear explanation of the conditions in the Direct Payment agreement between Surrey County Council and the person receiving the Direct Payment money</p> <p>Change to the direct payment process in the local authority should make this a more efficient process in the future reducing the need for reclaims of amounts not needed by individuals</p>	2015/16	<p>Area Directors</p> <p><i>Finance (Who? Job Title? Senior Accountant</i></p>
13. It will be more difficult for people with some particular disabilities to access community networks as their disabilities are less well understood and are more challenging to support eg mental health	<p>Continue to include family, friends and communities in support plans as it meets the needs of the individual.</p> <p>Continue duty of care for those with eligible needs.</p>	2015/16	Area Directors
14. Safeguarding issues need to be considered, particularly perhaps for people with learning disabilities or mental health needs, who may be more vulnerable in some community situations	Safeguarding is a legal duty and safeguarding mechanisms for individuals will continue.	2015/16	<p>Area Directors</p> <p>Head of Quality Assurance & Adult Strategic Safeguarding</p>
15. There is limited specialist community provision for gender reassignment. Individuals may be isolated or estranged from their families, limiting their opportunity to ask family to help with their care and support	Explore ways to stimulate community support networks for Surrey's gender reassignment community, which will also provide opportunities for inclusion of a protected communities	2015/16	Area Directors

needs.			
16. There are relatively small concentrations of people of particular races in Surrey. This makes it more difficult to reach the critical mass needed to provide a range of community support networks.	Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.	2015/16	Area Directors
17. People who don't share a religion or belief system may feel excluded or unwilling to ask for help and support from that community.	Continue to ensure that practice is focused on the outcomes for the individual and that any conversation that leads to the inclusion of family, friends or community services within a support plan will ensure that this service meets the needs of the individual. Under the monitoring of outcomes, quality and equity we will continue to ensure this is happening.	2015/16	Area Directors
18. Men may feel uncomfortable asking for help and support, as they have traditionally been the 'provider' and may have fewer community networks upon which to draw.	Engage with men in a different way and look for the right mechanism to enable them to benefit from friends, family and community support. These routes might include encouraging them to volunteer, 'men in sheds' initiative, tackling isolation amongst men who are single and without housing.	2015/16	Area Directors
19. Caring responsibilities may fall disproportionately on women who are traditionally perceived as taking on a caring role within the family or community	Family, friends and communities is an option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice. Continue promoting carers assessments to ensure they	2015/16	Area Directors

	have adequate support.		
20. There is an ageing lesbian, gay and bisexual community in Surrey for whom there is limited community provision.	Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.	2015/16	Area Directors
21. Lesbian, gay and bisexual may be isolated or estranged from their families, thus limiting their opportunities to ask family, for help with their care and support	Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.	2015/16	Area Directors
22. Carers may feel an obligation to provide more care and support than they feel able to cope with, as the focus will be to look first towards what their family, friends and local community networks may be able to provide and only to paid services where there are gaps.	<p>The Care Act creates new duties for local authorities to support carers including new statutory eligibility criteria. It will therefore be important for assessors to identify where carers can benefit from community based support available within their area. There will also be circumstances where smaller scale support for carers can provide more family friendly, cost effective solutions than more intrusive care packages for the individuals.</p> <p>Family, friends and communities is an option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice.</p> <p>Continue promoting carers assessments to ensure they have adequate support.</p> <p>The Care Act project will</p>	2015/16	Area Directors

	explore the projected increase in demand for carers services and assessment and how we need to respond. The Care Act project will build carers assessments into proposals for on-line assessment and trusted assessors		Care Act Project
Potential negative impacts on staff			
1. The shift towards family, friends and community networks providing care and support will continue to drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change.	A cultural change programme for staff to equip them to have those challenging conversations ASC HR training representative has been included in work with front line teams.	2015/16	Area Directors Family, Friends and Communities Project
2. Some staff may find it challenging to work in a culture which encourages people to look to their family, friends and local community to provider services. They may for example, have concerns about reliability, quality, safeguarding etc.	Continue staff training in asset based approach and the use of the family, friends and communities and the associated risks and safeguarding concerns.	2015/16	Area Directors Family, Friends and Communities Project
3. It may be quite challenging for staff to have conversations with people with established packages of care who have been used to particular services being funded and who are now being encouraged to look towards their family, friends and community networks to provide these services.	Continue staff training in asset based approached and the use of the family, friends and communities, to provide a personalised approach, reflecting people's access to and preferences for using their family, friends and community networks for the provision of social care and support. Continue promoting carers assessments to ensure they have adequate support. Continue working with staff to	2015/16	Area Directors Family, Friends and Communities Project

	review support plans with the individual and focus on the outcomes desired, not the services desired.		
4. There may be increasing demands placed upon staff working in the community and voluntary sectors.	Develop a Surrey-wide workforce development strategy.	2015/16	Workforce Strategy project
5. It may be challenging for staff to have difficult conversations with people and their carers with a certain level of expectation or misunderstanding around unspent direct payment monies (FFC direct payment reclaims)	Training to support members of staff to have difficult conversations and to ensure they have a clear understanding of the local authorities Direct Payment policy.	2015/16	Area Directors Finance (Who? Job Title? Senior Accountant?)
6. Women away on maternity leave may return to work untrained and unprepared for the new way of working	Continue staff training in asset based approach and the use of the family, friends and communities, to provide a personalised approach, reflecting people's access to and preferences for using their family, friends and community networks for the provision of social care and support.	2015/16	Area Directors Family, Friends and Communities Project

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, reviewed the 'Family, Friends and Communities' proposed saving and assessed its impact on the protected characteristics of residents, people who use services and their carers and staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of engagement has been undertaken with staff, Members, providers and other stakeholders. • A range of data was used to support the equalities analysis, including Surrey, Workforce Fairness and Respect Data Pack, Employee Survey, independent research and literature, Surrey Carers' Health Survey etc
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Potential negative impacts on residents, service users and carers</p> <ol style="list-style-type: none"> 1. The efficiency saving of £10m means there is a potential for a lower level of funding to be available to meet people's assessed needs. 2. The shift towards more creative and informal care packages utilising family, friends and community networks will mean a move away from traditional services. This may generate some initial anxiety for people who use services and their carers. 3. Care packages utilising family, friends and community support networks may be perceived as lower cost and thus providing a lower quality of care. 4. There is a potential quality assurance issue around the quality and consistency of care provided by family, friends and community networks, how quality is assured and to whom an individual should raise any concerns. This may present a risk of challenge from people who feel disadvantaged by the Family, Friends and Communities approach. 5. People will have access to varying levels of support from their family, friends and local community networks, creating a disparity and perceived inequality and lack of choice. 6. It may be quite difficult for people with established packages of care who are used to particular services being funded, to instead have to look towards their family, friends and community networks to provide these services in the future. 7. There may be a cumulative impact of change with a move towards 'Family, Friends and Communities' in both Adult Social Care and Children's Services, welfare benefit reform and pressure upon public services. This may have a negative impact upon people who use services and their carers who are may have to cope with changes at the same time and pressure upon their finances. 8. Some people who were previously using their personal budget to pay family or friends to provide care and support, may feel they can no longer do so and now have to ask their family and friends to continue to do so at no or low cost. This may have a knock on effect on the willingness or ability of those family members and friends to provide care, for example, they may not be able to afford it.

9. Safeguarding concerns arising from the breakdown of care and support provided by friends, family and communities.
10. Family, friends and communities may place additional pressure on older people, who already provide most care and support to their family, friends and local community
11. People may have been relying upon the unused monies for the future (FFC Direct Payment Reclaims)
12. People may perceive the local authority is taking something away (FFC Direct Payment Reclaims)
13. It will be more difficult for people with some particular disabilities to access community networks as their disabilities are less well understood and are more challenging to support eg mental health
14. Safeguarding issues need to be considered, particularly perhaps for people with learning disabilities or mental health needs, who may be more vulnerable in some community situations
15. There is limited specialist community provision for gender reassignment. Individuals may be isolated or estranged from their families, limiting their opportunity to ask family to help with their care and support needs.
16. There are relatively small concentrations of people of particular races in Surrey. This makes it more difficult to reach the critical mass needed to provide a range of community support networks.
17. People who don't share a religion or belief system may feel excluded or unwilling to ask for help and support from that community.
18. Men may feel uncomfortable asking for help and support, as they have traditionally been the 'provider' and may have fewer community networks upon which to draw.
19. Caring responsibilities may fall disproportionately on women who are traditionally perceived as taking on a caring role within the family or community
20. There is an ageing lesbian, gay and bi-sexual community in Surrey for whom there is limited community provision.
21. Lesbian, gay and bi-sexual may be isolated or estranged from their families, thus limiting their opportunities to ask family, for help with their care and support
22. Carers may feel an obligation to provide more care and support than they feel able to cope with, as the focus will be to look first towards what their family, friends and local community networks may be able to provide and only to paid services where there are gaps.

Potential negative impacts on staff

1. The shift towards family, friends and community networks providing care and support will continue to drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change.
2. Some staff may find it challenging to work in a culture which encourages people to look to their family, friends and local community to provider services. They may for example, have concerns about reliability, quality, safeguarding etc.

	<ol style="list-style-type: none"> 3. It may be quite challenging for staff to have conversations with people with established packages of care who have been used to particular services being funded and who are now being encouraged to look towards their family, friends and community networks to provide these services. 4. There may be increasing demands placed upon staff working in the community and voluntary sectors. 5. It may be challenging for staff to have difficult conversations with people and their carers with a certain level of expectation or misunderstanding around unspent direct payment monies 6. Women away on maternity leave may return to work untrained and unprepared for the new way of working
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Potential negative impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so. • Culture change will be addressed through one to one conversations with their practitioner as part of the natural review process. Training staff to approach these conversations in a positive and empowering way has begun. • Continue to support services already in place to support particular groups in accessing information including translations, Easy Read documents and multiple media forms. • Continue to ensure that practice is focused on the outcomes for the individual and that any conversation that leads to the inclusion of family, friends or community support services within a support plan will ensure that this service meets the needs of the individual. • Under the monitoring of outcomes, quality and equity we will continue to ensure this is happening. • Put in place a robust monitoring framework to assess outcomes and equity. • Continue to monitor outcomes on an individual basis via established social work practice. • Continue to monitor complaints in line with existing practice. • Surrey's programme of grants and contracts will continue to support the wide range of existing training options are already provided by organisations across Surrey. • Review local profiles and begin work to ensure the JSNA looks at the 'assets' available. • Continue strategic commissioning to provide services that meet the needs of residents. • Continue to invest in preventative services • Continue to take a personalised approach, reflecting people's access to and preferences for using their family, friends and community networks for the provision of social care and support.

- Continue working with staff to review support plans with the individual and focus on the outcomes desired, not the services desired.
- Continue to plan a phased roll out of the use of family, friends and community support services, as individuals are assessed and then reviewed, remembering it is an option and Surrey County Council still has a statutory duty of care.
- Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.
- Continue promoting carers assessments to ensure they have adequate support.
- Continue duty to meet eligible assessed need.
- Continue to promote Family, Friends and Communities as optional.
- Adult Social Care has a duty to provide care to those meeting our eligibility criteria. The use of family, friends and community support services is promoted, but optional.
- Continue to ensure robust back-up arrangements for people are in place for situations where there is a breakdown of care and support provided by their friends, family and community network.
- Continue with established safeguarding and crisis response services in line with our duty of care.
- Family, friends and communities is an additional option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice.
- Continue promoting carers assessments to ensure they have adequate support.
- Family, friends and communities will develop further preventative services, and access to these services by older people will be improved.
- Where the care and support needs changes and unused monies are subsequently needed, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so
- Unused monies would only be reclaimed after a practitioner has discussed the issue with the individual
- Ensure a clear explanation of the conditions in the Direct Payment agreement between Surrey County Council and the person receiving the Direct Payment money
- Change to the direct payment process in the local authority should make this a more efficient process in the future reducing the need for reclaims of amounts not needed by individuals
- Continue to include family, friends and communities in support plans as it meets the needs of the individual.
- Safeguarding is a legal duty and safeguarding mechanisms for individuals will continue.
- Explore ways to stimulate community support networks for Surrey's gender reassignment community, which will also provide opportunities for inclusion of a protected communities
- Continue review of areas for targeted effort and development,

considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.

- Continue to ensure that practice is focused on the outcomes for the individual and that any conversation that leads to the inclusion of family, friends or community services within a support plan will ensure that this service meets the needs of the individual.
- Under the monitoring of outcomes, quality and equity we will continue to ensure this is happening.
- Engage with men in a different way and look for the right mechanism to enable them to benefit from friends, family and community support.
- Family, friends and communities is an option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice.
- Continue promoting carers assessments to ensure they have adequate support.
- Continue review of areas for targeted effort and development, considering protected characteristic groups within that. This will also provide opportunities for inclusion of a protected community.
- The Care Act creates new duties for local authorities to support carers including new statutory eligibility criteria. It will therefore be important for assessors to identify where carers can benefit from community based support available within their area.
- Family, friends and communities is an option for individuals to consider in meeting their care needs. The suitability of the support service will continue to be assessed as part of the social care practice.
- Continue promoting carers assessments to ensure they have adequate support.
- The Care Act project will explore the projected increase in demand for carers services and assessment and how we need to respond. The Care Act project will build carers assessments into proposals for on-line assessment and trusted assessors

Potential negative impacts on staff

- A cultural change programme for staff to equip them to have those challenging conversations
- ASC HR training representative has been included in work with front line teams.
- Continue staff training in asset based approach and the use of the family, friends and communities and the associated risks and safeguarding concerns.
- Continue staff training in asset based approach and the use of the family, friends and communities, to provide a personalised approach, reflecting people's access to and preferences for using their family, friends and community networks for the provision of social care and support.
- Continue promoting carers assessments to ensure they have adequate support.
- Continue working with staff to review support plans with the

	<p>individual and focus on the outcomes desired, not the services desired.</p> <ul style="list-style-type: none">• Develop a Surrey-wide workforce development strategy.• Training to support members of staff to have difficult conversations and to ensure they have a clear understanding of the local authorities Direct Payment policy.
Potential negative impacts that cannot be mitigated	There are no potential negative impacts that cannot be mitigated

1. Topic of assessment

EIA title:	<p>Medium Term Financial Plan (MTFP) 2015-20 efficiency savings Demand Management:</p> <ul style="list-style-type: none"> • Section 256 client group savings • Optimisation of Transition pathways • Targeted strategic shift from residential to community based provision • Over projection due to breaks/one-off reductions in care services • Under usage of call offs • Whole Systems Demand - New demand • Whole Systems Demand - Shift in Older People care pathway
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MTFP efficiency saving (£000s)	15/16	16/17	17/18	18/19	19/20
Section 256 client group savings	2,000	1,750	1,750	1,500	1,500
Optimisation of Transition pathways	750	1,000	1,000	1,000	1,000
Targeted strategic shift from residential to community based provision	1,500	1,300	0	0	0
Over projection due to breaks / one-off reductions in care services	2,000	0	0	0	0
Under usage of call offs	1,000	0	0	0	0
Whole Systems Demand - New demand	797	1,594	2,152	0	0
Whole Systems Demand - Shift in Older People care pathway	441	2,644	1,322	0	0
Total	8,488	8,288	6,224	2,500	2,500

EIA author:	Kathryn Pyper
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2. Approval

	Name	Date approved
Approved by	Mel Few, Cabinet Member Adult Social Care, Surrey County Councillor	6 February 2015
Approved by	Dave Sargeant, Strategic Director, Adult Social Care	6 February 2015
Approved by	Will House, Strategic Finance Manager - Adult Social Care	6 February 2015
Approved by	Adult Social Care, Directorate Equality Group (DEG)	

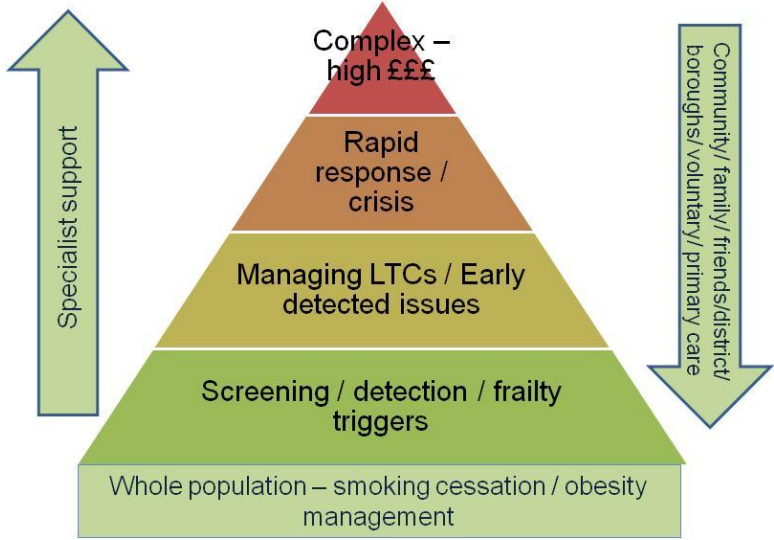
3. Quality control

Version number	9	EIA completed	5 March 2015
Date saved	6 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper	Programme Manager	Surrey County Council	Business Planning
Lyndon Edwards	Communications and Engagement	Surrey County Council	Equality and Diversity
Andre Lotz	Information Analyst	Surrey County Council	Business Intelligence
Paul Goodwin	Senior Principal Accountant	Surrey County Council	Finance
Allan Wells	Lead Manager Legal Services	Surrey County Council	Legal advice

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>To work with health, borough and district councils, families and friends, the voluntary, community and faith sector and other partners to support people to maintain their independence and remain as low down the acuity model as they can for as long as possible, so as to improve their wellbeing and to manage down the level of demand in the Surrey system.</p> <p>This will have two important benefits. Firstly, it should prevent or delay substantial and critical care needs developing meaning that individuals remain healthier for longer and as a result a lower proportion require local authority support than has been the case in the past. Secondly, when individuals do develop substantial or critical care needs, more of these needs should be able to be met in community care settings. This will enable people to maintain their independence, delivering better outcomes at lower cost.</p> <p>Figure 1 – Health and social care acuity model</p> 
<p>What proposals are you assessing?</p>	<p>Section 256 client group savings* - Decreasing care costs associated with a reducing Section 256 client cohort.</p> <p>Optimisation of Transition pathways - Involve Adults' practitioners with Year 9 (age 14) reviews, develop Surrey's market place for individuals with complex needs and embrace new models of delivery to optimise the pathway for individuals who transfer from Children's Schools and Families to Adult Social Care.</p> <p>Targeted strategic shift from residential to community based provision - Identify individuals who would benefit from moving to supported living from residential services. This aligns with the focus on friends, family and community to maximise people's independence and wellbeing</p> <p>Over projection due to breaks / one-off reductions in care services* - The cost of home care and supported living care packages recorded on Adults Integrated System (AIS) is typically overstated because breaks or reductions in care are not entered on the system. This efficiency measure accounts for the likely over projection of care costs due to these factors, which is identified by close monitoring throughout the year.</p>

	<p>Under usage of call offs* – ‘Call offs’ are used to allocate money for ad-hoc services that do not have a regular weekly cost. History shows that the cost of call offs are over projected because they are not fully used.</p> <p>Whole Systems Demand - New demand - Collaborate effectively with health, voluntary sector and other partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs</p> <p>Whole Systems Demand - Shift in Older People care pathway - Work with all partners across the health and social care system to promote wellbeing amongst older people such that individuals are more able to stay in community services for longer thus leading to a shift in the care pathway</p> <p>* These efficiency savings are accounting adjustments and thus have no impacts for people who use services, carers or staff</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff, particularly those involved in care planning • External organisations we commission to deliver services on behalf of the Council or in partnership

The policy line table below shows how this group of savings have been budgeted across Adult Social Care. This merely represents the initial budgeted plan and whilst it gives some indication of the areas likely to be most affected, actual savings may be achieved differently in practice.

Demand Management Savings	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Older People					
Nursing General	-356	-618	-808	-63	-63
Residential General - External	-826	-657	-616	-663	-663
Residential Dementia - External	-77	-67	-67	-58	-58
Home Care - External	-1,393	-597	-767	-94	-94
Direct Payments	80	160	217	0	0
Day Care - External	-100	-15	-15	-13	-13
Respite Care	-16	0	0	0	0
Transport Services	-25	-9	-9	-8	-8
Other Care	-41	-83	-112	0	0
Total Older People	-2,754	-1,884	-2,177	-898	-898
Physical & Sensory Disabilities					
Nursing General	23	46	62	0	0
Residential General - External	-35	-64	-82	-11	-11
Supported Living / Home Care	-275	-170	-228	-5	-5
Direct Payments	-60	-111	-144	-17	-17
Day Care - External	-33	0	0	0	0
Respite Care	-9	0	0	0	0
Transport Services	-13	0	0	0	0
Other Care - External	-35	-67	-88	-7	-7
Total Physical & Sensory Disabilities	-437	-366	-480	-40	-40
People with Learning Disabilities					
Nursing General	-33	-65	-88	0	0
Residential General - External	-3,835	-3,257	-451	-812	-812
Residential Dementia - External	-7	-6	0	0	0
Supported Living / Home Care - External	366	619	-919	-360	-360
Direct Payments	-245	-369	-414	-241	-241
Day Care - External	-508	-52	-52	-50	-50
Respite Care	-203	-32	-32	-32	-32
Transport Services	-207	-27	-27	-26	-26
Other Care - External	-80	-140	-175	-40	-40
Total People with Learning Disabilities	-4,751	-3,329	-2,158	-1,562	-1,562
Mental Health & Substance Misuse					
Nursing General	19	37	50	0	0
Residential General	-17	-33	-45	0	0
Supported Living / Home Care	-97	-56	-75	0	0
Direct Payments	-7	-15	-20	0	0
Day Care	-2	0	0	0	0
Other Care	1	3	4	0	0
Total Mental Health & Substance Misuse	-104	-64	-86	0	0
Gross Expenditure	-8,047	-5,644	-4,902	-2,500	-2,500
Total Income	0	0	0	0	0
Net Expenditure	-8,047	-5,644	-4,902	-2,500	-2,500

6. Sources of information

Engagement carried out
<p>The Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board reviewed proposed savings on 21 January 2015 and assessed their impact on the protected characteristics of residents, people who use services and their carers and our staff.</p> <p>Extensive engagement on the development of local integrated health and social care teams has been lead by Clinical Commissioning Groups over the last 18-months. This engagement is summarised in the Surrey Better Care Fund plan and was undertaken with:</p> <ul style="list-style-type: none"> • Patients, people who use services and the public • Service providers including NHS Foundation Trusts and NHS Trusts, primary care providers, social care and providers from the voluntary and community <p>A week-long 'hot house' workshop was held in September 2014 with participants from Surrey County Council and Surrey's six Clinical Commissioning Groups. The 'hot house' looked for opportunities to go beyond the existing local joint Better Care Fund plans to join up local health and social care services in Surrey, it focussed on prevention and how we can better engage the voluntary sector to help meet the demand on our health and social care services</p>
Data used
<ul style="list-style-type: none"> • Projecting Older People Population Information (POPPI) 2014 • Projecting Adult Needs and Service Information (PANSI) 2015 • Referrals, Assessments and Packages of Care (RAP) 2013-14 • Adult Social Care Combined Activity Return (ASC-CAR) 2013-14 • Adults Integrated System (AIS) January 2015 • ALT monthly priority report January 2015 • Gender Identity Research and Education Society (GIRES) literature • Office for National Statistics (ONS) 2012 • 'As We Grow Older' – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005) • Surrey-i Census 2011 dataset • Data from Surrey (www.surreyi.gov.uk) • Census 2011 • Surrey Joint Strategic Needs Assessment (JSNA) Chapter: Carers • Carers UK's analysis of the 2001 Census findings, 'In Poor Health' • The “Healthy Lives Healthy People 2010” report • Carers Health Survey 2011

- Surrey County Council HR - Workforce Planning Data Sheet Dec 2014
- Ref LGA – John Bolton

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic ²⁴	Potential positive impacts	Potential negative impacts	Evidence												
Age**	<ol style="list-style-type: none"> 1. Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people and their carers more choice and control, will enable young people to maximise their independence and to potentially live closer to family and friends (Optimisation of Transition pathways) 2. People with learning disabilities who are currently in residential care, but for whom Supported Living is considered a viable option during their reassessment process, will have the opportunity to live more independently, with support from family, 	<ol style="list-style-type: none"> 1. There may be increasing demands placed upon the voluntary, community and faith sector which may become overloaded (Strategic shift to community based provision) 2. People may have to move away from established friendship groups (Strategic shift to community based provision) 3. Individuals and their families may experience uncertainty and anxiety with change (Optimisation of Transition pathways) (Strategic shift to community based provision) 4. The process of integrating local health and social care services may result in a slight delay in the 	<p>In 2014, there were 214,300 people over 65 living in Surrey – approximately 18.45% of the county's population. Of these 14,842 (as at 5 Jan 2015) were in receipt of support from Adult Social Care.</p> <p>By 2020 the number of older people living in Surrey will rise to 238,600 - a project rise of 11%. The population of over 85 will increase by 62% by 2030.</p> <p>18% of Surrey households consisted of only people over 65 years old. 7% were single person households over the age of 65.</p> <p>In 2014 51,308 people aged over 75 live alone²⁵.</p> <p>Open ASC cases as at 5 Jan 2015²⁶</p> <table border="1"> <tbody> <tr> <td>18 to 54</td> <td>6,706</td> </tr> <tr> <td>55 to 64</td> <td>2,100</td> </tr> <tr> <td>65 to 74</td> <td>2,721</td> </tr> <tr> <td>75 to 84</td> <td>4,918</td> </tr> <tr> <td>85 to 99</td> <td>7,000</td> </tr> <tr> <td>100+</td> <td>202</td> </tr> </tbody> </table>	18 to 54	6,706	55 to 64	2,100	65 to 74	2,721	75 to 84	4,918	85 to 99	7,000	100+	202
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²⁵ POPPI 2014, RAPP2S 2013-14 and ASCCAR 2013-14

²⁶ AIS 01-2015

ASC Transition Team 18+ caseload 5 Jan 2015²⁷ 813

Transition team also support 224 under 18 service users

Surrey Information Point is currently being developed and from the end of Feb 2015 we will monitor the usage through Google Analytics. Target 2014/15 - increase the number of unique visitors by 25% from current baseline of 12,500 (increase of 3,125 by end March 2015). December 2014 there were 12,183 unique visitors to Surrey Information Point²⁸

Since the first of April 2014 a total of 7,594 people accessed the ULO Hubs across Surrey. As a result of these enquires, the hubs have supported these visitors to achieve a total of 16,033 individual outcomes.

friends and their community network (Strategic shift to community based provision)

- 3. The development of local integrated community-based health and social care services will enable people to received more care and support, particularly for long term conditions, in their local community thus reducing the need attend appointments in an acute hospital or to be admitted (Whole System Demand)
- 4. The development of local integrated community-based health and social care services will enable people to remain independent in their own homes for longer (Whole System Demand)
- 5. The development of local integrated community-based health and social care services will mean people will receive more joined up health and social care services to meet their needs (Whole System Demand)

- assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. (Whole System Demand)
- 5. The shift towards community based provision may mean a decline in residential provision and consequently less choice for those individuals who want and need to be in a residential setting (Strategic shift to community based provision)

²⁷ AIS 01-2015

²⁸ ALT monthly priority report January 2015

	<p>6. The growth of preventative services will promote wellbeing and enable people to be supported lower down the acuity model and will help prevent their needs increasing (Whole System Demand)</p> <p>7. The expansion of the role of the voluntary, community and faith sector will grow the range of services available to people within their community and increase capacity in the system (Whole System Demand)</p>										
<p>Page 265</p> <p>Disability**</p>	<p>As above</p>	<p>6. Safeguarding issues need to be considered, particularly for people with learning disabilities, who may be more vulnerable in some community situations (Optimisation of Transition pathways) (Strategic shift to community based provision)</p>	<p>In Surrey the predictions for the 18-64 years population in 2015 are as follows:</p> <table border="0"> <thead> <tr> <th style="text-align: left;">18-64²⁹</th> <th style="text-align: right;">2015</th> </tr> </thead> <tbody> <tr> <td>Total population aged 18-64 predicted to have a learning disability</td> <td style="text-align: right;">16,894</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a moderate physical disability</td> <td style="text-align: right;">55,442</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a serious physical disability</td> <td style="text-align: right;">16,550</td> </tr> </tbody> </table>	18-64²⁹	2015	Total population aged 18-64 predicted to have a learning disability	16,894	Total population aged 18-64 predicted to have a moderate physical disability	55,442	Total population aged 18-64 predicted to have a serious physical disability	16,550
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²⁹ PANSI 2015

			Total population aged 18-64 predicted to have a serious visual impairment	452
			Total population aged 18-64 predicted to have a moderate or severe hearing impairment	28,341
			Total population aged 18-64 predicted to have a profound hearing impairment	247
			People aged 18-64 predicted to have a borderline personality disorder	3,140
			People aged 18-64 predicted to have an antisocial personality disorder	2,419
			People aged 18-64 predicted to have psychotic disorder	2,789
			Total people aged 30-64 predicted to have early onset dementia	299
			Open ASC cases as at 5 Jan 2015³⁰	
			AD: Access and Mobility Only	89
			AD: Dual Sensory Loss	76
			AD: Frailty and/or Temporary Illness	6,329
			AD: Hearing Impairment	408

³⁰ AIS 01-2015

			<p>AD: Learning Disability 4,356</p> <p>AD: Mental Health - Dementia 1,764</p> <p>AD: Mental Health - Non Dementia 2,143</p> <p>AD: Other Vulnerable People 572</p> <p>AD: Physical Personal Care 5,595</p> <p>AD: Substance Misuse 52</p> <p>AD: Support for Social Isolation/Other 10</p> <p>AD: Visual Impairment 207</p> <p>Asylum Seekers 1</p> <p>Physical & Sensory Disability & Frailty 2,045</p> <hr/> <p>23,648</p>
Gender reassignment**	8. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their choices around gender reassignment (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System	As above	<p>The report “Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution (June 2009)” includes information on the geographical distribution of the transsexual community. This distribution is based on an estimation of the implied prevalence of people who have presented with gender dysphoria (a condition where a person feels that they are trapped within a body of the wrong sex) in individual police authorities. For Surrey, the estimation is 37 per 100,000 persons 16 and over. If this figure is applied to the current estimate of Surrey’s 16+ population, then the estimated number is 338 (based on current population figures).</p> <p>On the matter of issues faced by trans people Gender Identity</p>

	Demand)		<p>Research and Education Society (GIRES) state in their 2007 literature that:³¹</p> <ul style="list-style-type: none"> • Many find that their families reject them. • Sometimes, despite being protected by employment law, they are made to feel very uncomfortable at work, as well as elsewhere. • It takes great courage for trans people to reveal their true gender identities.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 268</p> <p>Pregnancy and maternity**</p>	As above	<p>7. Planned or actual changes in service provision for people who use services, who are pregnant or have a young child, may cause anxiety</p>	<p>In Surrey, based on national data, we can expect between 900 and 2,000 mothers to experience postnatal mental health problems (PNMH) problems. In south east Surrey in 2007-8, health visitors identified 270 (15%) mothers with postnatal mental health problems and offered them support. Of these mothers, 150 accepted the offer.</p> <p>Surrey has a large proportion of women that give birth later in life. A few studies on the outcomes in pregnancy of healthy, older mothers suggest some health problems that increase with age. For instance, diabetes mellitus may increase the chances of complications in pregnancy. In addition, older women have a greater risk of endometriosis, pelvic infections, leiomyomas (fibroids), all of which may lead to decreased fertility. Therefore more women may be reliant on In Vitro Fertilisation (IVF).</p> <p>Teenage parents come from all social classes, religious backgrounds and ethnic groups. However, rates of teenage pregnancy are highest among deprived communities, so the negative consequences of teenage pregnancy are disproportionately concentrated among those who are already disadvantaged.</p> <p>ONS figures for teen pregnancy in 2012 in Surrey was 18/1,000 women aged 15-17, which is below the SE average of 23.2 and</p>

³¹ <http://www.gires.org.uk/assets/supporting-families.pdf> (2007)

Race**

			27.7 for England. Spelthorne is the highest borough in Surrey at 34.2, and Mole Valley the lowest at 8.8 ³²
	9. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their race and culture. (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System Demand)	As above	<p>In the 2011 census, the proportion of the Surrey population who do not describe themselves as white was 8.6%. This proportion is currently concentrated amongst those below the age of 65. 97.3% of the population in Surrey 65 years or over are classified as white - though this will inevitably change as the population ages.³³</p> <p>There are significant pockets of black and minority ethnic groups, for example in Elmbridge and Woking. Access to services for black and minority ethnic older people and their carers may be challenging. Barriers might include language, knowledge of what services are available, attitudes and practices of service providers and cultural factors in perceiving and understanding mental illness.</p> <p>Gypsies Roma and Travellers (GRT) are some of the most disadvantaged and excluded communities in our society. Historically, GRT needs have often not been fully considered when developing the services intended to support them. This has the effect of making universal services 'hard to reach' for the GRT community, compounding poor outcomes and perpetuating intergenerational patterns of exclusion and deprivation.</p> <p>A number of barriers exist for the GRT community in accessing universal health provision. These include a lack of cultural sensitivity by service providers, for example use of inappropriate written communication. For some sectors of the GRT population difficulties in maintaining contact with health services are compounded due to their transient lifestyles. If someone is labelled as No Fixed Abode, they are often denied services.</p> <p>A number of BME outreach groups exist in Surrey to bring support</p>

³² ONS data 2012

³³ POPPI/PANSI 2011

			<p>services to minority groups, such as Friends of the Elderly BME outreach, Friends with Dementia BME outreach and BME Carers' Support.</p> <p>Open ASC cases as at 5 Jan 2015³⁴</p> <table border="1"> <tr> <td>Asian / Asian British</td> <td>482</td> </tr> <tr> <td>Black / Black British</td> <td>183</td> </tr> <tr> <td>Chinese</td> <td>45</td> </tr> <tr> <td>Mixed</td> <td>164</td> </tr> <tr> <td>Other</td> <td>242</td> </tr> <tr> <td>Unknown / Not Recorded / Information Refused</td> <td>642</td> </tr> <tr> <td>White British</td> <td>20,919</td> </tr> <tr> <td>White Other</td> <td>971</td> </tr> <tr> <td>Total</td> <td>23,648</td> </tr> </table>	Asian / Asian British	482	Black / Black British	183	Chinese	45	Mixed	164	Other	242	Unknown / Not Recorded / Information Refused	642	White British	20,919	White Other	971	Total	23,648
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<p>Religion and belief**</p>	<p>10. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their religion and belief (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System</p>	<p>As above</p>	<p>Over the last decade the proportion of Christians in Surrey has decreased from 74.6% in 2001 to 62.8% in 2011. The proportion of people reporting "No religion" increased from 15.2% to 24.8%. There was an increase in all other main religions. The number of Muslims increased the most from 1.3% in 2001 to 2.2% in 2011.</p> <p>Surrey County Council has compiled an online database showing over 250 places of worship in the county at www.surreyplacesofworship.org.uk.</p>																		

³⁴ AIS 01-2015

	Demand)		<p>In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while there are 11 maintained secondary schools with a Religious Character and 42 of No Religious Character.</p> <p>Open ASC cases as at 5 Jan 2015³⁵</p> <table border="1"> <tr> <td>Christian (all types)</td> <td>16,457</td> </tr> <tr> <td>Other</td> <td>1,503</td> </tr> <tr> <td>Declined</td> <td>1,626</td> </tr> <tr> <td>Non-religious</td> <td>4,061</td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Christian (all types)	16,457	Other	1,503	Declined	1,626	Non-religious	4,061		23,648
Christian (all types)	16,457												
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Sex**	As above	As above	<p>49% of Surrey residents are male, while 51% are female.</p> <p>This is aligned with the UK as a whole.</p> <p>80% of Surrey males are economically active compared to 68% of women.</p> <p>Open ASC cases as at 5 Jan 2015³⁶</p>										

³⁵ AIS 01-2015

³⁶ AIS 01-2015

			Female 14,079 Male 9,569 <hr/> 23,648
Page 272 Sexual orientation**	As above	As above	<p>The lesbian, gay and bisexual organisation Polari, published a report showing that many of the issues and concerns of older lesbian, gay and bisexual people are broadly similar to older heterosexual people³⁷ :</p> <ul style="list-style-type: none"> • There is a desire to stay in one's own home as long as possible, with support provided in a 'home help' format. • There is a recognition that help and support will be needed and should be available, as an individual ages. • There is recognition that suitable accommodation and support is important to an individual's health and wellbeing. <p>However, more lesbian, gay and bisexual-specific concerns were identified:</p> <ul style="list-style-type: none"> • Concerns about to having to 'come out' again or 'returning to the closet' in a care/ residential setting. • Concerns about accessing the lesbian, gay and bisexual community and maintaining lifestyles and friendships. • Fears about being isolated in a 'heterosexual environment'.
Marriage and civil partnerships**	As above	As above	According to census data from 2011 there are 482,257 people in Surrey who are married or in a civil partnership 1,602 of whom are in same-sex civil partnerships ³⁸ .
Carers^{39**}	As above	8. Carers and families may	In Surrey, 10% of Surrey residents were providing unpaid care. Of

³⁷ 'As We Grow Older' – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005)

³⁸ Surrey-i Census 2011 dataset

³⁹ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of

feel an obligation to provide more care and support than they feel able to cope with, to continue to care at home (Whole System Demand) (Optimisation of Transition pathways)

these, 2 % provided more than 50 hours unpaid care per week⁴⁰

There are 188,433 carers in Surrey who look after family, partners or friends in need of help because they are ill, frail or disabled - the care they provide is unpaid.

There are believed to be about 14,000 young carers living in Surrey.

In Surrey, in the first two quarters of 2013/14, there were about 18,700 adult carers getting some form of information advice or support from social care through services commissioned from the voluntary sector.

This compares to over 29,000 people caring for more than 20 hours a week of whom over 18,000 are caring for more than 50 hours a week⁴¹

Those caring for 50 hours a week or more are twice as likely to be in poor health as those not caring (21% against 11%). This can be

carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

⁴⁰ Surrey (Jan 2014) Census 2011

⁴¹ JSNA Chapter: Carers

due to a range of factors including stress related illness and physical injury⁴²

A total of 1 in 10 people are carers, and analysis of census data shows that 1 in 5 carers providing over 50 hours of care a week say they are in poor health, compared with 1 in 9 non-carers⁴³

Headlines from the Carers Health Survey 2011⁴⁴

- Nearly 2000 responses were received in total.
- 70% of respondents were woman and 30% men.
- 60% said they were caring over 50 hours a week
- Almost 100% identified a health condition they suffered from.
- 35% said they thought their condition had worsened due to their caring role
- Over half were caring for someone with a physical disability. 40% were caring for people with mental health issues including dementia.
- 75% lived with the person they were caring for
- 45% had not registered with their GP as a carer although over 65% had told their GP they were caring
- 50% did not complete the section asking them what help their GP had provided

⁴² Carers UK's analysis of the 2001 Census findings, 'In Poor Health',

⁴³ The "Healthy Lives Healthy People 2010" report

⁴⁴ Carers Health Survey 2011

			<ul style="list-style-type: none"> Over 30% had not had a carer's assessment and a further 20% were not sure. <p>Open ASC carers as at 5 Jan 2015⁴⁵ 7,568</p>
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⁴⁵ AIS 01-2015

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence ⁴⁶
<p style="text-align: center;">Age**</p>	<ol style="list-style-type: none"> 1. The development of local integrated community-based health and social care services will create new opportunities for staff to work in as part of an integrated team, to develop new skills and to take on new roles and responsibilities (Whole System Demand) 2. Staff will have the opportunity to spend more time understanding people's situations and the options available to them. They will be able to support people in generating a more varied support package, combining both information and formal care and support. This will provide job satisfaction (Whole System Demand) (Optimisation of Transition pathways) 	<ol style="list-style-type: none"> 1. The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change (Whole System Demand) 2. There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change (Whole System Demand) 3. It may be challenging for staff to have difficult conversations with young people and their families who may have a certain level of expectation and anxiety around their transition arrangements (Optimisation of Transition pathways) 	<ul style="list-style-type: none"> • 5.08% of the Surrey County Council workforce is aged 15 to 24-years, compared to 4.02% in Adult Social Care and 11.4% in the wider Surrey population. • Adult Social Care has a higher profile of mature workers than the Surrey wide population, with 31.21% 45-54-years (compared to 14.68%) and 20.70% 55-64-years (compared to 11.92%). • 52.41% of employees in Adult Social Care are part time compared with 54.05% in SCC. • 46.34% of the Adult Social Care workforce are women working part-time

⁴⁶ SCC:HR - Workforce Planning Data Sheet Dec 2014 and 2011 Census

Disability**	As above	As above	<ul style="list-style-type: none"> The disability workforce profile in Adult Social Care is 3.04% and broadly the same as Surrey County Council, although at a senior level it is lower.
Gender reassignment**	As above	As above	-
Pregnancy and maternity**	As above	4. Women away on maternity leave may return to work untrained and unprepared for the new way of working	-
Race**	As above	As above	<ul style="list-style-type: none"> The Black, Minority, Ethnic (BME) profile of the Adult Social Care workforce (12.48%) is higher than the Surrey County Council workforce (7.82%) and the Surrey population (approx 8%). However, there is a significant drop from team leader (13.12%) to middle (9%) and senior (3.77%) managers compared with Surrey County Council.
Religion and belief**	As above	As above	<ul style="list-style-type: none"> Approximately 50% of staff in Adult Social Care did not state their religion and belief – in line with Surrey County Council. In Adult Social Care nearly 29% of staff said they were Christian, approximately 20% have no religion or belief, approximately 50% of staff did not state their religion and belief – all in line with Surrey County Council.
Sex**	As above	As above	<ul style="list-style-type: none"> There is a higher proportion of female workers in Adult Social Care (83%) than in Surrey County Council (73%) though both are higher than females in the Surrey population (51%). 17% of the Adult Social Care workforce is male compared with 27% in the Council. 46.34% of the Adult Social Care workforce are women working part-time. 78.5% of middle managers in Adult Social Care are

			women and 69.8% at senior level again both higher than in SCC.
Sexual orientation**	As above	As above	<ul style="list-style-type: none"> 60% of staff in ASC of staff undeclared compared to 57% in SCC
Marriage and civil partnerships**	As above	As above	-
Carers**	As above	As above	-

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential positive impacts on residents, service users and carers			
1. Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people and their carers more choice and control, will enable young people to maximise their independence and to potentially live closer to family and friends (Optimisation of Transition pathways)	Continue to provide appropriate training for staff to support the transition pathway	2015/16	Area Directors Principal Social Worker/Senior Practice Development Manager
2. People with learning disabilities who are currently in residential care, but for whom Supported Living is considered a viable option during their reassessment process, will have the opportunity to live more independently, with support from family, friends and their community network	Locality teams to re-assess individuals to confirm if supported living would be a viable option	2015/16	Area Directors

(Strategic shift to community based provision)			
3. The development of local integrated community-based health and social care services will enable people to received more care and support, particularly for long term conditions, in their local community thus reducing the need attend appointments in an acute hospital or to be admitted (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to establish local integrated community-based health and social care services	2015/16	Area Directors
4. The development of local integrated community-based health and social care services will enable people to remain independent in their own homes for longer (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to establish local integrated community-based health and social care services	2015/16	Area Directors
5. The development of local integrated community-based health and social care services will mean people will receive more joined up health and social care services to meet their needs (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to establish local integrated community-based health and social care services	2015/16	Area Directors
6. The growth of preventative services will promote wellbeing and enable people to be supported lower down the acuity model (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to grow local preventative services	2015/16	Area Directors
7. The growth of preventative services will promote wellbeing and enable people to be supported lower down	Continue to work as part of the Local Joint Commissioning Group to grow local preventative services	2015/16	Area Directors

the acuity model and will help prevent their needs increasing (Whole System Demand)			
8. The expansion of the role of the voluntary, community and faith sector will grow the range of services available to people within their community and increase capacity in the system (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to expand the role of the voluntary, community and faith sector	2015/16	Area Directors
9. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their race and culture. (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to expand the role of the voluntary, community and faith sector	2015/16	Area Directors
10. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their religion and belief (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System Demand)	Continue to work as part of the Local Joint Commissioning Group to expand the role of the voluntary, community and faith sector	2015/16	Area Directors
Potential negative impacts on residents, service users and carers			
1. There may be increasing demands placed upon the voluntary, community	Continue to work as part of the Local Joint Commissioning Group to expand the role of, and support	2015/16	Area Directors

and faith sector which may become overloaded	available to, the voluntary, community and faith sector		
2. People may have to move away from established friendship groups	Ensure friendship groups are considered as part of the re-assessment process and the individuals views are at the heart of any decisions around the viability of supported living	2015/16	Area Directors
3. Individuals and their families may experience uncertainty and anxiety with change	Ensure individuals, their family and carers are engaged and consulted throughout the process of change	2015/16	Area Directors
4. The process of integrating local health and social care services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups	Continue to work as part of the Local Joint Commissioning Group to plan for the seamless implementation of local integrated community-based health and social care services	2015/16	Area Directors
5. The shift towards community based provision may mean a decline in residential provision and consequently less choice for those individuals who want and need to be in a residential setting	Work with individuals to explore all the options available to them as part of their support plan	2015/16	Area Directors
6. Safeguarding issues need to be considered, particularly for people with learning disabilities, who may be more	Safeguarding is a legal duty and safeguarding mechanisms for individuals will continue.	2015/16	Area Directors Head of Quality

vulnerable in some community situations (Optimisation of Transition pathways) (Strategic shift to community based provision)			Assurance & Adult Strategic Safeguarding
7. Planned or actual changes in service provision for people who use services, who are pregnant or have a young child, may cause anxiety	Practitioners will continue to take all aspects of an individual's social care needs into account when support planning.	2015/16	Area Directors
8. Carers and families may feel an obligation to provide more care and support than they feel able to cope with, to continue to care at home	The Care Act 2014 creates new duties for local authorities to support carers including new statutory eligibility criteria. It will therefore be important for assessors to identify where carers can benefit from support. There will also be circumstances where smaller scale support for carers can provide more family friendly, cost effective solutions than more intrusive care packages for the individuals.	2015/16	Area Directors
	Continue promoting carers assessments to ensure they have adequate support.	2015/16	Area Directors
	The Care Act project will explore the projected increase in demand for carers services and assessment and how we need to respond. The Care Act project will build carers assessments into proposals for on-line assessment and trusted assessors	2015/16	Care Act Project Team
Potential positive impacts on staff			
1. The development of local integrated community-based health and social care services will create new opportunities for staff to work in as part of an integrated team, to	Continue to work as part of the Local Joint Commissioning Group to co-design local integrated community-based health and social care services Work with HR lead appointed to	2015/16	Area Directors

	develop new skills and to take on new roles and responsibilities.	support the workforce element of the Better Care Fund		
2.	Staff will have the opportunity to spend more time understanding people's situations and the options available to them. They will be able to support people in generating a more varied support package, combining both information and formal care and support. This will provide job satisfaction.	Practitioners will continue to take all aspects of an individual's social care needs and assets into account when support planning	2015/16	Area Directors
Potential negative impacts on staff				
1.	The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change	On-going cultural change programme for staff to equip them to have those challenging conversations ASC HR training representative has been included in work with front line teams	2015/16	Area Directors
2.	There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change (Whole System Demand)	Work with HR lead appointed to support the workforce element of the Better Care Fund	2015/16	Area Directors
3.	It may be challenging for staff to have difficult	Training to support members of	2015/16	Area Directors

conversations with young people and their families who may have a certain level of expectation and anxiety around their transition arrangements	staff to have difficult conversations		
4. Women away on maternity leave may return to work untrained and unprepared for the new way of working	Ensure staff are briefed on their return from maternity leave on current Adult Social Care policy and practice	2015/16	Area Directors

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> The Adult Social Care Implementation Programme Board reviewed the 2015/16 proposed saving and assessed their impact on the protected characteristics of residents, people who use services and their carers and our staff. A range of data was used to support the equalities analysis, including Surrey, Workforce Fairness and Respect Data Pack, Employee Survey, independent research and literature, Surrey Carers' Health Survey etc. Extensive engagement on the development of local integrated health and social care teams has been led by Clinical Commissioning Groups over the last 18-months. A week-long 'hot house' workshop was held in September 2014 with participants from Surrey County Council and Surrey's six Clinical Commissioning Groups.
Key impacts (positive and/or negative) on people with protected characteristics	<p>Potential positive impacts on residents, service users and carers</p> <ol style="list-style-type: none"> Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will

- give young people and their carers more choice and control, will enable young people to maximise their independence and to potentially live closer to family and friends (Optimisation of Transition pathways)
2. People with learning disabilities who are currently in residential care, but for whom Supported Living is considered a viable option during their reassessment process, will have the opportunity to live more independently, with support from family, friends and their community network (Strategic shift to community based provision)
 3. The development of local integrated community-based health and social care services will enable people to receive more care and support, particularly for long term conditions, in their local community thus reducing the need to attend appointments in an acute hospital or to be admitted (Whole System Demand)
 4. The development of local integrated community-based health and social care services will enable people to remain independent in their own homes for longer (Whole System Demand)
 5. The development of local integrated community-based health and social care services will mean people will receive more joined up health and social care services to meet their needs (Whole System Demand)
 6. The growth of preventative services will promote wellbeing and enable people to be supported lower down the acuity model (Whole System Demand)
 7. The growth of preventative services will promote wellbeing and enable people to be supported lower down the acuity model and will help prevent their needs increasing (Whole System Demand)
 8. The expansion of the role of the voluntary, community and faith sector will grow the range of services available to people within their community and increase capacity in the system (Whole System Demand)
 9. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their race and culture. (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System Demand)
 10. The expansion of the role of the voluntary, community and faith sector may grow the range of services available to people within their community, which reflect their religion and belief (Optimisation of Transition pathways) (Strategic shift to community based provision) (Whole System Demand)

Potential negative impacts on residents, service users and carers

1. There may be increasing demands placed upon the voluntary, community and faith sector which may become overloaded
2. People may have to move away from established friendship groups
3. Individuals and their families may experience uncertainty and anxiety with change
4. The process of integrating local health and social care services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups
5. The shift towards community based provision may mean a decline in residential provision and consequently less choice for those individuals who want and need to be in a residential setting
6. Safeguarding issues need to be considered, particularly for people with learning disabilities, who may be more vulnerable in some community situations (Optimisation of Transition pathways) (Strategic shift to community based provision)
7. Planned or actual changes in service provision for people who use services, who are pregnant or have a young child, may cause anxiety
8. Carers and families may feel an obligation to provide more care and support than they feel able to cope with, to continue to care at home

Potential positive impacts on staff

1. The development of local integrated community-based health and social care services will create new opportunities for staff to work in as part of an integrated team, to develop new skills and to take on new roles and responsibilities.
2. Staff will have the opportunity to spend more time understanding people's situations and the options available to them. They will be able to support people in generating a more varied support package, combining both information and formal care and support. This will provide job satisfaction.

Potential negative impacts on staff

1. The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some

	<p>staff may struggle to adapt to the pace and scale of change</p> <ol style="list-style-type: none"> 2. There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change (Whole System Demand) 3. It may be challenging for staff to have difficult conversations with young people and their families who may have a certain level of expectation and anxiety around their transition arrangements 4. Women away on maternity leave may return to work untrained and unprepared for the new way of working
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Potential positive impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Continue to provide appropriate training for staff to support the transition pathway • Locality teams to re-assess individuals to confirm if supported living would be a viable option • Continue to work as part of the Local Joint Commissioning Group to establish local integrated community-based health and social care services • Continue to work as part of the Local Joint Commissioning Group to grow local preventative services • Continue to work as part of the Local Joint Commissioning Group to expand the role of the voluntary, community and faith sector <p>Potential negative impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Continue to work as part of the Local Joint Commissioning Group to expand the role of, and support available to, the voluntary, community and faith sector • Ensure friendship groups are considered as part of the re-assessment process and the individuals views are at the heart of any decisions around the viability of supported living • Ensure individuals, their family and carers are engaged and consulted throughout the process of change • Continue to work as part of the Local Joint Commissioning Group to plan for the seamless implementation of local integrated community-based health and social care services • Work with individuals to explore all the options available to them as part of their support plan • Safeguarding is a legal duty and safeguarding mechanisms for individuals will continue. • Practitioners will continue to take all aspects of an individual's

	<p>social care needs into account when support planning.</p> <ul style="list-style-type: none"> • The Care Act 2014 creates new duties for local authorities to support carers including new statutory eligibility criteria. It will therefore be important for assessors to identify where carers can benefit from support. There will also be circumstances where smaller scale support for carers can provide more family friendly, cost effective solutions than more intrusive care packages for the individuals. • Continue promoting carers assessments to ensure they have adequate support. • The Care Act project will explore the projected increase in demand for carers services and assessment and how we need to respond. The Care Act project will build carers assessments into proposals for on-line assessment and trusted assessors <p>Potential positive impacts on staff</p> <ul style="list-style-type: none"> • Continue to work as part of the Local Joint Commissioning Group to co-design local integrated community-based health and social care services • Work with HR lead appointed to support the workforce element of the Better Care Fund • Practitioners will continue to take all aspects of an individual's social care needs and assets into account when support planning <p>Potential negative impacts on staff</p> <ul style="list-style-type: none"> • On-going cultural change programme for staff to equip them to have those challenging conversations • ASC HR training representative has been included in work with front line teams • Work with HR lead appointed to support the workforce element of the Better Care Fund • Training to support members of staff to have difficult conversations • Ensure staff are briefed on their return from maternity leave on current Adult Social Care policy and practice
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

1. Topic of assessment

EIA title:	<p>Med Medium Term Financial Plan (MTFP) 2015-20 efficiency savings Procurement/Commissioning:</p> <ul style="list-style-type: none"> • Optimisation of spot care rates • Learning Disabilities Public Value Review • Other commissioning strategies • Optimisation of main block contracts • Optimisation of other block contract & grant rates • Strategic supplier review rebates • Commissioning for Older people with Disabilities • Improved sourcing for residential care • Better Value Care • Commissioning approach to fee exception avoidance
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MTFP efficiency saving (£000s)	15/16	16/17	17/18	18/19	19/20
Optimisation of spot care rates	927	0	0	1,618	1,763
Learning Disabilities Public Value Review	2,000	0	0	0	0
Other commissioning strategies	900	500	500	500	500
Optimisation of main block contracts	419	426	434	442	450
Optimisation of other block contract & grant rates	247	330	357	347	337
Strategic supplier review rebates	1,000	0	0	0	0
Commissioning for Older people with Disabilities	150	150	0	0	0
Improved sourcing for residential care	250	250	0	0	0
Better Value Care	500	500	0	0	0
Commissioning approach to fee exception avoidance	125	125	0	0	0
Total	6,518	2,282	1,291	2,907	3,051

EIA author:	Kathryn Pyper
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2. Approval

	Name	Date approved
Approved by	Mel Few, Cabinet Member Adult Social Care, Surrey County Councillor	6 February 2015
Approved by	Dave Sargeant, Strategic Director, Adult Social Care	6 February 2015
Approved by	Will House, Strategic Finance Manager - Adult Social Care	6 February 2015
Approved by	Adult Social Care, Directorate Equality Group (DEG)	

3. Quality control

Version number	9	EIA completed	5 March 2015
Date saved	6 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper	Programme Manager	Surrey County Council	Business Planning
Lyndon Edwards	Communications and Engagement	Surrey County Council	Equality and Diversity
Andre Lotz	Information Analyst	Surrey County Council	Business Intelligence
Paul Goodwin	Senior Principal Accountant	Surrey County Council	Finance
Allan Wells	Lead Manager Legal Services	Surrey County Council	Legal advice

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>In the context of the mounting financial pressures the County Council faces, it is paramount that Adult Social Care achieves maximum value for money for the services it commissions on behalf of individuals who are assessed as having substantial or critical care needs. This group of savings are focused on negotiating to achieve the most favourable price at the right quality and maximising the whole system benefits of the contracts and grants commissioned with external providers and the voluntary sector.</p> <p>These measures should not have a significant impact on people who receive care services or their carers, as for the most part they are focused on the price paid for services and not the type of care being delivered.</p>
<p>What proposals are you assessing?</p>	<p>The 2015/16 efficiency savings associated with procurement and commissioning include:</p> <p>Optimisation of spot care rates - Negotiate effectively with suppliers to minimise price increases</p> <p>Learning Disabilities Public Value Review - Concluding the Learning Disabilities Public Value Review (PVR) work to transfer financial responsibilities to other local authorities for clients that are ordinarily resident outside Surrey.</p> <p>Other commissioning strategies - Efficiencies achieved through renegotiation of specific contracts and grants.</p> <p>Optimisation of main block contracts - Negotiate with providers to achieve maximise value from the Directorate's main block contracts.</p> <p>Optimisation of other block contract & grant rates - Negotiate with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms.</p> <p>Strategic supplier review rebates - Procurement led supplier negotiations aimed at volume based rebates. Predominantly related to learning disabilities.</p> <p>Commissioning for Older people with Disabilities - Needs based reassessments of individual care packages for older people with disabilities</p> <p>Improved sourcing for residential care - Review the sourcing approach to commissioning new residential care packages. Aim to procure at 20% less than current costs.</p> <p>Better Value Care - Partnership working with suppliers aimed at yielding service delivery efficiencies and negotiating reduced rates accordingly.</p> <p>Commissioning approach to fee exception avoidance - A personalised approach to encouraging providers to accept fee guidance rates as older people who fund their own care until such time as their assets deplete below the Capital Threshold.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff involved in commissioning care and support services • External organisations we commission to deliver services on behalf of

	the Council or in partnership
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The policy line table below shows how this group of savings have been budgeted across Adult Social Care. This merely represents the initial budgeted plan and whilst it gives some indication of the areas likely to be most affected, actual savings may be achieved differently in practice.

Procurement/Commissioning Savings	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Older People					
Nursing General	-211	-682	-322	-129	-143
Nursing Dementia	-135	-369	-170	-85	-94
Residential General - External	-307	796	334	-436	-451
Residential Dementia - External	-105	211	72	-144	-150
Home Care - External	-521	-2,207	-1,117	-256	-284
Direct Payments	-215	-1,077	-538	-49	-54
Day Care - External	-26	-25	-26	-34	-35
Respite Care	-25	-24	-25	-27	-27
Transport Services	-4	-4	-4	-5	-5
Other Care	-684	-531	-524	-522	-513
Total Older People	-2,233	-3,912	-2,321	-1,687	-1,757
Physical & Sensory Disabilities					
Nursing General	-9	0	0	-14	-14
Residential General - External	-18	0	0	-34	-36
Residential Dementia - External	-1	0	0	-1	-1
Supported Living / Home Care	-26	0	0	-42	-45
Direct Payments	-78	-37	-41	-122	-127
Day Care - External	-8	-9	-10	-12	-12
Respite Care	-1	0	0	-1	-1
Transport Services	-1	-0	-0	-1	-1
Other Care - External	-122	-165	-183	-190	-190
Total Physical & Sensory Disabilities	-263	-210	-234	-417	-427
People with Learning Disabilities					
Nursing General	-4	0	0	-8	-9
Nursing Dementia	-1	0	0	-1	-1
Residential General - External	-3,957	-749	0	-333	-353
Residential Dementia - External	-1	-1	0	-1	-1
Supported Living / Home Care - External	-103	0	0	-206	-226
Direct Payments	-55	0	0	-109	-124
Day Care - External	-14	0	0	-23	-25
Respite Care	-6	0	0	-11	-13
Transport Services	-6	0	0	-11	-12
Other Care - External	-10	-3	-4	-22	-25
Total People with Learning Disabilities	-4,155	-753	-4	-725	-788
Mental Health & Substance Misuse					
Residential General	-7	0	0	-13	-14
Supported Living / Home Care	-10	0	0	-15	-16
Direct Payments	-3	0	0	-4	-4
Other Care	-27	-36	-40	-41	-41
Total Mental Health & Substance Misuse	-47	-36	-40	-74	-76
Other Expenditure					
Management & Support	-6	-8	-9	-9	-9
Housing Related Support	-254	-5	-6	-6	-6
Total Other Expenditure	-260	-13	-15	-15	-15
Gross Expenditure	-6,958	-4,925	-2,613	-2,919	-3,063
Total Income	0	0	0	0	0
Net Expenditure	-6,958	-4,925	-2,613	-2,919	-3,063

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board reviewed proposed savings on 21 January 2015 and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff.</p>
Data used
<ul style="list-style-type: none"> • Projecting Older People Population Information (POPPI) 2014 • Projecting Adult Needs and Service Information (PANSI) 2015 • Referrals, Assessments and Packages of Care (RAP) 2013-14 • Adult Social Care Combined Activity Return (ASC-CAR) 2013-14 • Adults Integrated System (AIS) January 2015 • Gender Identity Research and Education Society (GIREs) literature • Office for National Statistics (ONS) 2012 • ‘As We Grow Older’ – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005) • Surrey-i Census 2011 dataset • Data from Surrey (www.surreyi.gov.uk) • Census 2011 • Surrey Joint Strategic Needs Assessment (JSNA) Chapter: Carers • Carers UK’s analysis of the 2001 Census findings, ‘In Poor Health’ • The “Healthy Lives Healthy People 2010” report • Carers Health Survey 2011 • Surrey County Council R - Workforce Planning Data Sheet Dec 2014

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age, those which then relate to each specific protected characteristic are then listed against that characteristic

**Please note: Potential positive and negative impacts relate to all the efficiency savings which make up 'Procurement/Commissioning', other than where the impact statement is followed by the title of a specific saving in (brackets)

Protected characteristic ⁴⁷	Potential positive impacts	Potential negative impacts	Evidence										
Page 296 Age*	<ul style="list-style-type: none"> It will encourage a more creative response to meeting assessed need It will encourage providers to focus upon local priorities and the outcomes which are important to people as well as co-designing services with people to meet need It will stimulate a more diverse range of community based services in the Surrey market to cater for the needs of the population Renegotiating the price paid for services, rather than the type of care being delivered, will mean there is funding available to provide services to more people 	<ol style="list-style-type: none"> If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy and potentially less choice for individuals Price reductions leading to reduced capacity and business viability that could have an impact on quality of care for individuals Savings of this nature may put pressure on providers and is more likely to impact smaller providers. Any move away from small providers risks removing choice for people who use services and their carers For people approaching the capital threshold, there may be anxiety associated 	<p>In 2014, there were 214,300 people over 65 living in Surrey – approximately 18.45% of the county's population. Of these 14,842 (as at 5 Jan 2015) were in receipt of support from Adult Social Care.</p> <p>By 2020 the number of older people living in Surrey will rise to 238,600 - a project rise of 11%. The population of over 85 will increase by 62% by 2030.</p> <p>18% of Surrey households consisted of only people over 65 years old. 7% were single person households over the age of 65.</p> <p>In 2014 51,308 people aged over 75 live alone⁴⁸.</p> <p>Open ASC cases as at 5 Jan 2015⁴⁹</p> <table border="1"> <tbody> <tr> <td>18 to 54</td> <td>6,706</td> </tr> <tr> <td>55 to 64</td> <td>2,100</td> </tr> <tr> <td>65 to 74</td> <td>2,721</td> </tr> <tr> <td>75 to 84</td> <td>4,918</td> </tr> <tr> <td>85 to 99</td> <td>7,000</td> </tr> </tbody> </table>	18 to 54	6,706	55 to 64	2,100	65 to 74	2,721	75 to 84	4,918	85 to 99	7,000
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⁴⁸ POPPI 2014, RAPP2S 2013-14 and ASCCAR 2013-14

⁴⁹ AIS 01-2015

	in Surrey	with any changes this may mean for their package of care (Fee exception avoidance) 5. For people in a residential or nursing home, who are approaching the capital threshold, it may mean changes to their care and support arrangements or moving away from friends and a community they know (Fee exception avoidance)	<table border="0"> <tr> <td>100+</td> <td>202</td> </tr> <tr> <td></td> <td style="border-top: 1px solid black;">23,648</td> </tr> </table>	100+	202		23,648						
100+	202												
	23,648												
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 297</p> <p>Disability**</p>	<p>5. The transfer of financial responsibilities to other local authorities for people with learning disabilities who are ordinarily resident outside Surrey, will mean their care will be overseen by the local authority in which they reside, who will have stronger relationships with local providers and are more accessible for practitioners to visit them and undertake reassessments etc (LD PVR)</p> <p>6. Reassessment will</p>	<p>6. Individual and their family may perceive it as service being taken away (Commissioning for older people with disabilities)</p> <p>7. People who use services may experience anxiety with any change (Commissioning for older people with disabilities)</p>	<p>In Surrey the predictions for the 18-64 years population in 2015 are as follows:</p> <table border="0"> <thead> <tr> <th style="text-align: left;">18-64⁵⁰</th> <th style="text-align: right;">2015</th> </tr> </thead> <tbody> <tr> <td>Total population aged 18-64 predicted to have a learning disability</td> <td style="text-align: right;">16,894</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a moderate physical disability</td> <td style="text-align: right;">55,442</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a serious physical disability</td> <td style="text-align: right;">16,550</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a serious visual impairment</td> <td style="text-align: right;">452</td> </tr> </tbody> </table>	18-64⁵⁰	2015	Total population aged 18-64 predicted to have a learning disability	16,894	Total population aged 18-64 predicted to have a moderate physical disability	55,442	Total population aged 18-64 predicted to have a serious physical disability	16,550	Total population aged 18-64 predicted to have a serious visual impairment	452
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⁵⁰ PANSI 2015

ensure services are appropriate and relevant to the changing needs of the individual as they age and the nature of their disability changes (Commissioning for older people with disabilities)	Total population aged 18-64 predicted to have a moderate or severe hearing impairment	28,341
	Total population aged 18-64 predicted to have a profound hearing impairment	247
	People aged 18-64 predicted to have a borderline personality disorder	3,140
	People aged 18-64 predicted to have an antisocial personality disorder	2,419
	People aged 18-64 predicted to have psychotic disorder	2,789
	Total people aged 30-64 predicted to have early onset dementia	299
	Open ASC cases as at 5 Jan 2015⁵¹	
	AD: Access and Mobility Only	89
	AD: Dual Sensory Loss	76
	AD: Frailty and/or Temporary Illness	6,329
	AD: Hearing Impairment	408
	AD: Learning Disability	4,356
AD: Mental Health - Dementia	1,764	

⁵¹ AIS 01-2015

			<table> <tr> <td>AD: Mental Health - Non Dementia</td> <td>2,143</td> </tr> <tr> <td>AD: Other Vulnerable People</td> <td>572</td> </tr> <tr> <td>AD: Physical Personal Care</td> <td>5,595</td> </tr> <tr> <td>AD: Substance Misuse</td> <td>52</td> </tr> <tr> <td>AD: Support for Social Isolation/Other</td> <td>10</td> </tr> <tr> <td>AD: Visual Impairment</td> <td>207</td> </tr> <tr> <td>Asylum Seekers</td> <td>1</td> </tr> <tr> <td>Physical & Sensory Disability & Frailty</td> <td>2,045</td> </tr> <tr> <td></td> <td style="border-top: 1px solid black;">23,648</td> </tr> </table>	AD: Mental Health - Non Dementia	2,143	AD: Other Vulnerable People	572	AD: Physical Personal Care	5,595	AD: Substance Misuse	52	AD: Support for Social Isolation/Other	10	AD: Visual Impairment	207	Asylum Seekers	1	Physical & Sensory Disability & Frailty	2,045		23,648
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 299</p> <p style="text-align: center;">Gender reassignment**</p>	As above	As above	<p>The report “Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution (June 2009)” includes information on the geographical distribution of the transsexual community. This distribution is based on an estimation of the implied prevalence of people who have presented with gender dysphoria (a condition where a person feels that they are trapped within a body of the wrong sex) in individual police authorities. For Surrey, the estimation is 37 per 100,000 persons 16 and over. If this figure is applied to the current estimate of Surrey’s 16+ population, then the estimated number is 338 (based on current population figures).</p> <p>On the matter of issues faced by trans people Gender Identity Research and Education Society (GIRES) state in their 2007 literature that:⁵²</p> <ul style="list-style-type: none"> • Many find that their families reject them. 																		

⁵² <http://www.gires.org.uk/assets/supporting-families.pdf> (2007)

			<ul style="list-style-type: none"> • Sometimes, despite being protected by employment law, they are made to feel very uncomfortable at work, as well as elsewhere. • It takes great courage for trans people to reveal their true gender identities.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 300</p> <p>Pregnancy and maternity**</p>	As above	As above	<p>In Surrey, based on national data, we can expect between 900 and 2,000 mothers to experience postnatal mental health problems (PNMH) problems. In south east Surrey in 2007-8, health visitors identified 270 (15%) mothers with postnatal mental health problems and offered them support. Of these mothers, 150 accepted the offer.</p> <p>Surrey has a large proportion of women that give birth later in life. A few studies on the outcomes in pregnancy of healthy, older mothers suggest some health problems that increase with age. For instance, diabetes mellitus may increase the chances of complications in pregnancy. In addition, older women have a greater risk of endometriosis, pelvic infections, leiomyomas (fibroids), all of which may lead to decreased fertility. Therefore more women may be reliant on In Vitro Fertilisation (IVF).</p> <p>Teenage parents come from all social classes, religious backgrounds and ethnic groups. However, rates of teenage pregnancy are highest among deprived communities, so the negative consequences of teenage pregnancy are disproportionately concentrated among those who are already disadvantaged.</p> <p>ONS figures for teen pregnancy in 2012 in Surrey was 18/1,000 women aged 15-17, which is below the SE average of 23.2 and 27.7 for England. Spelthorne is the highest borough in Surrey at 34.2, and Mole Valley the lowest at 8.8⁵³</p>

⁵³ ONS data 2012

Race**

As above

8. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact disproportionately on placements catering for those of particular race

In the 2011 census, the proportion of the Surrey population who do not describe themselves as white was 8.6%. This proportion is currently concentrated amongst those below the age of 65. 97.3% of the population in Surrey 65 years or over are classified as white - though this will inevitably change as the population ages.⁵⁴

There are significant pockets of black and minority ethnic groups, for example in Elmbridge and Woking. Access to services for black and minority ethnic older people and their carers may be challenging. Barriers might include language, knowledge of what services are available, attitudes and practices of service providers and cultural factors in perceiving and understanding mental illness.

Gypsies Roma and Travellers (GRT) are some of the most disadvantaged and excluded communities in our society. Historically, GRT needs have often not been fully considered when developing the services intended to support them. This has the effect of making universal services 'hard to reach' for the GRT community, compounding poor outcomes and perpetuating intergenerational patterns of exclusion and deprivation.

A number of barriers exist for the GRT community in accessing universal health provision. These include a lack of cultural sensitivity by service providers, for example use of inappropriate written communication. For some sectors of the GRT population difficulties in maintaining contact with health services are compounded due to their transient lifestyles. If someone is labelled as No Fixed Abode, they are often denied services.

A number of BME outreach groups exist in Surrey to bring support services to minority groups, such as Friends of the Elderly BME outreach, Friends with Dementia BME outreach and BME Carers' Support.

⁵⁴ POPPI/PANSI 2011

			<p>Open ASC cases as at 5 Jan 2015⁵⁵</p> <table border="1"> <tr> <td>Asian / Asian British</td> <td>482</td> </tr> <tr> <td>Black / Black British</td> <td>183</td> </tr> <tr> <td>Chinese</td> <td>45</td> </tr> <tr> <td>Mixed</td> <td>164</td> </tr> <tr> <td>Other</td> <td>242</td> </tr> <tr> <td>Unknown / Not Recorded / Information Refused</td> <td>642</td> </tr> <tr> <td>White British</td> <td>20,919</td> </tr> <tr> <td>White Other</td> <td>971</td> </tr> <tr> <td>Total</td> <td>23,648</td> </tr> </table>	Asian / Asian British	482	Black / Black British	183	Chinese	45	Mixed	164	Other	242	Unknown / Not Recorded / Information Refused	642	White British	20,919	White Other	971	Total	23,648
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<p>Religion and belief**</p>	<p>As above</p>	<p>9. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact disproportionately on placements catering for those of particular religion and belief</p>	<p>Over the last decade the proportion of Christians in Surrey has decreased from 74.6% in 2001 to 62.8% in 2011. The proportion of people reporting “No religion” increased from 15.2% to 24.8%. There was an increase in all other main religions. The number of Muslims increased the most from 1.3% in 2001 to 2.2% in 2011.</p> <p>Surrey County Council has compiled an online database showing over 250 places of worship in the county at www.surreyplacesofworship.org.uk.</p> <p>In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while</p>																		

⁵⁵ AIS 01-2015

			<p>there are 11 maintained secondary schools with a Religious Character and 42 of No Religious Character.</p> <p>Open ASC cases as at 5 Jan 2015⁵⁶</p> <table border="1"> <tr> <td>Christian (all types)</td> <td>16,457</td> </tr> <tr> <td>Other</td> <td>1,503</td> </tr> <tr> <td>Declined</td> <td>1,626</td> </tr> <tr> <td>Non-religious</td> <td>4,061</td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Christian (all types)	16,457	Other	1,503	Declined	1,626	Non-religious	4,061		23,648
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 303</p> <p>Sex**</p>	As above	As above	<p>49% of Surrey residents are male, while 51% are female. This is aligned with the UK as a whole.</p> <p>80% of Surrey males are economically active compared to 68% of women.</p> <p>Open ASC cases as at 5 Jan 2015⁵⁷</p> <table border="1"> <tr> <td>Female</td> <td>14,079</td> </tr> <tr> <td>Male</td> <td>9,569</td> </tr> </table>	Female	14,079	Male	9,569						
Female	14,079												
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⁵⁶ AIS 01-2015

⁵⁷ AIS 01-2015

			23,648
Page 304	As above	As above	<p>The lesbian, gay and bisexual organisation Polari, published a report showing that many of the issues and concerns of older lesbian, gay and bisexual people are broadly similar to older heterosexual people⁵⁸ :</p> <ul style="list-style-type: none"> • There is a desire to stay in one's own home as long as possible, with support provided in a 'home help' format. • There is a recognition that help and support will be needed and should be available, as an individual ages. • There is recognition that suitable accommodation and support is important to an individual's health and wellbeing. <p>However, more lesbian, gay and bisexual-specific concerns were identified:</p> <ul style="list-style-type: none"> • Concerns about to having to 'come out' again or 'returning to the closet' in a care/ residential setting. • Concerns about accessing the lesbian, gay and bisexual community and maintaining lifestyles and friendships. • Fears about being isolated in a 'heterosexual environment'.
	As above	As above	<p>According to census data from 2011 there are 482,257 people in Surrey who are married or in a civil partnership 1,602 of whom are in same-sex civil partnerships⁵⁹.</p>
	As above	As above	<p>In Surrey, 10% of Surrey residents were providing unpaid care. Of these, 2 % provided more than 50 hours unpaid care per week⁶¹</p>

⁵⁸ 'As We Grow Older' – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005)

⁵⁹ Surrey-i Census 2011 dataset

⁶⁰ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (ie discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

⁶¹ Surrey (Jan 2014) Census 2011

There are 188,433 carers in Surrey who look after family, partners or friends in need of help because they are ill, frail or disabled - the care they provide is unpaid.

There are believed to be about 14,000 young carers living in Surrey.

In Surrey, in the first two quarters of 2013/14, there were about 18,700 adult carers getting some form of information advice or support from social care through services commissioned from the voluntary sector.

This compares to over 29,000 people caring for more than 20 hours a week of whom over 18,000 are caring for more than 50 hours a week⁶²

Those caring for 50 hours a week or more are twice as likely to be in poor health as those not caring (21% against 11%). This can be due to a range of factors including stress related illness and physical injury⁶³

A total of 1 in 10 people are carers, and analysis of census data

⁶² JSNA Chapter: Carers

⁶³ Carers UK's analysis of the 2001 Census findings, 'In Poor Health'

shows that 1 in 5 carers providing over 50 hours of care a week say they are in poor health, compared with 1 in 9 non-carers⁶⁴

Headlines from the Carers Health Survey 2011⁶⁵

- Nearly 2000 responses were received in total.
- 70% of respondents were woman and 30% men.
- 60% said they were caring over 50 hours a week
- Almost 100% identified a health condition they suffered from.
- 35% said they thought their condition had worsened due to their caring role
- Over half were caring for someone with a physical disability. 40% were caring for people with mental health issues including dementia.
- 75% lived with the person they were caring for
- 45% had not registered with their GP as a carer although over 65% had told their GP they were caring
- 50% did not complete the section asking them what help their GP had provided
- Over 30% had not had a carer's assessment and a further 20% were not sure.

Open ASC carers as at 5 Jan 2015⁶⁶

7,568

⁶⁴ The "Healthy Lives Healthy People 2010" report

⁶⁵ Carers Health Survey 2011

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence ⁶⁷
Age**	<ol style="list-style-type: none"> Staff will have the opportunity to spend time understanding the individual's situations and the options available to them (Commissioning for older people with disabilities) Staff may be able to support the individual in generating a more varied support package, potentially combining both informal and formal care and support (Commissioning for older people with disabilities) Staff will have a sense of achievement in negotiating value for money 	<ol style="list-style-type: none"> It may be challenging for staff to have difficult conversations with people and their carers who may have a certain level of expectation (Commissioning for older people with disabilities) It may be challenging for staff to have difficult conversations with providers to negotiate different packages of care 	<ul style="list-style-type: none"> 5.08% of the Surrey County Council workforce is aged 15 to 24-years, compared to 4.02% in Adult Social Care and 11.4% in the wider Surrey population. Adult Social Care has a higher profile of mature workers than the Surrey wide population, with 31.21% 45-54-years (compared to 14.68%) and 20.70% 55-64-years (compared to 11.92%). 52.41% of employees in Adult Social Care are part time compared with 54.05% in SCC. 46.34% of the Adult Social Care workforce are women working part-time
Disability**	As above	As above	<ul style="list-style-type: none"> The disability workforce profile in Adult Social Care is 3.04% and broadly the same as Surrey County Council, although at a senior level it is lower.
Gender reassignment**	As above	As above	-
Pregnancy and maternity**	As above	As above	-

⁶⁷ SCC:HR - Workforce Planning Data Sheet Dec 2014 and 2011 Census

Race**	As above	As above	<ul style="list-style-type: none"> The Black, Minority, Ethnic (BME) profile of the Adult Social Care workforce (12.48%) is higher than the Surrey County Council workforce (7.82%) and the Surrey population (approx 8%). However, there is a significant drop from team leader (13.12%) to middle (9%) and senior (3.77%) managers compared with Surrey County Council.
Religion and belief**	As above	As above	<ul style="list-style-type: none"> Approximately 50% of staff in Adult Social Care did not state their religion and belief – in line with Surrey County Council. In Adult Social Care nearly 29% of staff said they were Christian, approximately 20% have no religion or belief, approximately 50% of staff did not state their religion and belief – all in line with Surrey County Council.
Sex**	As above	As above	<ul style="list-style-type: none"> There is a higher proportion of female workers in Adult Social Care (83%) than in Surrey County Council (73%) though both are higher than females in the Surrey population (51%). 17% of the Adult Social Care workforce is male compared with 27% in the Council. 46.34% of the Adult Social Care workforce are women working part-time. 78.5% of middle managers in Adult Social Care are women and 69.8% at senior level again both higher than in SCC.
Sexual orientation**	As above	As above	<ul style="list-style-type: none"> 60% of staff in ASC of staff undeclared compared to 57% in SCC
Marriage and civil partnerships**	As above	As above	-
Carers**	As above	As above	-

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential positive impacts on residents, service users and carers			
1. It will encourage a more creative response to meeting assessed need	<p>Negotiations with providers will continue to focus on outcomes and finding creative solutions to deliver best value for money</p> <p>Practice will continue to focus on outcomes and finding creative solutions using family, friends and community support networks</p>	2015/16	Area Directors
2. It will encourage providers to focus upon local priorities and the outcomes which are important to people as well as co-designing services with people to meet need	<p>Continue to assess local providers and their capacity to provide support; to negotiate with those providers to plan and develop services</p> <p>Continue to have a clear picture of services and organisations operating in the locality, including those for carers.</p> <p>Ensure operations and commissioning staff work together to eliminate gaps in services or coverage, including those for carers.</p>	2015/16	Area Directors
3. It will stimulate a more diverse range of community based services in the Surrey	Develop relationships with community partners and identify new contacts including faith communities, GP practice	2015/16	Area Directors

market to cater for the needs of the population	managers etc Ensure local commissioning, procurement and finance managers share local intelligence and act upon it to make a difference in creative service solutions for individuals		
4. Renegotiating the price paid for services, rather than the type of care being delivered, will mean there is funding available to provide services to more people in Surrey	The local authority has a continuing duty to meet eligible assessed needs and will continue to do so Continue to look for ways to respond to growing demands for services	2015/16	Area Directors
5. The transfer of financial responsibilities to other local authorities for people with learning disabilities who are Ordinarily Resident outside Surrey, will mean their care will be overseen by the local authority in which they reside, who will have stronger relationships with local providers and are more accessible for practitioners to visit them and undertake reassessments etc	Progress the transfer of Ordinarily Resident cases to other local authorities with legal support where necessary	2015/16	Area Director East Surrey
6. Reassessment will ensure services are appropriate and relevant to the changing needs of the individual as they age and the nature of their disability changes	Practice will continue to focus on outcomes and finding creative solutions using family, friends and community support networks	2015/16	Area Directors
Potential negative impacts on residents, service users and carers			

<p>1. If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy and potentially less choice for individuals</p>	<p>Continue to work with providers and Surrey Care Association (SCA) to explore creative ways to optimise the rates paid for care whilst maintaining quality and choice of service</p> <p>Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care.</p> <p>Continue to take a person centred approach to quality assurance eg regular visits and following up on any issues</p>	<p>2015/16</p>	<p>Area Directors</p> <p>Area Directors</p> <p>Head of QA and Adults Strategic Safeguarding</p>
<p>2. Price reductions leading to reduced capacity and business viability for providers that could have an impact on quality of care for individual</p>	<p>Ongoing work with providers and Surrey Care Association (SCA) to review future prices and reaffirm that the price paid will sufficient to meet an individual's assessed need</p>	<p>2015/16</p>	<p>Area Directors</p> <p>Finance</p>
<p>3. Savings of this nature may put pressure on providers and is more likely to impact smaller providers. Any move away from small providers risks removing choice for people who use services and their carers</p>	<p>As above</p>	<p>2015/16</p>	<p>Area Directors</p>
<p>4. For people approaching the capital threshold, there may be anxiety associated with any changes this may mean for their package of care</p>	<p>Ensure a clear explanation of the capital threshold policy and the options available</p> <p>Commissioners and practitioners will continue to take a personalised approach to support planning and will look for creative solutions for people using their family, friends and community support network</p>	<p>2015/16</p> <p>2015/16</p>	<p>Area Directors</p> <p>Area Directors</p>
<p>5. For people in a residential or nursing home, who are approaching the capital threshold, it may mean changes to their care and</p>	<p>Ensure a clear explanation of the capital threshold and the options available</p> <p>Commissioners and practitioners will continue to take a personalised</p>	<p>2015/16</p>	<p>Area Directors</p> <p>Area</p>

support arrangements or moving away from friends and a community they know	approach to support planning and will look for creative solutions for people using their family, friends and community support network	2015/16	Directors
6. Individual and their family may perceive it as service being taken away	Practice will continue to focus on the outcomes for the individual with any changes in an individual's support plan continuing to meet needs	2015/16	Area Directors
7. People who use services may experience anxiety with any change	Reassessments will be undertaken as one-to-one conversations with a practitioner as part of the natural review process and will be conducted in a positive and empowering way	2015/16	Area Directors
8. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact disproportionately on placements catering for those of particular race	Continue to work with providers and Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for care whilst maintaining quality and choice of service	2015/16	Area Directors
9. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact disproportionately on placements catering for those of particular religion and belief	Continue to work with providers and Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for care whilst maintaining quality and choice of service	2015/16	Area Directors
Potential positive impacts on staff			
1. Staff will have the opportunity to spend time understanding the individual's situations and the options available to them	Champion family, friends and communities and embed this into practice, finding creative solutions for people using their local support network	2015/16	Area Directors
2. Staff may be able to support the individual in generating a more varied support package, potentially combining both	Champion family, friends and communities and embed this into practice, finding creative solutions for people using their local support	2015/16	Area Directors

informal and formal care and support	network		
3. Staff will have a sense of achievement in negotiating value for money	Training to support members of staff to have difficult conversations and negotiations	2015/16	Area Directors
Potential negative impacts on staff			
1. It may be challenging for staff to have difficult conversations with people and their carers who may have a certain level of expectation	Training to support members of staff to have difficult conversations	2015/16	Area Directors
2. It may be challenging for staff to have difficult conversations with providers to negotiate different packages of care	Training to support members of staff to have difficult conversations and negotiations	2015/16	Area Directors

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> The Adult Social Care Implementation Programme Board reviewed the 2015/16 proposed saving and assessed their impact on the protected characteristics of residents, people who use services and their carers and our staff. A range of data was used to support the equalities analysis, including Surrey, Workforce Fairness and Respect Data Pack, Employee Survey, independent research and literature, Surrey Carers' Health Survey etc.
Key impacts (positive and/or negative) on people with protected characteristics	<p>Potential positive impacts on residents, service users and carers</p> <ol style="list-style-type: none"> It will encourage a more creative response to meeting assessed need It will encourage providers to focus upon local priorities and

the outcomes which are important to people as well as co-designing services with people to meet need

3. It will stimulate a more diverse range of community based services in the Surrey market to cater for the needs of the population
4. Renegotiating the price paid for services, rather than the type of care being delivered, will mean there is funding available to provide services to more people in Surrey
5. The transfer of financial responsibilities to other local authorities for people with learning disabilities who are Ordinarily Resident outside Surrey, will mean their care will be overseen by the local authority in which they reside, who will have stronger relationships with local providers and are more accessible for practitioners to visit them and undertake reassessments etc
6. Reassessment will ensure services are appropriate and relevant to the changing needs of the individual as they age and the nature of their disability changes

Potential negative impacts on residents, service users and carers

1. If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy and potentially less choice for individuals
2. Savings of this nature may put pressure on providers and is more likely to impact smaller providers. Any move away from small providers risks removing choice for people who use services and their carers
3. For people approaching the capital threshold, there may be anxiety associated with any changes this may mean for their package of care
4. For people in a residential or nursing home, who are approaching the capital threshold, it may mean changes to their care and support arrangements or moving away from friends and a community they know
5. Individual and their family may perceive it as service being taken away
6. People who use services may experience anxiety with any change
7. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact disproportionately on placements catering for those of particular race
8. In the long term the need to contain cost could mean providers reduce the variety available in the market, which might impact

	<p>disproportionately on placements catering for those of particular religion and belief</p> <p>Potential positive impacts on staff</p> <ol style="list-style-type: none"> 1. Staff will have the opportunity to spend time understanding the individual's situations and the options available to them 2. Staff may be able to support the individual in generating a more varied support package, potentially combining both informal and formal care and support 3. Staff will have a sense of achievement in negotiating value for money <p>Potential negative impacts on staff</p> <ol style="list-style-type: none"> 1. It may be challenging for staff to have difficult conversations with people and their carers who may have a certain level of expectation 2. It may be challenging for staff to have difficult conversations with providers to negotiate different packages of care
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Potential positive impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Negotiations with providers will continue to focus on outcomes and finding creative solutions to deliver best value for money • Practice will continue to focus on outcomes and finding creative solutions using family, friends and community support networks • Continue to assess local providers and their capacity to provide support; to negotiate with those providers to plan and develop services • Continue to have a clear picture of services and organisations operating in the locality, including those for carers. • Ensure operations and commissioning staff work together to eliminate gaps in services or coverage, including those for carers. • Develop relationships with community partners and identify new contacts including faith communities, GP practice managers etc • Ensure local commissioning, procurement and finance managers share local intelligence and act upon it to make a difference in creative service solutions for individuals • The local authority has a continuing duty to meet eligible assessed needs and will continue to do so • Continue to look for ways to respond to growing demands for services • Progress the transfer of Ordinarily Resident cases to other local authorities with legal support where necessary <p>Potential negative impacts on residents, service users and</p>

	<p>carers</p> <ul style="list-style-type: none"> • Continue to work with providers and Surrey Care Association (SCA) to explore creative ways to optimise the rates paid for care whilst maintaining quality and choice of service • Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care. • Continue to take a person centred approach to quality assurance eg regular visits and following up on any issues • Ensure a clear explanation of the capital threshold and the options available • Commissioners and practitioners will continue to take a personalised approach to support planning and will look for creative solutions for people using their family, friends and community support network • Practice will continue to focus on the outcomes for the individual with any changes in an individual's support plan continuing to meet needs • Reassessments will be undertaken as one-to-one conversations with a practitioner as part of the natural review process and will be conducted in a positive and empowering way <p>Potential positive impacts on staff</p> <ul style="list-style-type: none"> • Champion family, friends and communities and embed this into practice, finding creative solutions for people using their local support network • Training to support members of staff to have difficult conversations and negotiations <p>Potential negative impacts on staff</p> <ul style="list-style-type: none"> • Training to support members of staff to have difficult conversations and negotiations
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2015-20 efficiency savings New Models of Delivery: <ul style="list-style-type: none"> • Strategic review of Service Delivery • Ensure correct application of National CHC framework • Public Sector Transformation / Health Collaboration • Maximising potential of LATC
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MTFP efficiency saving (£000s)	15/16	16/17	17/18	18/19	19/20
Strategic review of service delivery	500	4,500	0	0	0
Ensure correct application of National CHC framework	1,735	1,250	1,250	1,250	1,250
Public Sector Transformation / Health Collaboration	1,000	1,400	1,400	0	0
Maximising potential of LATC	300	0	0	0	0
Total	3,535	7,150	2,650	1,250	1,250

EIA author:	Kathryn Pyper
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2. Approval

	Name	Date approved
Approved by	Mel Few, Cabinet Member Adult Social Care, Surrey County Councillor	6 February 2015
Approved by	Dave Sargeant, Strategic Director, Adult Social Care	6 February 2015
Approved by	Will House, Strategic Finance Manager - Adult Social Care	6 February 2015
Approved by	Adult Social Care, Directorate Equality Group (DEG)	

3. Quality control

Version number	9	EIA completed	5 March 2015
Date saved	6 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper	Programme Manager	Surrey County Council	Business Planning
Lyndon Edwards	Communications and Engagement	Surrey County Council	Equality and Diversity
Andre Lotz	Information Analyst	Surrey County Council	Business Intelligence
Paul Goodwin	Senior Principal Accountant	Surrey County Council	Finance
Allan Wells	Lead Manager Legal Services	Surrey County Council	Legal advice

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The next five years will be exceptionally challenging for Adult Social Care. We face an unprecedented financial environment, radical changes in national policy with the introduction of the Care Act 2014 and the demographic pressures of an ageing population, with a high incidence of dementia.</p> <p>All of this will necessitate new models of delivering services, a refocus of available resources and a collaborative approach with health partners to deliver integrated services.</p>
<p>What proposals are you assessing?</p>	<p>The 2015/16 efficiency savings associated with new models of delivery include:</p> <p>Strategic review of service delivery* - Review of service delivery across the Directorate to identify opportunities for new models of delivery yielding efficiencies for the long term.</p> <p>Ensure correct application of National CHC framework - Continue to pursue Continuing Healthcare (CHC) funding for historic cases and implement agreed CHC processes based on the national framework.</p> <p>Public Sector Transformation/Health Collaboration* – Continued implementation of local joint plans with health partners with reference to Public Sector Transformation (PST) work streams.</p> <p>Maximising potential of LATC - Renegotiation of the contract value for 2015/16 following transfer to Surrey Choices (Local Authority Trading Company). The scope for further savings in the longer term will be reviewed over the next year.</p> <p>* Planning is currently at an early stage – as clear plans are developed a more comprehensive Equality Impact Assessment will be completed</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff, particularly those involved in planning and delivering care • External organisations we commission to deliver services on behalf of the Council or in partnership

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board reviewed proposed savings on 21 January 2015 and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff.</p>
Data used
<ul style="list-style-type: none"> • Projecting Older People Population Information (POPPI) 2014 • Projecting Adult Needs and Service Information (PANSI) 2015 • Referrals, Assessments and Packages of Care (RAP) 2013-14 • Adult Social Care Combined Activity Return (ASC-CAR) 2013-14 • Adults Integrated System (AIS) January 2015 • Gender Identity Research and Education Society (GIREs) literature • Office for National Statistics (ONS) 2012 • ‘As We Grow Older’ – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005) • Surrey-i Census 2011 dataset • Data from Surrey (www.surreyi.gov.uk) • Census 2011 • Surrey Joint Strategic Needs Assessment (JSNA) Chapter: Carers • Carers UK’s analysis of the 2001 Census findings, ‘In Poor Health’ • The “Healthy Lives Healthy People 2010” report • Carers Health Survey 2011 • Surrey County Council R - Workforce Planning Data Sheet Dec 2014

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic ⁶⁸	Potential positive impacts	Potential negative impacts	Evidence										
Age**	<ol style="list-style-type: none"> 1. New models of delivering service will mean an improved quality of service which is more targeted at need (Strategic review of service delivery) 2. The growth of local community-based health and social care services will enable people to receive more care and support in their community and to remain independent in their own homes for longer (Public Sector Transformation / Health Collaboration) 3. People will receive more joined up health and social care services (Public Sector Transformation / Health Collaboration) 4. The growth of 	<ol style="list-style-type: none"> 1. Individuals and their families may experience uncertainty and anxiety with change (Strategic review of service delivery) 2. The Continuing Healthcare assessment process may cause the individual and their family some anxiety (Correct application of National CHC framework) 3. There may be some delay in discharge from hospital whilst people undergo the Continuing Healthcare assessment process (Correct application of National CHC framework) 	<p>In 2014, there were 214,300 people over 65 living in Surrey – approximately 18.45% of the county's population. Of these 14,842 (as at 5 Jan 2015) were in receipt of support from Adult Social Care.</p> <p>By 2020 the number of older people living in Surrey will rise to 238,600 - a project rise of 11%. The population of over 85 will increase by 62% by 2030.</p> <p>18% of Surrey households consisted of only people over 65 years old. 7% were single person households over the age of 65.</p> <p>In 2014 51,308 people aged over 75 live alone⁶⁹.</p> <p>Open ASC cases as at 5 Jan 2015⁷⁰</p> <table border="1"> <tbody> <tr> <td>18 to 54</td> <td>6,706</td> </tr> <tr> <td>55 to 64</td> <td>2,100</td> </tr> <tr> <td>65 to 74</td> <td>2,721</td> </tr> <tr> <td>75 to 84</td> <td>4,918</td> </tr> <tr> <td>85 to 99</td> <td>7,000</td> </tr> </tbody> </table>	18 to 54	6,706	55 to 64	2,100	65 to 74	2,721	75 to 84	4,918	85 to 99	7,000
18 to 54	6,706												
55 to 64	2,100												
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⁶⁸ More information on the definitions of these groups can be found [here](#).

⁶⁹ POPPI 2014, RAPP2S 2013-14 and ASCCAR 2013-14

⁷⁰ AIS 01-2015

	<p>preventative services will enable people to stay fit and well for longer (Public Sector Transformation / Health Collaboration)</p> <p>5. Correct application of the CHC national framework will mean people with health needs will not contribute inappropriately towards funding their care and refunds can be made (Correct application of National CHC framework)</p>		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: right;">100+</td> <td style="width: 50%; text-align: right;">202</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black;"></td> </tr> <tr> <td></td> <td style="text-align: right;">23,648</td> </tr> </table>	100+	202				23,648				
100+	202												
	23,648												
<p>Page 323</p> <p>Disability**</p>	<p>6. Renegotiation of the Surrey Choices contract will mean a focus upon delivering services which meet needs and offer value for money (Maximising potential of LATC)</p>	As above	<p>In Surrey the predictions for the 18-64 years population in 2015 are as follows:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">18-64⁷¹</th> <th style="text-align: right;">2015</th> </tr> </thead> <tbody> <tr> <td>Total population aged 18-64 predicted to have a learning disability</td> <td style="text-align: right;">16,894</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a moderate physical disability</td> <td style="text-align: right;">55,442</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a serious physical disability</td> <td style="text-align: right;">16,550</td> </tr> <tr> <td>Total population aged 18-64 predicted to have a</td> <td style="text-align: right;">452</td> </tr> </tbody> </table>	18-64⁷¹	2015	Total population aged 18-64 predicted to have a learning disability	16,894	Total population aged 18-64 predicted to have a moderate physical disability	55,442	Total population aged 18-64 predicted to have a serious physical disability	16,550	Total population aged 18-64 predicted to have a	452
18-64⁷¹	2015												
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⁷¹ PANSI 2015

			serious visual impairment	
			Total population aged 18-64 predicted to have a moderate or severe hearing impairment	28,341
			Total population aged 18-64 predicted to have a profound hearing impairment	247
			People aged 18-64 predicted to have a borderline personality disorder	3,140
			People aged 18-64 predicted to have an antisocial personality disorder	2,419
			People aged 18-64 predicted to have psychotic disorder	2,789
			Total people aged 30-64 predicted to have early onset dementia	299
			Open ASC cases as at 5 Jan 2015⁷²	
			AD: Access and Mobility Only	89
			AD: Dual Sensory Loss	76
			AD: Frailty and/or Temporary Illness	6,329
			AD: Hearing Impairment	408
			AD: Learning Disability	4,356

⁷² AIS 01-2015

			AD: Mental Health - Dementia 1,764 AD: Mental Health - Non Dementia 2,143 AD: Other Vulnerable People 572 AD: Physical Personal Care 5,595 AD: Substance Misuse 52 AD: Support for Social Isolation/Other 10 AD: Visual Impairment 207 Asylum Seekers 1 Physical & Sensory Disability & Frailty 2,045 <hr/> 23,648
Page 325	As above	As above	<p>The report “Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution (June 2009)” includes information on the geographical distribution of the transsexual community. This distribution is based on an estimation of the implied prevalence of people who have presented with gender dysphoria (a condition where a person feels that they are trapped within a body of the wrong sex) in individual police authorities. For Surrey, the estimation is 37 per 100,000 persons 16 and over. If this figure is applied to the current estimate of Surrey’s 16+ population, then the estimated number is 338 (based on current population figures).</p> <p>On the matter of issues faced by trans people Gender Identity Research and Education Society (GIRES) state in their 2007 literature that:⁷³</p> <ul style="list-style-type: none"> • Many find that their families reject them.

⁷³ <http://www.gires.org.uk/assets/supporting-families.pdf> (2007)

			<ul style="list-style-type: none"> • Sometimes, despite being protected by employment law, they are made to feel very uncomfortable at work, as well as elsewhere. • It takes great courage for trans people to reveal their true gender identities.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 326</p> <p>Pregnancy and maternity**</p>	<p>As above</p>	<p>As above</p>	<p>In Surrey, based on national data, we can expect between 900 and 2,000 mothers to experience postnatal mental health problems (PNMH) problems. In south east Surrey in 2007-8, health visitors identified 270 (15%) mothers with postnatal mental health problems and offered them support. Of these mothers, 150 accepted the offer.</p> <p>Surrey has a large proportion of women that give birth later in life. A few studies on the outcomes in pregnancy of healthy, older mothers suggest some health problems that increase with age. For instance, diabetes mellitus may increase the chances of complications in pregnancy. In addition, older women have a greater risk of endometriosis, pelvic infections, leiomyomas (fibroids), all of which may lead to decreased fertility. Therefore more women may be reliant on In Vitro Fertilisation (IVF).</p> <p>Teenage parents come from all social classes, religious backgrounds and ethnic groups. However, rates of teenage pregnancy are highest among deprived communities, so the negative consequences of teenage pregnancy are disproportionately concentrated among those who are already disadvantaged.</p> <p>ONS figures for teen pregnancy in 2012 in Surrey was 18/1,000 women aged 15-17, which is below the SE average of 23.2 and 27.7 for England. Spelthorne is the highest borough in Surrey at 34.2, and Mole Valley the lowest at 8.8⁷⁴</p>

⁷⁴ ONS data 2012

Race**

As above

As above

In the 2011 census, the proportion of the Surrey population who do not describe themselves as white was 8.6%. This proportion is currently concentrated amongst those below the age of 65. 97.3% of the population in Surrey 65 years or over are classified as white - though this will inevitably change as the population ages.⁷⁵

There are significant pockets of black and minority ethnic groups, for example in Elmbridge and Woking. Access to services for black and minority ethnic older people and their carers may be challenging. Barriers might include language, knowledge of what services are available, attitudes and practices of service providers and cultural factors in perceiving and understanding mental illness.

Gypsies Roma and Travellers (GRT) are some of the most disadvantaged and excluded communities in our society. Historically, GRT needs have often not been fully considered when developing the services intended to support them. This has the effect of making universal services 'hard to reach' for the GRT community, compounding poor outcomes and perpetuating intergenerational patterns of exclusion and deprivation.

A number of barriers exist for the GRT community in accessing universal health provision. These include a lack of cultural sensitivity by service providers, for example use of inappropriate written communication. For some sectors of the GRT population difficulties in maintaining contact with health services are compounded due to their transient lifestyles. If someone is labelled as No Fixed Abode, they are often denied services.

A number of BME outreach groups exist in Surrey to bring support services to minority groups, such as Friends of the Elderly BME outreach, Friends with Dementia BME outreach and BME Carers' Support.

⁷⁵ POPPI/PANSI 2011

Page 328			Open ASC cases as at 5 Jan 2015⁷⁶
			Asian / Asian British 482
			Black / Black British 183
			Chinese 45
			Mixed 164
			Other 242
			Unknown / Not Recorded / Information Refused 642
			White British 20,919
			White Other 971
			Total 23,648
Religion and belief**	As above	As above	<p>Over the last decade the proportion of Christians in Surrey has decreased from 74.6% in 2001 to 62.8% in 2011. The proportion of people reporting “No religion” increased from 15.2% to 24.8%. There was an increase in all other main religions. The number of Muslims increased the most from 1.3% in 2001 to 2.2% in 2011.</p> <p>Surrey County Council has compiled an online database showing over 250 places of worship in the county at www.surreyplacesofworship.org.uk.</p> <p>In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while</p>

⁷⁶ AIS 01-2015

			<p>there are 11 maintained secondary schools with a Religious Character and 42 of No Religious Character.</p> <p>Open ASC cases as at 5 Jan 2015⁷⁷</p> <table border="1"> <tr> <td>Christian (all types)</td> <td>16,457</td> </tr> <tr> <td>Other</td> <td>1,503</td> </tr> <tr> <td>Declined</td> <td>1,626</td> </tr> <tr> <td>Non-religious</td> <td>4,061</td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Christian (all types)	16,457	Other	1,503	Declined	1,626	Non-religious	4,061		23,648
Christian (all types)	16,457												
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Declined	1,626												
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	23,648												
<p>Page 329</p> <p>Sex**</p>	As above	As above	<p>49% of Surrey residents are male, while 51% are female. This is aligned with the UK as a whole.</p> <p>80% of Surrey males are economically active compared to 68% of women.</p> <p>Open ASC cases as at 5 Jan 2015⁷⁸</p> <table border="1"> <tr> <td>Female</td> <td>14,079</td> </tr> <tr> <td>Male</td> <td>9,569</td> </tr> </table>	Female	14,079	Male	9,569						
Female	14,079												
Male	9,569												

⁷⁷ AIS 01-2015

⁷⁸ AIS 01-2015

			23,648
Page 330	As above	As above	<p>The lesbian, gay and bisexual organisation Polari, published a report showing that many of the issues and concerns of older lesbian, gay and bisexual people are broadly similar to older heterosexual people⁷⁹ :</p> <ul style="list-style-type: none"> • There is a desire to stay in one's own home as long as possible, with support provided in a 'home help' format. • There is a recognition that help and support will be needed and should be available, as an individual ages. • There is recognition that suitable accommodation and support is important to an individual's health and wellbeing. <p>However, more lesbian, gay and bisexual-specific concerns were identified:</p> <ul style="list-style-type: none"> • Concerns about to having to 'come out' again or 'returning to the closet' in a care/ residential setting. • Concerns about accessing the lesbian, gay and bisexual community and maintaining lifestyles and friendships. • Fears about being isolated in a 'heterosexual environment'.
	As above	As above	<p>According to census data from 2011 there are 482,257 people in Surrey who are married or in a civil partnership 1,602 of whom are in same-sex civil partnerships⁸⁰.</p>
	As above	As above	<p>In Surrey, 10% of Surrey residents were providing unpaid care. Of these, 2 % provided more than 50 hours unpaid care per week⁸²</p>

⁷⁹ 'As We Grow Older' – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005)

⁸⁰ Surrey-i Census 2011 dataset

⁸¹ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

⁸² Surrey (Jan 2014) Census 2011

There are 188,433 carers in Surrey who look after family, partners or friends in need of help because they are ill, frail or disabled - the care they provide is unpaid.

There are believed to be about 14,000 young carers living in Surrey.

In Surrey, in the first two quarters of 2013/14, there were about 18,700 adult carers getting some form of information advice or support from social care through services commissioned from the voluntary sector.

This compares to over 29,000 people caring for more than 20 hours a week of whom over 18,000 are caring for more than 50 hours a week⁸³

Those caring for 50 hours a week or more are twice as likely to be in poor health as those not caring (21% against 11%). This can be due to a range of factors including stress related illness and physical injury⁸⁴

A total of 1 in 10 people are carers, and analysis of census data

⁸³ JSNA Chapter: Carers

⁸⁴ Carers UK's analysis of the 2001 Census findings, 'In Poor Health',

shows that 1 in 5 carers providing over 50 hours of care a week say they are in poor health, compared with 1 in 9 non-carers⁸⁵

Headlines from the Carers Health Survey 2011⁸⁶

- Nearly 2000 responses were received in total.
- 70% of respondents were woman and 30% men.
- 60% said they were caring over 50 hours a week
- Almost 100% identified a health condition they suffered from.
- 35% said they thought their condition had worsened due to their caring role
- Over half were caring for someone with a physical disability. 40% were caring for people with mental health issues including dementia.
- 75% lived with the person they were caring for
- 45% had not registered with their GP as a carer although over 65% had told their GP they were caring
- 50% did not complete the section asking them what help their GP had provided
- Over 30% had not had a carer's assessment and a further 20% were not sure.

Open ASC carers as at 5 Jan 2015⁸⁷

7,568

⁸⁵ The "Healthy Lives Healthy People 2010" report

⁸⁶ Carers Health Survey 2011

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence ⁸⁸
<p style="text-align: center;">Age**</p>	<p>1. New opportunities, roles and responsibilities for some staff (Strategic review of Service Delivery) (Public Sector Transformation / Health Collaboration)</p>	<p>1. There may be some level of uncertainty for staff during any change process (Strategic review of Service Delivery)</p> <p>2. It may be challenging for staff to have difficult conversations with health colleagues to agree correct funding decisions (Correct application of National CHC framework)</p> <p>3. It may be challenging for staff to have difficult conversations with people and their families who may have a certain level of expectation around the Continuing Healthcare decision (Correct application of National CHC framework)</p> <p>4. The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change (Public</p>	<ul style="list-style-type: none"> • 5.08% of the Surrey County Council workforce is aged 15 to 24-years, compared to 4.02% in Adult Social Care and 11.4% in the wider Surrey population. • Adult Social Care has a higher profile of mature workers than the Surrey wide population, with 31.21% 45-54-years (compared to 14.68%) and 20.70% 55-64-years (compared to 11.92%). • 52.41% of employees in Adult Social Care are part time compared with 54.05% in SCC. • 46.34% of the Adult Social Care workforce are women working part-time

⁸⁸ SCC:HR - Workforce Planning Data Sheet Dec 2014 and 2011 Census

		<p>Sector Transformation / Health Collaboration)</p> <p>5. There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change (Public Sector Transformation / Health Collaboration)</p>	
Disability**	As above	As above	<ul style="list-style-type: none"> The disability workforce profile in Adult Social Care is 3.04% and broadly the same as Surrey County Council, although at a senior level it is lower.
Gender reassignment**	As above	As above	-
Pregnancy and maternity**	As above	As above	-
Race**	As above	As above	<ul style="list-style-type: none"> The Black, Minority, Ethnic (BME) profile of the Adult Social Care workforce (12.48%) is higher than the Surrey County Council workforce (7.82%) and the Surrey population (approx 8%). However, there is a significant drop from team leader (13.12%) to middle (9%) and senior (3.77%) managers compared with Surrey County Council.
Religion and belief**	As above	As above	<ul style="list-style-type: none"> Approximately 50% of staff in Adult Social Care did not state their religion and belief – in line with Surrey County Council. In Adult Social Care nearly 29% of staff said they were Christian, approximately 20% have no religion or belief, approximately 50% of staff did not state their religion and belief – all in line with Surrey County Council.
Sex**	As above	As above	<ul style="list-style-type: none"> There is a higher proportion of female workers in Adult

			<p>Social Care (83%) than in Surrey County Council (73%) though both are higher than females in the Surrey population (51%).</p> <ul style="list-style-type: none"> • 17% of the Adult Social Care workforce is male compared with 27% in the Council. • 46.34% of the Adult Social Care workforce are women working part-time. • 78.5% of middle managers in Adult Social Care are women and 69.8% at senior level again both higher than in SCC.
Sexual orientation**	As above	As above	<ul style="list-style-type: none"> • 60% of staff in ASC of staff undeclared compared to 57% in SCC
Marriage and civil partnerships**	As above	As above	-
Carers**	As above	As above	-

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential positive impacts on residents, service users and carers			
1. New models of delivering service will mean an improved quality of service which is more targeted at need	Co-design new models of delivery service with people who use services and their carers	2015/16	AD Service Delivery
2. The growth of local community-based health and social care services will enable people to receive more care and support in their community and to remain independent in their own homes for longer	Ensure local community-based health and social care services are co-designed and implemented to meet the needs of local people	2015/16	Area Directors
3. People will receive more joined up health and social care services	Ensure local community-based health and social care services are co-designed and implemented to meet the needs of local people	2015/16	Area Directors
4. The growth of preventative services will enable people to stay fit and well for longer	Ensure local community-based health and social care services are co-designed and implemented to meet the needs of local people	2015/16	Area Directors
5. Correct application of the CHC national framework will mean people with health needs will not contribute inappropriately towards funding their care and refunds can be	Continue to provide specialist Continuing Healthcare training to support members of staff to have difficult conversations	2015/16	Area Director Mid Surrey Principal Social Worker/Senior Practice

made			Development Manager
6. Renegotiation of the Surrey Choices contract will mean a focus upon delivering services which meet needs and offer value for money	Ensure the contract is outcome focussed	2015/16	Strategic Director
Potential negative impacts on residents, service users and carers			
1. Individuals and their families may experience uncertainty and anxiety with change	Ensure individuals, their families and user and carer led groups are engaged and consulted during the process of change	2015/16	Area Directors Assistant Director Service Delivery
2. The Continuing Healthcare assessment process may cause the individual and their family some anxiety	Work with health partners to ensure Continuing Healthcare assessments are undertaken in an efficient manner in adherence with the National CHC framework	2015/16	Area Director Mid Surrey
3. There may be some delay in discharge from hospital whilst people undergo the Continuing Healthcare assessment process	Work with health partners to ensure Continuing Healthcare assessments are undertaken in an efficient manner in adherence with the National CHC framework	2015/16	Area Director Mid Surrey
Potential positive impacts on staff			
1. New opportunities, roles and responsibilities for some staff	Engaged staff in any workforce change	2015/16	Area Directors AD Service Delivery
Potential negative impacts on staff			
1. There may be some level of uncertainty for staff during any change process	Work to ensure any changes is undertaken with pace and communicated regularly to staff	2015/16	Strategic Director
2. It may be challenging for staff to have difficult conversations with health colleagues to agree correct funding decisions	Continue to provide specialist Continuing Healthcare training to support members of staff to have difficult conversations	2015/16	Area Director Mid Surrey Principal Social Worker/Senior

			Practice Development Manager
3. It may be challenging for staff to have difficult conversations with people and their families who may have a certain level of expectation around the Continuing Healthcare decision	Specialist Continuing Healthcare training to support members of staff to have difficult conversations	2015/16	Area Director Mid Surrey Principal Social Worker/Senior Practice Development Manager
4. The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change	An HR training representative has been included in work with front line teams A Senior HR Manager (Employment Strategy) has been appointed to support health and social care integration	2015/16	Area Directors
5. There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change	An HR training representative has been included in work with front line teams A senior HR Manager (Employment Strategy) has been appointed to support health and social care integration	2015/16	Area Directors

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board reviewed the 2015/16 proposed saving and assessed their impact on the protected characteristics of residents, people who use services and their carers and our staff. • A range of data was used to support the equalities analysis, including Surrey, Workforce Fairness and Respect Data Pack, Employee Survey, independent research and literature, Surrey Carers' Health Survey etc.
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Potential positive impacts on residents, service users and carers</p> <ol style="list-style-type: none"> 1. New models of delivering service will mean an improved quality of service which is more targeted at need 2. The growth of local community-based health and social care services will enable people to receive more care and support in their community and to remain independent in their own homes for longer 3. People will receive more joined up health and social care services 4. The growth of preventative services will enable people to stay fit and well for longer 5. Correct application of the CHC national framework will mean people with health needs will not contribute inappropriately towards funding their care and refunds can be made 6. Renegotiation of the Surrey Choices contract will mean a focus upon delivering services which meet needs and offer value for money <p>Potential negative impacts on residents, service users and carers</p> <ol style="list-style-type: none"> 1. Individuals and their families may experience uncertainty and anxiety with change 2. The Continuing Healthcare assessment process may cause the individual and their family some anxiety 3. There may be some delay in discharge from hospital whilst people undergo the Continuing Healthcare assessment process <p>Potential positive impacts on staff</p> <ol style="list-style-type: none"> 1. New opportunities, roles and responsibilities for some staff <p>Potential negative impacts on staff</p> <ol style="list-style-type: none"> 1. There may be some level of uncertainty for staff during any change process 2. It may be challenging for staff to have difficult conversations with health colleagues to agree correct funding decisions 3. It may be challenging for staff to have difficult conversations with people and their families who may have a certain level of

	<p>expectation around the Continuing Healthcare decision</p> <ol style="list-style-type: none"> 4. The shift towards more integrated local health and social care services may drive significant changes in operational processes, systems and the organisation structure. Some staff may struggle to adapt to the pace and scale of change 5. There may be increasing demands placed upon staff working in the integrated local health and social care services as the scope of their roles may change
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Potential positive impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Co-design new models of delivery service with people who use services and their carers • Ensure local community-based health and social care services are co-designed and implemented to meet the needs of local people • Continue to provide specialist Continuing Healthcare training to support members of staff to have difficult conversations • Ensure the contract is outcome focussed <p>Potential negative impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Ensure individuals, their families and user and carer led groups are engaged and consulted during the process of change • Work with health partners to ensure Continuing Healthcare assessments are undertaken in an efficient manner in adherence with the National CHC framework <p>Potential positive impacts on staff</p> <ul style="list-style-type: none"> • Engaged staff in any workforce change <p>Potential negative impacts on staff</p> <ul style="list-style-type: none"> • Work to ensure any changes is undertaken with pace and communicated regularly to staff • Continue to provide specialist Continuing Healthcare training to support members of staff to have difficult conversations • Specialist Continuing Healthcare training to support members of staff to have difficult conversations • An HR training representative has been included in work with front line teams • A Senior HR Manager (Employment Strategy) has been appointed to support health and social care integration
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2015-20 efficiency savings Establishment Management: <ul style="list-style-type: none"> • Staff Turnover • General Service Delivery Efficiencies • Adult Social Care Realignment • Reablement Service Improvements
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MTFP efficiency saving (£000s)	15/16	16/17	17/18	18/19	19/20
Staff Turnover	4,000	0	0	0	0
General Service Delivery Efficiencies	400	0	0	0	0
Adult Social Care Realignment	200	0	0	0	0
Reablement Service Improvements	200	200	0	0	0
Total	4,800	200	0	0	0

EIA author:	Kathryn Pyper
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2. Approval

	Name	Date approved
Approved by	Mel Few, Cabinet Member Adult Social Care, Surrey County Councillor	6 February 2015
Approved by	Dave Sargeant, Strategic Director, Adult Social Care	6 February 2015
Approved by	Will House, Strategic Finance Manager - Adult Social Care	6 February 2015
Approved by	Adult Social Care, Directorate Equality Group (DEG)	

3. Quality control

Version number	9	EIA completed	5 March 2015
Date saved	6 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper	Programme Manager	Surrey County Council	Business Planning
Lyndon Edwards	Communications and Engagement	Surrey County Council	Equality and Diversity
Andre Lotz	Information Analyst	Surrey County Council	Business Intelligence
Paul Goodwin	Senior Principal Accountant	Surrey County Council	Finance
Allan Wells	Lead Manager Legal Services	Surrey County Council	Legal advice

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	Managing the Adult Social Care staffing establishment to ensure the organisation structure is fit for the future and to ensure the efficient and effective deployment of staff at all levels.
What proposals are you assessing?	<p>Staff Turnover - A combination of 'churn' (staff turnover) and difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation. There may be aspects other than staffing costs which will contribute towards this area of saving</p> <p>General Service Delivery Efficiencies - Unplanned savings arising from expected Service Delivery staff vacancy levels</p> <p>Adult Social Care Realignment - Residual additional savings arising from the 'realignment' of Adult Social Care staffing establishment</p> <p>Reablement Service Improvements* - Further work to ensure the efficient and effective deployment of reablement staff</p> <p>* Planning is currently at an early stage - once clear plans are in place a</p>

	more comprehensive Equality Impact Assessment will be completed
Who is affected by the proposals outlined above?	The proposals will affect: <ul style="list-style-type: none">• People who use services and their carers• Surrey County Council staff

The policy line table below shows how this group of savings have been budgeted across Adult Social Care. This merely represents the initial budgeted plan and whilst it gives some indication of the areas likely to be most affected, actual savings may be achieved differently in practice.

Establishment Management Savings	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Older People					
Residential In-House Provision	-226	0	0	0	0
Reablement In-House Provision	-200	-200	0	0	0
Total Older People	-426	-200	0	0	0
People with Learning Disabilities					
Residential In-House Provision	-174	0	0	0	0
Total People with Learning Disabilities	-174	0	0	0	0
Other Expenditure					
Assessment & Care Management	-4,000	0	0	0	0
Management & Support	-200	0	0	0	0
Total Other Expenditure	-4,200	0	0	0	0
Gross Expenditure	-4,800	-200	0	0	0
Total Income	0	0	0	0	0
Net Expenditure	-4,800	-200	0	0	0

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board reviewed proposed savings on 21 January 2015 and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff.</p> <p>Clinical Commissioning Groups were engaged in the realignment process as Adult Social Care has sought to respond to the new focus on locality based commissioning at Clinical Commissioning Group level as well as continuing with our co-location and operational delivery at borough and district level.</p> <p>A ‘best practice 30 days’ staff consultation took place between 6 October – 6 November 2014. Two briefing sessions about the proposed re-alignment of senior management in Adult Social Care and a one day workshop for commissioning staff took place. Trade Unions (Unison and GMB) were briefed about the changes and realignment process.</p> <p>Extensive engagement was undertaken with stakeholders to co-design the Adult Social joint workforce strategy.</p>
Data used
<ul style="list-style-type: none"> • Projecting Older People Population Information (POPPI) 2014 • Projecting Adult Needs and Service Information (PANSI) 2015 • Referrals, Assessments and Packages of Care (RAP) 2013-14 • Adult Social Care Combined Activity Return (ASC-CAR) 2013-14 • Adults Integrated System (AIS) January 2015 • Gender Identity Research and Education Society (GIRES) literature • Office for National Statistics (ONS) 2012 • ‘As We Grow Older’ – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005) • Surrey-i Census 2011 dataset • Data from Surrey (www.surreyi.gov.uk) • Census 2011 • Surrey Joint Strategic Needs Assessment (JSNA) Chapter: Carers • Carers UK’s analysis of the 2001 Census findings, ‘In Poor Health’ • The “Healthy Lives Healthy People 2010” report • Carers Health Survey 2011 • Surrey County Council R - Workforce Planning Data Sheet Dec 2014 • ASC re-alignment consultant people

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic ⁸⁹	Potential positive impacts	Potential negative impacts	Evidence										
Age**	<ol style="list-style-type: none"> Local social care staff and services will be more closely aligned with health to deliver more joined up and effective services for people (Realignment & Reablement) The more efficient and effective deployment of reablement services (Realignment & Reablement) 	<ol style="list-style-type: none"> Some uncertainty for user and carer led groups as staff take on new roles and responsibilities and how this potentially impacts upon established relationships (Realignment) There may be a perception that staff will have less time to engage with people who use services (Reablement) Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then 	<p>In 2014, there were 214,300 people over 65 living in Surrey – approximately 18.45% of the county's population. Of these 14,842 (as at 5 Jan 2015) were in receipt of support from Adult Social Care.</p> <p>By 2020 the number of older people living in Surrey will rise to 238,600 - a project rise of 11%. The population of over 85 will increase by 62% by 2030.</p> <p>18% of Surrey households consisted of only people over 65 years old. 7% were single person households over the age of 65.</p> <p>In 2014 51,308 people aged over 75 live alone⁹⁰.</p> <p>Open ASC cases as at 5 Jan 2015⁹¹</p> <table border="1"> <tbody> <tr> <td>18 to 54</td> <td>6,706</td> </tr> <tr> <td>55 to 64</td> <td>2,100</td> </tr> <tr> <td>65 to 74</td> <td>2,721</td> </tr> <tr> <td>75 to 84</td> <td>4,918</td> </tr> <tr> <td>85 to 99</td> <td>7,000</td> </tr> </tbody> </table>	18 to 54	6,706	55 to 64	2,100	65 to 74	2,721	75 to 84	4,918	85 to 99	7,000
18 to 54	6,706												
55 to 64	2,100												
65 to 74	2,721												
75 to 84	4,918												
85 to 99	7,000												

⁸⁹ More information on the definitions of these groups can be found [here](#).

⁹⁰ POPPI 2014, RAPP2S 2013-14 and ASCCAR 2013-14

⁹¹ AIS 01-2015

		<p>the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. However, it is important to understand that there is a balance between normal churn and effective recruitment, which means this efficiency saving should not have an adverse impact (Staff Turnover & SD Efficiencies)</p> <p>4. Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support (Staff Turnover & SD Efficiencies)</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-bottom: 1px solid black;">100+</td> <td style="width: 50%; text-align: right;">202</td> </tr> <tr> <td></td> <td style="text-align: right;">23,648</td> </tr> </table>	100+	202		23,648
100+	202						
	23,648						
<p>Disability**</p>	<p>As above</p>	<p>As above</p>	<p>In Surrey the predictions for the 18-64 years population in 2015 are as follows:</p>				

			18-64⁹²	2015
			Total population aged 18-64 predicted to have a learning disability	16,894
			Total population aged 18-64 predicted to have a moderate physical disability	55,442
			Total population aged 18-64 predicted to have a serious physical disability	16,550
			Total population aged 18-64 predicted to have a serious visual impairment	452
			Total population aged 18-64 predicted to have a moderate or severe hearing impairment	28,341
			Total population aged 18-64 predicted to have a profound hearing impairment	247
			People aged 18-64 predicted to have a borderline personality disorder	3,140
			People aged 18-64 predicted to have an antisocial personality disorder	2,419
			People aged 18-64 predicted to have psychotic disorder	2,789

⁹² PANSI 2015

			Total people aged 30-64 predicted to have early onset dementia	299
			Open ASC cases as at 5 Jan 2015⁹³	
			AD: Access and Mobility Only	89
			AD: Dual Sensory Loss	76
			AD: Frailty and/or Temporary Illness	6,329
			AD: Hearing Impairment	408
			AD: Learning Disability	4,356
			AD: Mental Health - Dementia	1,764
			AD: Mental Health - Non Dementia	2,143
			AD: Other Vulnerable People	572
			AD: Physical Personal Care	5,595
			AD: Substance Misuse	52
			AD: Support for Social Isolation/Other	10
			AD: Visual Impairment	207
			Asylum Seekers	1
			Physical & Sensory Disability & Frailty	2,045
				23,648

⁹³ AIS 01-2015

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 351</p> <p style="text-align: center;">Gender reassignment**</p>	<p style="text-align: center;">As above</p>	<p style="text-align: center;">As above</p>	<p>The report “Gender Variance In the UK: Prevalence, Incidence, Growth and Geographic Distribution (June 2009)” includes information on the geographical distribution of the transsexual community. This distribution is based on an estimation of the implied prevalence of people who have presented with gender dysphoria (a condition where a person feels that they are trapped within a body of the wrong sex) in individual police authorities. For Surrey, the estimation is 37 per 100,000 persons 16 and over. If this figure is applied to the current estimate of Surrey’s 16+ population, then the estimated number is 338 (based on current population figures).</p> <p>On the matter of issues faced by trans people Gender Identity Research and Education Society (GIRES) state in their 2007 literature that:⁹⁴</p> <ul style="list-style-type: none"> • Many find that their families reject them. • Sometimes, despite being protected by employment law, they are made to feel very uncomfortable at work, as well as elsewhere. • It takes great courage for trans people to reveal their true gender identities.
<p style="text-align: center;">Pregnancy and maternity**</p>	<p style="text-align: center;">As above</p>	<p style="text-align: center;">As above</p>	<p>In Surrey, based on national data, we can expect between 900 and 2,000 mothers to experience postnatal mental health problems (PNMH) problems. In south east Surrey in 2007-8, health visitors identified 270 (15%) mothers with postnatal mental health problems and offered them support. Of these mothers, 150 accepted the offer.</p> <p>Surrey has a large proportion of women that give birth later in life. A few studies on the outcomes in pregnancy of healthy, older mothers suggest some health problems that increase with age. For instance, diabetes mellitus may increase the chances of</p>

⁹⁴ <http://www.gires.org.uk/assets/supporting-families.pdf> (2007)

			<p>complications in pregnancy. In addition, older women have a greater risk of endometriosis, pelvic infections, leiomyomas (fibroids), all of which may lead to decreased fertility. Therefore more women may be reliant on In Vitro Fertilisation (IVF).</p> <p>Teenage parents come from all social classes, religious backgrounds and ethnic groups. However, rates of teenage pregnancy are highest among deprived communities, so the negative consequences of teenage pregnancy are disproportionately concentrated among those who are already disadvantaged.</p> <p>ONS figures for teen pregnancy in 2012 in Surrey was 18/1,000 women aged 15-17, which is below the SE average of 23.2 and 27.7 for England. Spelthorne is the highest borough in Surrey at 34.2, and Mole Valley the lowest at 8.8⁹⁵</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 352</p> <p>Race**</p>	<p>As above</p>	<p>As above</p>	<p>In the 2011 census, the proportion of the Surrey population who do not describe themselves as white was 8.6%. This proportion is currently concentrated amongst those below the age of 65. 97.3% of the population in Surrey 65 years or over are classified as white - though this will inevitably change as the population ages.⁹⁶</p> <p>There are significant pockets of black and minority ethnic groups, for example in Elmbridge and Woking. Access to services for black and minority ethnic older people and their carers may be challenging. Barriers might include language, knowledge of what services are available, attitudes and practices of service providers and cultural factors in perceiving and understanding mental illness.</p> <p>Gypsies Roma and Travellers (GRT) are some of the most disadvantaged and excluded communities in our society.</p>

⁹⁵ ONS data 2012

⁹⁶ POPPI/PANSI 2011

Historically, GRT needs have often not been fully considered when developing the services intended to support them. This has the effect of making universal services 'hard to reach' for the GRT community, compounding poor outcomes and perpetuating intergenerational patterns of exclusion and deprivation.

A number of barriers exist for the GRT community in accessing universal health provision. These include a lack of cultural sensitivity by service providers, for example use of inappropriate written communication. For some sectors of the GRT population difficulties in maintaining contact with health services are compounded due to their transient lifestyles. If someone is labelled as No Fixed Abode, they are often denied services.

A number of BME outreach groups exist in Surrey to bring support services to minority groups, such as Friends of the Elderly BME outreach, Friends with Dementia BME outreach and BME Carers' Support.

Open ASC cases as at 5 Jan 2015⁹⁷

Asian / Asian British	482
Black / Black British	183
Chinese	45
Mixed	164
Other	242
Unknown / Not Recorded / Information Refused	642

⁹⁷ AIS 01-2015

			<table border="0"> <tr> <td>White British</td> <td style="text-align: right;">20,919</td> </tr> <tr> <td>White Other</td> <td style="text-align: right;">971</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">23,648</td> </tr> </table>	White British	20,919	White Other	971	<hr/>		Total	23,648
White British	20,919										
White Other	971										
<hr/>											
Total	23,648										
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 354</p> <p>Religion and belief**</p>	<p>As above</p>	<p>As above</p>	<p>Over the last decade the proportion of Christians in Surrey has decreased from 74.6% in 2001 to 62.8% in 2011. The proportion of people reporting “No religion” increased from 15.2% to 24.8%. There was an increase in all other main religions. The number of Muslims increased the most from 1.3% in 2001 to 2.2% in 2011.</p> <p>Surrey County Council has compiled an online database showing over 250 places of worship in the county at www.surreyplacesofworship.org.uk.</p> <p>In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while there are 11 maintained secondary schools with a Religious Character and 42 of No Religious Character.</p> <p>Open ASC cases as at 5 Jan 2015⁹⁸</p> <table border="0"> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Christian (all types)</td> <td style="text-align: right;">16,457</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">1,503</td> </tr> <tr> <td>Declined</td> <td style="text-align: right;">1,626</td> </tr> </table>	<hr/>		Christian (all types)	16,457	Other	1,503	Declined	1,626
<hr/>											
Christian (all types)	16,457										
Other	1,503										
Declined	1,626										

⁹⁸ AIS 01-2015

			<table> <tr> <td>Non-religious</td> <td>4,061</td> </tr> <tr> <td></td> <td><hr/></td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Non-religious	4,061		<hr/>		23,648		
Non-religious	4,061										
	<hr/>										
	23,648										
Page 355	Sex**	As above	<p>49% of Surrey residents are male, while 51% are female. This is aligned with the UK as a whole.</p> <p>80% of Surrey males are economically active compared to 68% of women.</p> <p>Open ASC cases as at 5 Jan 2015⁹⁹</p> <table> <tr> <td>Female</td> <td>14,079</td> </tr> <tr> <td>Male</td> <td>9,569</td> </tr> <tr> <td></td> <td><hr/></td> </tr> <tr> <td></td> <td>23,648</td> </tr> </table>	Female	14,079	Male	9,569		<hr/>		23,648
Female	14,079										
Male	9,569										
	<hr/>										
	23,648										
	Sexual orientation**	As above	<p>The lesbian, gay and bisexual organisation Polari, published a report showing that many of the issues and concerns of older lesbian, gay and bisexual people are broadly similar to older heterosexual people¹⁰⁰ :</p> <ul style="list-style-type: none"> • There is a desire to stay in one's own home as long as possible, with support provided in a 'home help' format. • There is a recognition that help and support will be needed and should be available, as an individual ages. • There is recognition that suitable accommodation and support 								

⁹⁹ AIS 01-2015

¹⁰⁰ 'As We Grow Older' – A Study of the Housing and Support Needs of Older Lesbians and Gay Men (source Polari – 2005)

			<p>is important to an individual's health and wellbeing.</p> <p>However, more lesbian, gay and bisexual-specific concerns were identified:</p> <ul style="list-style-type: none"> • Concerns about having to 'come out' again or 'returning to the closet' in a care/ residential setting. • Concerns about accessing the lesbian, gay and bisexual community and maintaining lifestyles and friendships. • Fears about being isolated in a 'heterosexual environment'.
Marriage and civil partnerships**	As above	As above	<p>According to census data from 2011 there are 482,257 people in Surrey who are married or in a civil partnership 1,602 of whom are in same-sex civil partnerships¹⁰¹.</p>
Page 356 Carers ^{102**}	As above	As above	<p>In Surrey, 10% of Surrey residents were providing unpaid care. Of these, 2 % provided more than 50 hours unpaid care per week¹⁰³</p> <p>There are 188,433 carers in Surrey who look after family, partners or friends in need of help because they are ill, frail or disabled - the care they provide is unpaid.</p> <p>There are believed to be about 14,000 young carers living in Surrey.</p>

¹⁰¹ Surrey-i Census 2011 dataset

¹⁰² Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

¹⁰³ Surrey (Jan 2014) Census 2011

In Surrey, in the first two quarters of 2013/14, there were about 18,700 adult carers getting some form of information advice or support from social care through services commissioned from the voluntary sector.

This compares to over 29,000 people caring for more than 20 hours a week of whom over 18,000 are caring for more than 50 hours a week¹⁰⁴

Those caring for 50 hours a week or more are twice as likely to be in poor health as those not caring (21% against 11%). This can be due to a range of factors including stress related illness and physical injury¹⁰⁵

A total of 1 in 10 people are carers, and analysis of census data shows that 1 in 5 carers providing over 50 hours of care a week say they are in poor health, compared with 1 in 9 non-carers¹⁰⁶

Headlines from the Carers Health Survey 2011¹⁰⁷

- Nearly 2000 responses were received in total.

¹⁰⁴ JSNA Chapter: Carers

¹⁰⁵ Carers UK's analysis of the 2001 Census findings, 'In Poor Health',

¹⁰⁶ The "Healthy Lives Healthy People 2010" report

¹⁰⁷ Carers Health Survey 2011

- 70% of respondents were woman and 30% men.
- 60% said they were caring over 50 hours a week
- Almost 100% identified a health condition they suffered from.
- 35% said they thought their condition had worsened due to their caring role
- Over half were caring for someone with a physical disability. 40% were caring for people with mental health issues including dementia.
- 75% lived with the person they were caring for
- 45% had not registered with their GP as a carer although over 65% had told their GP they were caring
- 50% did not complete the section asking them what help their GP had provided
- Over 30% had not had a carer's assessment and a further 20% were not sure.

Open ASC carers as at 5 Jan 2015¹⁰⁸

7,568

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

** Please note: Potential positive and negative impacts which relate to all protected characteristics are listed under age; those which then relate to each specific protected characteristic are then listed against that characteristic

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence ¹⁰⁹
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 359</p> <p style="text-align: center;">Age**</p>	<ol style="list-style-type: none"> 1. New opportunities, roles and responsibilities for some staff (Realignment & Reablement) 2. Staff will experience more joined up working with health colleagues to deliver more efficient and effective local services for people (Realignment & Reablement) 3. Vacancies may have a potential positive impact for bank and agency staff with a protected characteristic as they have more opportunity to secure paid employment and work experience (Staff Turnover & SD Efficiencies) 4. Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a 	<ol style="list-style-type: none"> 1. There may be some level of uncertainty for staff during any change process (Realignment & Reablement) 2. A period of readjustment as staff take on new roles and responsibilities (Realignment & Reablement) 3. Some staff may struggle to adapt to the pace and scale of change in operational processes, systems and the organisation structure (Realignment & Reablement) 4. There may be increasing demands placed upon some staff as the scope of their roles may change (Realignment & Reablement) 5. Vacancies may result in existing staff taking on additional work, which creates stress and has a negative 	<ul style="list-style-type: none"> • 5.08% of the Surrey County Council workforce is aged 15 to 24-years, compared to 4.02% in Adult Social Care and 11.4% in the wider Surrey population. • Adult Social Care has a higher profile of mature workers than the Surrey wide population, with 31.21% 45-54-years (compared to 14.68%) and 20.70% 55-64-years (compared to 11.92%). • 52.41% of employees in Adult Social Care are part time compared with 54.05% in SCC. • 46.34% of the Adult Social Care workforce are women working part-time

¹⁰⁹ SCC:HR - Workforce Planning Data Sheet Dec 2014 and 2011 Census

	change in culture (Staff Turnover & SD Efficiencies)	impact upon their wellbeing (Staff Turnover & SD Efficiencies)	
Disability**	As above	As above	<ul style="list-style-type: none"> The disability workforce profile in Adult Social Care is 3.04% and broadly the same as Surrey County Council, although at a senior level it is lower.
Gender reassignment**	As above	As above	-
Pregnancy and maternity**	As above	As above	-
Race**	As above	As above	<ul style="list-style-type: none"> The Black, Minority, Ethnic (BME) profile of the Adult Social Care workforce (12.48%) is higher than the Surrey County Council workforce (7.82%) and the Surrey population (approx 8%). However, there is a significant drop from team leader (13.12%) to middle (9%) and senior (3.77%) managers compared with Surrey County Council.
Religion and belief**	As above	As above	<ul style="list-style-type: none"> Approximately 50% of staff in Adult Social Care did not state their religion and belief – in line with Surrey County Council. In Adult Social Care nearly 29% of staff said they were Christian, approximately 20% have no religion or belief, approximately 50% of staff did not state their religion and belief – all in line with Surrey County Council.
Sex**	As above	As above	<ul style="list-style-type: none"> There is a higher proportion of female workers in Adult Social Care (83%) than in Surrey County Council (73%) though both are higher than females in the Surrey

			<p>population (51%).</p> <ul style="list-style-type: none"> • 17% of the Adult Social Care workforce is male compared with 27% in the Council. • 46.34% of the Adult Social Care workforce are women working part-time. • 78.5% of middle managers in Adult Social Care are women and 69.8% at senior level again both higher than in SCC.
Sexual orientation**	As above	As above	<ul style="list-style-type: none"> • 60% of staff in ASC of staff undeclared compared to 57% in SCC
Marriage and civil partnerships**	As above	As above	-
Carers**	As above	6. It may be challenging for staff with caring responsibilities to adjust to changes in roles and responsibilities, new rotas etc (All)	-

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential positive impacts on residents, service users and carers			
1. Local social care staff and services will be more closely aligned with health to deliver more joined up and effective services for people	Implement any residual 'realignment' of the Adult Social Care establishment	2015/16	Area Directors
2. The more efficient and effective deployment of reablement services	Plan and implement opportunities for the more efficient and effective deployment of reablement staff	2015/16	Assistant Director Service Delivery
Potential negative impacts on residents, service users and carers			
1. Some uncertainty for user and carer led groups as staff take on new roles and responsibilities and how this potentially impacts upon established relationships	Ensure user and carer led groups are provided with regular briefings	2015/16	Strategic Director
2. There may be a perception that staff will have less time to engage with people who use services	Any changes will be to ensure the efficient and effective deployment of reablement staff and will be explained to people who use services and their carers	2015/16	AD Service Delivery
3. Vacancies in front-line services may result in a slight delay in the	It is recognised there will be on-going vacancies to deliver this efficiency saving. However, the	2015/16	Area Directors AD Service

<p>assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. However, it is important to understand that there is a balance between normal churn and effective recruitment, which means this efficiency saving should not have an adverse impact</p>	<p>potential negative impacts will be mitigated by targeted recruitment, including:</p> <ul style="list-style-type: none"> • Implementing an Adult Social Care attraction strategy • Exploring opportunities to set up a central pool of bank staff, who can work flexibly to cover vacancies in teams for a short period of time • Maximise the pace and flexibility of recruitment • Adopt a range of options in partnership with HR, Recruitment and Manpower to identify and fill vacancies in Service Delivery to make staffing more stable in teams, to improve the quality of service and reduce agency costs • Explore ways to attract back those experienced staff who have left the authority – perhaps offering a 1-term refresher course at a local college or university 		Delivery
<p>4. Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support</p>	<p>Work to support bank and agency staff with a thorough induction process, allocating buddies to support them and monitoring their performance</p> <p>Training and development of staff to ensure continued resilience and ability to fill any gaps arising from vacancies</p>	2015/16	Area Directors AD Service Delivery
Potential positive impacts on staff			
<p>1. New opportunities, roles and responsibilities for some staff</p>	<p>Continue to work as part of the Local Joint Commissioning Group to co-design local integrated community-based health and social care services</p> <p>Engaged staff in any workforce change</p>	2015/16	Area Directors AD Service Delivery
<p>2. Staff will experience more joined up working with</p>	<p>Continue to work as part of the Local Joint Commissioning Group</p>	2015/16	Area Directors

health colleagues to deliver more efficient and effective local services for people	to co-design local integrated community-based health and social care services Engaged staff in any workforce change		AD Service Delivery
3. Vacancies may have a potential positive impact for bank and agency staff with a protected characteristic as they have more opportunity to secure paid employment and work experience	Have a clear strategy around the use of bank and agency staff and build relationships with strategic providers	2015/16	Area Directors AD Service Delivery
4. Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture	Continue to build a 'one team' culture across Adult Social Care	2015/16	Area Directors AD Service Delivery
Potential negative impacts on staff			
1. There may be some level of uncertainty for staff during any change process	Work to ensure any changes is undertaken with pace and communicated regularly to staff	2015/16	Strategic Director
2. A period of readjustment as staff take on new roles and responsibilities	Communicate 'its business as usual' message as staff take on their new roles and responsibilities	2015/16	Area Directors AD Service Delivery
3. Some staff may struggle to adapt to the pace and scale of change in operational processes, systems and the organisation structure	An HR training representative has been included in work with front line teams	2015/16	Area Directors AD Service Delivery
4. There may be increasing demands placed upon some staff as the scope of their roles may change	An HR training representative has been included in work with front line teams	2015/16	Area Directors AD Service Delivery

<p>5. Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing</p>	<p>Undertake a Health Check with all Adult Social Care staff</p> <p>Continue to support and promote:</p> <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions 	<p>2015/16</p>	<p>Area Directors AD Service Delivery</p>
<p>6. It may be challenging for staff with caring responsibilities to adjust to changes in roles and responsibilities, new rotas etc</p>	<p>Take any caring responsibilities staff may have into account when undertaking any changes in roles and responsibilities</p>	<p>2015/16</p>	<p>Area Directors AD Service Delivery</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<p>There are no potential negative impacts that cannot be mitigated</p>	<p>-</p>

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board reviewed the 2015/16 proposed saving and assessed their impact on the protected characteristics of residents, people who use services and their carers and our staff. • A range of data was used to support the equalities analysis, including Surrey, Workforce Fairness and Respect Data Pack, Employee Survey, independent research and literature, Surrey Carers' Health Survey etc • Clinical Commissioning Groups were engaged in the realignment process. • A 'best practice 30 days' staff consultation took place between 6 October – 6 November 2014. • Extensive engagement was undertaken with stakeholders to co-design the Adult Social joint workforce strategy.
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<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Potential positive impacts on residents, service users and carers</p> <ol style="list-style-type: none"> 1. Local social care staff and services will be more closely aligned with health to deliver more joined up and effective services for people 2. The more efficient and effective deployment of reablement services <p>Potential negative impacts on residents, service users and carers</p> <ol style="list-style-type: none"> 1. Some uncertainty for user and carer led groups as staff take on new roles and responsibilities and how this potentially impacts upon established relationships 2. There may be a perception that staff will have less time to engage with people who use services 3. Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. 4. Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support <p>Potential positive impacts on staff</p> <ol style="list-style-type: none"> 1. New opportunities, roles and responsibilities for some staff 2. Staff will experience more joined up working with health colleagues to deliver more efficient and effective local services for people 3. Vacancies may have a potential positive impact for bank and agency staff with a protected characteristic as they have more opportunity to secure paid employment and work experience 4. Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture <p>Potential negative impacts on staff</p> <ol style="list-style-type: none"> 1. There may be some level of uncertainty for staff during any change process 2. A period of readjustment as staff take on new roles and responsibilities 3. Some staff may struggle to adapt to the pace and scale of change in operational processes, systems and the
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	<p>organisation structure</p> <ol style="list-style-type: none"> 4. There may be increasing demands placed upon some staff as the scope of their roles may change 5. Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing 6. It may be challenging for staff with caring responsibilities to adjust to changes in roles and responsibilities, new rotas etc
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Potential positive impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Implement any residual ‘realignment’ of the Adult Social Care establishment • Plan and implement opportunities for the more efficient and effective deployment of reablement staff <p>Potential negative impacts on residents, service users and carers</p> <ul style="list-style-type: none"> • Ensure user and carer led groups are provided with regular briefings • Any changes will be to ensure the efficient and effective deployment of reablement staff and will be explained to people who use services and their carers • It is recognised there will be on-going vacancies to deliver this efficiency saving. However, the potential negative impacts will be mitigated by targeted recruitment, including: • Implementing an Adult Social Care attraction strategy • Exploring opportunities to set up a central pool of bank staff, who can work flexibly to cover vacancies in teams for a short period of time • Maximise the pace and flexibility of recruitment • Adopt a range of options in partnership with HR, Recruitment and Manpower to identify and fill vacancies in Service Delivery to make staffing more stable in teams, to improve the quality of service and reduce agency costs • Explore ways to attract back those experienced staff who have left the authority – perhaps offering a 1-term refresher course at a local college or university • Work to support bank and agency staff with a thorough induction process, allocating buddies to support them and monitoring their performance <p>Potential positive impacts on staff</p> <ul style="list-style-type: none"> • Continue to work as part of the Local Joint Commissioning Group to co-design local integrated community-based health and social care services

	<ul style="list-style-type: none"> • Engaged staff in any workforce change • Have a clear strategy around the use of bank and agency staff and build relationships with strategic providers • Continue to build a 'one team' culture across Adult Social Care <p>Potential negative impacts on staff</p> <ul style="list-style-type: none"> • Work to ensure any changes is undertaken with pace and communicated regularly to staff • Communicate 'its business as usual' message as staff take on their new roles and responsibilities • An HR training representative has been included in work with front line teams • Undertake a Health Check with all Adult Social Care staff • Continue to support and promote: <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions • Take any caring responsibilities staff may have into account when undertaking any changes in roles and responsibilities
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

1. Topic of assessment

EIA title:	One Team Communications Review – realising savings on communications spending across the council
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EIA author:	Tim Edwards, Corporate Communications Manager
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2. Approval

	Name	Date approved
Approved by¹¹⁰	Louise Footner	

3. Quality control

Version number	Version 5	EIA completed	
Date saved	13 January 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Siobhan Abernethy	Adult Social Care Communications and Stakeholder Engagement Manager	SCC	Information and Advice Forum
Katie Brennan	Superfast Broadband Project Engagement Manager	SCC	SFBB data
Rosalind Louth (2014)	Policy Manager	SCC	Corporate equalities
Andrew Evans	Strategic partnership Manager	SCC	Corporate equalities - reviewer

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	A One Team Review of the communications function within the council was launched in 2012 with the aim of improving working arrangements, effectiveness and efficiency through avoiding duplication and achieving greater consistency. The review has largely focused on promoting one team working through joint planning and prioritisation, shared learning and expertise and how to make best use of resources.
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	<p>The communications function is split between a central Communications Service and communications posts in different directorates:</p> <ul style="list-style-type: none"> • The Communications (Comms) Service is responsible for communicating with the council's key audiences (including Surrey residents, elected Members, staff and partners) around the council's priorities for improving services, providing value for money and standing up for the interests of the county. In 2006 all external publicity spending was centralised in one budget managed by the Comms Service, although over the years separate directorate comms teams and budgets also emerged (see section below) at the same time as the central budget underwent a series of reductions in 2009, 2011 and 2014. Following a Communications Review, in 2014 a new single communications budget was created by pooling all the budgets, resulting in a 35% reduction in communications spend across the council. A further £100,000 reduction is planned for 2015-16. • Until 2014 the directorate communications teams tended to operate independently, according to their service-specific needs, and had access to local funding from a variety of service budgets and externally-sourced grants to procure communications services separately from the central budget.
<p>What proposals are you assessing?</p>	<p>Communications spending was reduced by around £500,000 in 2014-15, and the Communications service is to achieve a further £100,000 of savings in 2015-16.</p> <p>The savings are being achieved through reducing spending on printed materials and traditional advertising (such as newspapers, radio, outdoor advertising) in favour of social media and other online solutions that enable more effective targeting, access 24/7 and instant updating of material.</p> <p>As a result, the central and directorate communications teams are:</p> <ul style="list-style-type: none"> • adopting a digital-by-default approach to communications (so that printed publicity and traditional advertising are only considered if digital solutions are not appropriate) • working as one team • working to one common communications budget and forward plan • and promoting wider behaviour change across the council to reduce the demand for print and advertising spend. <p>The proposals recognise that although the proportion of people using the internet continues to increase (Office of National Statistics), printed publicity will continue to be the most effective way of reaching some audiences for some years. Because of this, information will continue to be made available in paper or other format as appropriate, reducing the impact on groups who may be less able to access online resources. Although the council intends to reduce the volume of printed material, this does not mean that it will cease to print all material. Print will continue to be considered when it</p>

	<p>provides the most appropriate way of reaching target audiences. The council will continue to meet its statutory duties to provide accessible material, including those expected to be introduced by the Care Act. However, the proposals will require any printing and advertising to be justified by a business case based on evidence, value for money and compliance with council financial regulations.</p> <p>Translation and interpreting services are not in scope. They have historically been, and will remain the responsibility of services to provide as necessary.</p> <p>A key part of the shift to more digital communications will be to integrate with the council's digital inclusion programme. This is currently developing plans to support the estimated 9% of Surrey residents who have not been online to help overcome their barriers to access (these include inadequate broadband infrastructure, and issues of affordability, skills and motivation/preference).</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals have the potential to affect how all Surrey residents and Surrey County Council staff receive and provide information and publicity. In particular, service users who are most likely to require information will be affected. Unemployed or other disadvantaged groups are also likely to be affected. Staff involved in the provision of communications and those who are less able to access online resources may be affected. As a county, Surrey has the lowest number of non-Internet users (6%) compared to a national average of 14%.¹¹¹</p>

6. Sources of information

Engagement carried out
<p>Adult Social Care Information and Advice Forum</p> <p>Feedback was sought from this group and has been incorporated in this assessment.</p> <p>One Team approach</p> <p>The central Comms Service and directorate teams have undertaken the review of spending together, as part of a collaborative approach to understanding and tackling the issues,</p>

¹¹¹ ONS Internet Quarterly Update 2013 Q3 <http://www.ons.gov.uk/ons/rel/rdit2/internet-access-quarterly-update/q3-2013/stb-ia-q3-2013.html>

identifying key risks and possible mitigating actions.

Strategic Director briefings

The Head of Communications has met with all Strategic Directors to explain the review and get their feedback. In addition she has secured the approval of the Corporate Leadership Team to come back with recommendations.

Digital inclusion project

Adult Social Care will use the evidence from a needs analysis carried out by the council's Superfast Broadband Programme, focused on digitally excluded groups – including 12,000 carers, 9,000 jobseekers and more than 2,000 households on social housing tenancies. The results are being used to develop an action plan to help people get access to the benefits of digital platforms and identify solutions to address gaps.

Parish and town council partners

Feedback suggests online publicity material is the preferred method for a number of parish and town councils when distributing county council information to their communities.

Data used

- Social Media Revolution by Erik Qualman – quantifies growth in social media
- Surrey social network footprint data and JSNA data on Surrey
- Superfast Surrey broadband data on Surrey post codes identifying gaps in provision of high-speed broadband infrastructure by the commercial market
- Bespoke evaluation of key publicity campaigns to test the effectiveness of advertising, printed material and other communications activity
- Feedback from Adult Social Care Information and Advice Forum (attached)
- 2011 Census
- User feedback and/or complaints data

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

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

Protected characteristic ¹¹²	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 373</p> <p style="text-align: center;">Age</p>	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	<p>Older people may be less able or willing to access online information, meaning that they could be impacted by any increase in use of digital communications by the Council.</p> <p>There is therefore the potential for digital exclusion of older age groups:</p> <ul style="list-style-type: none"> • without access to reliable broadband connections • without computers and mobile devices • without digital skills or experience 	<p>The ONS have found that age is a key factor as to whether an individual has used the internet. Almost all adults aged 16 to 24 years (99%) had ever used the internet (7.1 million people). In contrast, only 33% of adults aged 75 years and over had ever used the internet, representing 1.6 million people.</p> <p>Of the 7.0 million adults who had never used the internet at Q3 2013, 46% (3.2 million) were aged 75 years and over.¹¹³ In Surrey, there are nearly 97,000 people aged 75 years and over representing 8.5% of the population¹¹⁴.</p> <p>Because of the older age profile of the 22,000 Surrey people receiving Adult Social Care support (nearly two-thirds are over 65, half are over 75 and a third over 85), the council is likely to invest more in face-to-face support.</p> <p>Anecdotal feedback from the Council's Contact Centre suggests that older people are more likely to request information in printed format. This was particularly the case for enquiries about Telecare or Care Homes.</p> <p>Concerns were also raised during consultation about the availability of internet access in the Council's care homes which may affect some residents.</p>

¹¹² More information on the definitions of these groups can be found [here](#).

¹¹³ ONS Internet Quarterly Update 2013 Q3 <http://www.ons.gov.uk/ons/rel/rdit2/internet-access-quarterly-update/q3-2013/stb-ia-q3-2013.html>

¹¹⁴ 2011 Census <http://www.surreyi.gov.uk/Viewdata.aspx?P=Data&referer=%2fViewpage.aspx%3fC%3dbasket%26BasketID%3d224>

			Evaluation of the council's "dementia-friendly" public information campaign found that there is greater awareness among the public through traditional advertising media rather than online.
Page 374 Disability	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	<p>There are a greater proportion of disabled people who are able to access online information, meaning that they could be impacted by any increase in use of digital communications by the Council.</p> <p>This could include people with disabilities in households without reliable internet access and appropriate technology.</p>	<p>At Q3 2013, there were 3.8 million disabled adults, as defined by the Disability Discrimination Act (DDA), who had never used the Internet. This represents 33% of those who were disabled and over half (54%) of the 7.0 million adults who had never used the Internet.</p> <p>61% of people with disabilities live in households with internet access (compared with 86% of non-disabled people). It is estimated that in 2010 there will be 33,000 people with moderate or severe personal care disabilities in Surrey or 4.8% of the population¹¹⁵</p> <p>Feedback from the Surrey Disabled People's Partnership indicates about 25% of their members request information in printed form.</p>
Gender reassignment	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 	No specific negative impacts relating to this group	

¹¹⁵ JSNA 2010 <http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&ResourceID=482>

	<p>24/7</p> <ul style="list-style-type: none"> • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 		
<p>Page 375</p> <p>Pregnancy and maternity</p>	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	<p>No specific negative impacts relating to this group</p>	
<p>Race</p>	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 	<p>No specific negative impacts relating to this group</p>	

	<ul style="list-style-type: none"> • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 		
Page 376 Religion and belief	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	No specific negative impacts relating to this group	
Sex	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 	There is a slightly lower percentage of women in comparison to men who are Internet users meaning they may be less able to access online	The ONS reported that in Q3 of 2013 men (88%) were more likely to be Internet users than women (84%). However, males in the older age groups are more likely to use the Internet than females of the same age. At Q3 2013, four in ten (42%) males aged 75 years and over had

	<ul style="list-style-type: none"> • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	resources.	ever used the Internet, compared with fewer than three in ten (26%) females ¹¹⁶ .
Page 37 Sexual orientation	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	No specific negative impacts relating to this group	
Marriage and civil partnerships	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 	No specific negative impacts relating to this group	

¹¹⁶ ONS Internet Quarterly Update 2013 Q3 <http://www.ons.gov.uk/ons/rel/rdit2/internet-access-quarterly-update/q3-2013/stb-ia-q3-2013.html>

	<p>24/7</p> <ul style="list-style-type: none"> • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 		
<p>Page 378</p> <p>Carers¹¹⁷</p>	<p>All groups may benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations 	<p>If caring responsibilities result in financial disadvantage to the extent that they cannot gain access to broadband services, computers or mobile devices then there is the risk of digital exclusion.</p>	<p>Feedback from the Adult Social Care Information and Advice Forum identified three distinct groups of carers</p> <ul style="list-style-type: none"> • young carers under 18 • parents caring for disabled children • adults caring for adults (34%-40% of whom are over 65 years – Census 2011) <p>While the first two groups of carers are not expected to have negative impacts, the group of older carers are likely to require multiple information channels.</p> <p>Data from the council's Superfast Broadband programme indicates around 70% of Surrey's carers are already online (based on a 10% sample of carers surveyed in November-December 2013).</p>

¹¹⁷ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>All staff should benefit from:</p> <ul style="list-style-type: none"> • Access to information 24/7 • Reduce need for travel • Easier to search and link to additional information • More effective signposting to information • Easier to keep information current • Increasingly in line with lifestyle trends and expectations <p>The digital-by-default approach is being developed across the board, driven by the Council's Channel Strategy, the evolving Digital Strategy and the Communications and Engagement Strategy, and as a result of modernising work practices and technology upgrades which are providing greater online and digital capacity and capability.</p>	<p>There is the potential for some staff to be more affected by the shift towards digital communications. This will reflect the groups identified above in the general population, notably older people and people with disabilities.</p> <p>There is evidence that some staff do not have ready access to digital technology which would potentially impact on all groups.</p>	<p>Feedback from the Adult Social Care Communications and Stakeholder team suggested that approximately 800 Adult Social Care staff do not have ready access to digital technology. These staff rely on local briefings, printed information circulated from management and phones as they either work in the community with people who use services or are in SCC care homes.</p>
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			
Carers			

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

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Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>Potential for staff to find adapting to digital communications rather than traditional methods difficult.</p> <p>Where staff are not desk-based, such as in day centres, and may lack immediate access to a computer or laptop, they could be disadvantaged if all communications are only available online</p>	<p>An internal staff communications and engagement campaign will be launched once recommendations have been approved to support the wider organisational behaviour change necessary to achieve the shift from traditional to digital communications solutions.</p> <p>In 2015/16 this campaign will be relaunched once the roll-out of the multi functional printing devices (MFDs) commences for the larger</p>		

	<p>sites across the council.</p> <p>The council will also continue to support them with core printed information.</p>		
<p>Where people have issues with access to online information – for example older people or those with hearing, sight or learning disabilities – and may be disadvantaged if communications are only available online</p>	<p>The council's Adult Social Care directorate will be investing more in face-to-face engagement.</p>		
<p>Potential for older people, disabled people, women and carers to be more at risk of digital exclusion and less able to access online resources</p>	<p>The rollout of the extended fibre optic network looked to increase accessibility to faster and more reliable broadband speed throughout 2013 and 2014, while the development of the council's Digital Strategy will make recommendations about widening the delivery of digital services which will then link to information provision (supported by core printed material where necessary)</p> <p>Information on reach and take-up of Super Fast Broadband will be</p>		

	<p>forthcoming in 2015/16. Alongside development of the Digital Strategy, once there is further information available then the service will plan comms around key milestones and activities.</p> <p>There is support available through Surrey Libraries' "computer buddies" programme to assist older people with developing their online skills, while there is also a communications campaign signposting people to how to get access to important information and advice about care services, for example through Surrey Information Point.</p>		
<p>Potential for older people, disabled people, women and carers to be more at risk of digital exclusion and less able to access online resources</p>	<p>Information will continue to be provided in accessible formats where appropriate, in particular information and advice about care and support.</p>		

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Briefings for strategic directors have been carried out. Joint planning of comms activity across the council directorates has now been adopted. Key information on changes is available on S-Net.
Key impacts (positive and/or negative) on people with protected characteristics	Some staff and older audiences or people with learning disabilities are less likely to have access to digital channels, although the percentage is reducing with lifestyle and technological developments.
Changes you have made to the proposal as a result of the EIA	Made provision to maintain key printed channels.
Key mitigating actions planned to address any outstanding negative impacts	As above and also plan to promote council's wider digital agenda as more services are made available digitally. There is support available through Surrey Libraries' "computer buddies" programme to assist older people with developing their online skills. There is also a communications campaign signposting people to how to get access to important information and advice about care services
Potential negative impacts that cannot be mitigated	n/a

1. Topic of assessment

EIA title:	A Review of the Surrey Library Service
EIA author:	John Case – Libraries' Property Environment and Stock Manager, Chair of EDAG Gillian Youngman – Team Coordinator Virtual Content Team

2. Approval

	Name	Date approved
Approved by¹¹⁸	Peter Milton	16 February 2015

3. Quality control

Version number	V7	EIA completed	17 November 2014
Date saved	16 February 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Review Group	n/a	Surrey Libraries	Working party for the Review (selected for the varied experience they could contribute - members were representative of different aspects of the service).
The Library services internal Equality & Diversity Action	n/a	Surrey Libraries	Consultation, advice

¹¹⁸ Refer to earlier guidance for details on getting approval for your EIA.

Group (EDAG)			
SCC's Human Resources	n/a	Surrey County Council	Advice and guidance
UNISON	n/a	Surrey Branch	Ensure fairness and compliance
LSMT	n/a	Surrey Libraries	Libraries' Senior Management Team

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Whole Service Review Surrey Libraries has had to respond to changing patterns of usage and customer demand, and the main outcome of the service review is to deliver its services in a comprehensive efficient and economically viable way. The political and social environment in which libraries operate is rapidly changing, and we need to look at new and innovative ways to deliver services,</p> <p>The library service has not reviewed staffing levels and roles since the last Review in 2008 despite a decline in the number of visits and book issues in each library over the past 6 years— Overall, in SCC libraries, there has been a 12% decrease in the number of issues and a 25% decrease in the number of visits since 2008.</p> <p>The Library Service has also been required to make spending reductions in response to the significantly challenging financial climate. Whilst the initial project brief did not require any reduction to the staffing budget, a requirement to reduce it by £227,000 for 2014/15 was subsequently introduced, and a further expectation of budget cuts is anticipated for 2015/16.</p>
<p>What proposals are you assessing?</p>	<p>The Review proposes a number of key changes to service delivery and structure.</p> <p>The main proposal To find greater efficiencies within the service. A 'Cluster Model' is being used whereby libraries can be joined together as a group or cluster to achieve greater efficiencies by sharing skills, knowledge, practices and staff amongst a pool of libraries.</p>

The further aims are: -

- To provide a better career ladder – more achievable steps and easier movement around the Library Service.
- A structure to enable a ‘one service, one team working approach’ and build better understanding across the Library Service.
- To ensure we have sufficient frontline staff cover across libraries, with relevant staff in the right place at the right time.
- To group libraries into ‘clusters’ to give better coverage and flexibility across libraries.
- To free up the Sector Lead roles to have more time to be proactive in supporting the development and continuous improvement of high quality services.
- A key proposal is the introduction of a Library Liaison Assistant whose role will be 50% frontline and 50% delivering activities within development teams. This will include communicating, liaising, and sharing feedback. They will be the bridge between frontline service and the development teams.
- Within the new team structure, posts have been designed to enable staff to share knowledge and skills and job rotate more freely around the teams than they do at present. This will help build individual skills and knowledge that can be shared across the whole service.
- A new team, ‘Project Innovation, Design and Delivery Team’ (PIDD) will be formed to deal with major capital programmes and new initiatives within the library service. A primary role for this team will be to deliver innovative changes to services. They will take a lead from the Senior Management Team and horizon scan to keep the service abreast of new developments and be innovative. They will take a lead in developing commissioned work, business planning and performance management.
- A new team to support Learning and Development for staff and public will be created. This will also provide increased opportunities for all staff and volunteers to complete relevant Vocational Qualifications (VQs).
- The Service will continue to develop roles of volunteers in libraries, supporting value added activities and services.

	<ul style="list-style-type: none">• Across all the new posts, irrespective of where they are in the service, there will be an increased emphasis on consulting with customers and increasing the use of libraries, particularly working with communities and partners from all backgrounds.
Who is affected by the proposals outlined above?	<p>All library staff will be affected by the proposals as a result of :-</p> <ul style="list-style-type: none">• A new staffing structure, new job profiles, new work timetables, a reduction in posts at certain grades, increased travel as a result of staff rotation and new work basis• SCC's Contact Centre – changes to the whole service will require familiarisation by Contact Centre staff• Customers: - some changes to the opening hours of the Group C (small) libraries• Upgrading -Reigate and Sunbury to increase opening hours and stock and core service offer as a result of moving from a Group C to a Group B. Cobham will move to a Group B as it opens in a new building

6. Sources of information

Engagement carried out

- A Review Group was formed in April 2013, made up from a representative group of library staff, the aim being to carry out an internal review of the libraries' staffing structure and the service that it provides.
- The first task of the group was to carry out a significant engagement strategy with all library staff, to understand their views on the services' strengths and weaknesses. 149 library staff attended one of the engagement sessions to discuss the service, and an additional 100 staff surveys were completed.
- A further sub group was formed who visited the Group C library managers to gain feedback and inform a subsequent report.
- Library Managers and Assistant Library Managers completed a questionnaire about their library.
- A HR representative is working with the Review Group to provide appropriate professional advice.
- Revised job profiles have been produced and approved by the HAY panel.
- Representatives from the Review Group have met with UNISON - three meetings, one every three weeks, are scheduled for the Review Group and UNISON.
- Three workshops were held in October 2014 with UNISON representatives and groups of library staff covering all staff grades.
- A Consultation document was sent to all staff in November 2014, which gave staff the opportunity to comment on the proposals and a generic email address to the Review Group was created to enable staff to comment directly. To date over 400 comments and feedback have been received..

Data used

In order to assess the impact of this proposal, Surrey Libraries have used overarching management information to inform the direction of the Review as well as information from a variety of different sources including:-

Consultation:

- Via engagement sessions open to all staff, an online and paper survey and a dedicated email inbox for any staff member to contact the Review Group
- Senior Management visited all teams and met with other senior colleagues individually

Questionnaires:

- Library Managers and Assistant Library Managers - about their library
- Library Managers and Teams – 360 degree survey on all teams
- Teams – about their work, base etc
- On-line survey – 2014

Statistics:

- A suite of statistics from the Library Management System 2008/9 – 2013
- A week's sample of Plescon visitor readings by the half hour
- **SCC Internal employment data**
- **2011 Census data**
- **Data from the Surrey website**

Group C libraries:

- Three library managers visited Group C Library Managers and compiled a report

Travel information:

- Mileage chart of distances between libraries
- Chart of public transport times between libraries

Insight into what the teams do:

- Three group members gave presentations to the Group on the work of their teams

Looking at other authorities:

- Visit to Westcroft Leisure Centre and the Circle Library (Sutton Libraries)
- Look at structure charts of other authorities
- National research was also undertaken to look at opening hour patterns and library structures in other authorities
- Look at similar job descriptions on adverts on LIS-PUB-LIBS mailing list

Surrey Libraries Community Profiles using Surrey data

From the engagement carried out with staff, over 1,500 comments were received which were broken down into 51 themes.

These shaped the Group's focus and highlighted areas of concern. The key issues identified were:

- Lack of vision for the service
- Divide between sector and teams
- Lack of career progression
- Lack of opportunity to attend training
- Unfair/uneven grading & responsibilities of some roles across the service
- Communication
- Difficulties around staffing branches adequately, including obtaining relief
- Library opening hours

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

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

Protected characteristic ¹¹⁹	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 391</p> <p style="text-align: center;">Age</p>	<p>Additional opening hours at 3 libraries during the daytime may impact on the social wellbeing of older people within these catchments.</p>	<p>Five libraries are opening 0.5 or 1.5 hours less a week but there will always be a library open within the cluster.</p>	<p>Older people aged over 65 also make up a greater proportion of the population than 10 years ago.</p> <p>The population is growing faster than the number of households and average household size has increased, reversing the long established trend.</p> <p>Source: Surrey</p>
<p style="text-align: center;">Disability</p>	<p>Libraries in a cluster will open complimentary hours - one library in a Cluster will always open.</p> <p>Additional daytime opening hours gives more opportunity for people reliant on care to access the service.</p>	<p>Limited impact -</p>	<p>The day to day activities of 13.5% of Surrey's population are limited by a long term health problem or disability. This proportion is unchanged since 2001</p> <p>The activities of 88,600 residents (5.7%) are limited "a lot"</p> <p>86% of Surrey residents are in good or very good health, with just 3.5% suffering bad or very bad health</p> <p>108,400 (9.6%) Surrey residents are providing unpaid</p>

			<p>care to a friend or relative</p> <p>Source: 2011 Census</p>
	<p>EDAG training in gender reassignment will be provided, giving front-line staff a greater understanding of the issues.</p> <p>Toilets – unisex model for all new builds and modifications</p>	None	<p>10,000 people sought medical care for gender reassignment with 6,000 people undergoing surgery.</p> <p>Discussions with external trainer, John Vincent to provide gender reassignment training to library staff.</p> <p>Source: GIRES, 2011</p>
Page 392	<p>Dedicated breastfeeding areas in libraries to be identified.</p> <p>Baby changing facilities in all public toilets where these are provided.</p>	None	<p>Recent increase in birth rate is reflected in an increased number of under 5s, who now make up a greater proportion of the population than 10 years ago.</p> <p>Various User Survey comments undertaken over the past 5 years</p> <p>Source: Surrey</p>
	<p>An opportunity to increase the ethnic mix of library staff over time will enable a greater feeling of inclusiveness with customers</p> <p>Customer Service training will</p>	<p>Users may not find staff available whose race/ethnicity they feel comfortable with.</p>	<p>Over the last decade Surrey became more ethnically diverse.</p> <p>While White continued to be the majority ethnic group people identify with, it decreased over the last decade. In 2001, the White ethnic group accounted for 95.0 per cent of the population. This decreased between the 2001 and 2011 Censuses to 90.4 per cent. Within the White ethnic group, White British had decreased from 89.3 per cent in</p>

	be implemented which recognises the diverse needs of people from a variety of ethnic backgrounds		<p>2001 to 83.5 per cent in 2011.</p> <p>There was an increase in all other minority ethnic groups with a big increase in people reporting their ethnicity in “Other Asian” groups.</p> <p>1.7% of people living in Britain speak limited or no English (Census, 2011).</p> <p>Woking is the most diverse borough with 75% identified as White British and Waverley borough is the least diverse with 90.6% identified as White British</p> <p>Source: Surrey website</p>
<p>Page 393</p> <p>Religion and belief</p>	Customer Service training will be implemented which recognises the needs of people from different religions and beliefs	Users may not find staff whose apparent religion or beliefs they feel comfortable with, especially in boroughs with a more diverse ethnic population, e.g. Woking.	<p>The majority of the population in Surrey is Christian (62.8%).</p> <p>Muslim is the next biggest religious group (2.2%).</p> <p>The proportion of Christians in Surrey fell from 74.6% in 2001 to 62.8% in 2011.</p> <p>The percentage of people that reported to have no religion has increased to a quarter of the population.</p> <p>Younger age groups are more likely to have no religion than older people</p> <p>Source: Surrey website</p>
Sex	An opportunity to increase the gender mix of library staff will more accurately reflect the	The library service currently employs 70 men compared to	Source: Internal SCC employment data

	Surrey demographic	441 women	
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	
Carers¹²⁰	A change in opening times could impact on customers with caring responsibilities.		108,400 (9.6%) Surrey residents are providing unpaid to care to a friend or relative Source: 2011 Census

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Greater flexibility in job roles and shift patterns help fit into the various life stages of staff i.e. the ability to reduce hours or to job share should be an option	An ageing workforce, with people remaining in posts for many years may make it difficult to recruit younger staff and provide a clearly defined career structure.	4.50% staff aged 0-20 10.76% staff aged 21-30 11.94% staff aged 31-40 17.22 staff aged 41-50 38.16% staff aged 51-60 16.24% staff aged 61-70 1.17% staff aged 70+ Source: Internal SCC employment data
Disability	Potential for greater opportunity to employ staff with disabilities		

¹²⁰ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

	<p>through job shares</p> <p>For disabled employees, reasonable adjustments would be made through existing mechanisms.</p>	<p>The need to travel to work in different libraries within a cluster.</p> <p>Travel and parking implications.</p> <p>Days and patterns of work may change – impact not known yet.</p> <p>Ensure there is full staff consultation and all processes for redeployment/redundancy are followed.</p>	<p>The day to day activities of 13.5% of Surrey’s population are limited by a long term health problem or disability. This proportion is unchanged since 2001</p> <p>The activities of 88,600 (5.7%) are limited “a lot”</p> <p>86% of Surrey residents are in good or very good health, with just 3.5% suffering bad or very bad health</p> <p>108,400 (9.6%) Surrey residents are providing unpaid to care to a friend or relative</p> <p>Source: 2011 Census</p>
<p>Gender reassignment</p>	<p>Appropriate training for staff will enable them to support colleagues undergoing gender reassignment.</p>	<p>None</p>	<p>10,000 people sought medical care for gender reassignment with 6000 people undergoing surgery.</p> <p>Discussions with external trainer, John Vincent to provide gender reassignment training to library staff.</p> <p>Source: GIRES, 2011</p>
<p>Pregnancy and maternity</p>	<p>Greater opportunity for women returning to work after childbirth to take part-time or job share roles within the service. Senior roles should also enable part-time or job sharing</p>	<p>The change in shift patterns for employees could adversely affect employees with caring and childcare responsibilities.</p>	<p>25% of workforce with Surrey Libraries work full-time. The remaining 75% work part-time hours, but these are mostly employed on grades S4 (41%) and S5 (21%).</p> <p>The percentage of part-time staff on higher grades is very</p>

		Limited opportunities for staff to apply for higher grades on a part-time basis may remain in place following the review.	low, e.g., 1% on S11. Source: Internal SCC employment data
Page 396	Race	The outcomes of the review aims to encourage more effective recruitment of staff from diverse ethnic backgrounds	The service fails to attract staff from diverse ethnic backgrounds to apply for positions. Over the last decade Surrey has become more ethnically diverse. While White continued to be the majority ethnic group people identify with, it decreased over the last decade. In 2001, the White ethnic group accounted for 95.0 per cent of the population. This decreased between the 2001 and 2011 Censuses to 90.4 per cent. Within the White ethnic group, White British had decreased from 89.3 per cent in 2001 to 83.5 per cent in 2011. Source: Surrey website
	Religion and belief	The EDAG training programme aims to make all staff aware of the many different religious requirements of staff and users	None The majority of the population in Surrey is Christian (62.8%). Muslim is the next biggest religious group (2.2%). The proportion of Christians in Surrey fell from 74.6% in 2001 to 62.8% in 2011. The percentage of people that reported to have no religion has increased to a quarter of the population. Younger age groups are more likely to have no religion than older people Source: Surrey

Sex	Potential to increase the male workforce. Men are currently under-represented in the library service with 70 males compared to 441 females currently employed.	None	Source: Internal SCC employment data
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	
Page 397 Carers	The Review Group is aware of SCC's policies of flexible working and encourages this wherever possible.	<p>The change in shift patterns for employees may adversely affect employees with caring responsibilities.</p> <p>The need to travel to work in different libraries within a Cluster may affect caring responsibilities</p> <p>Different timetabled rota – could result in longer hours .</p>	<p>108,400 (9.6%) Surrey residents are providing unpaid to care to a friend or relative</p> <p>Source: 2011 Census</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

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8. Amendments to the proposals

Change	Reason for change
<p>This EIA will be reviewed following the period of staff consultation – Nov to early January.</p> <p>Update:</p> <p>The resulted in 443 comments and feedback on the Review proposal. This feedback was reviewed by LSMT in February 2015 and responses will be published on S-Net and on the shared staff L Drive.</p> <p>As a result of the feedback there are no major changes to the Review proposals. The EIA originally stressed the need to engage with staff on a regular basis to ensure they had an opportunity to comment freely and this has been incorporated into the Review process.</p>	<p>The EIA related comments received from staff concerned - caring responsibilities (see 1,4), increased travel (2), changes to timetables (see 3), one concern that the EIA highlighted the need to employ younger staff at the detriment of losing older, more experienced staff (see 5). There was also one comment that customers with a protected characteristic may be affected if staff worked across several libraries – i.e. the loss of a familiar member of staff in their local library (see 6).</p> <p>LSMT Response</p> <ol style="list-style-type: none"> 1. We recognise that a percentage of staff will have caring responsibilities and we will look at these on an individual basis, where staff choose to share their concerns with us, to ensure that we offer the best solutions for staff and the service. 2. We have designed the library 'Clusters' to enable staff, where possible, to make short journeys between branches in a Cluster. However, some journey's by public transport may not be as direct and we will discuss this with individual members of staff and accommodate where this is possible. Clusters will be reviewed in December 2015. 3. The availability of a variety of work timetables will be offered that could assist with school runs and caring responsibilities. 4. A 121 discussion for all S4, S5 and S6 staff will be held that will enable them to be slotted into a rota and role which best suits both SCC's business needs and an employee's caring responsibilities as defined by SCC policy 5. Workforce data shows that 38.16% of staff are aged 51-60. The library service values the experience that staff in this age group bring to the organisation and we would not want to lose that, but LSMT also recognises the need for effective workforce planning to ensure we invest in a develop

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>staff across all age ranges.</p> <p>6. S4 staff will remain largely in place at their base libraries and the links between staff and customer will not be affected by the Review. Continuity will be maintained.</p>

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
There is a concern that more rigid work patterns could be created, or greater distances to travel to a workplace are required of staff	Greater flexibility will be built into the staffing structure following the consultation period and review implementation.	May 2015	LSMT/ Sector
Race - staff from different ethnic groupings are underrepresented in the library service	Make a positive decision to recruit a more diverse workforce in the future	Ongoing	LSMT/ Sector
Disability - barriers to employing people with disabilities in libraries could remain.	Ensure roles for people with disabilities are embedded within the service.	Ongoing	LSMT/ Sector
Age – ageing workforce	Aim to employ staff from a wide variety of age groups to reflect the actual communities who use or could use our services and ensure effective workforce planning.	Ongoing	LSMT/ Sector/all staff who recruit
Sex -. Men are currently under represented in the library service with 70 males compared to 441 females currently employed.	Re-balance the proportions of male/female workforce through recruitment	Ongoing	LSMT/ Sector
Pregnancy and maternity - the change in shift patterns for employees could adversely	Design shift patterns to ensure staff with caring and child care responsibilities are not adversely	Ongoing	LSMT/ Sector

EQUALITY IMPACT ASSESSMENT TEMPLATE

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<p>affect employees with caring and childcare responsibilities.</p> <p>Limited opportunities for staff to apply for higher grades on a part-time basis may remain in place following the review.</p>	<p>affected.</p> <p>Ensure staff have the opportunity to apply for higher grade posts on a part-time or job share basis. Consider more creative and flexible ways to work.</p>		
<p>Carers</p> <p>The Review Group is aware of SCC's policies of flexible working and encourages this wherever possible.</p>	<p>We recognise that a percentage of staff will have caring responsibilities and we will look at these on an individual basis, where staff choose to share their concerns with us, to ensure that we offer the best solutions for staff and the service</p> <p>A 121 discussion for all S4, S5 and S6 staff will be held that will enable them to be slotted into a rota and role which best suits both business needs and their caring responsibilities as defined by SCC policy</p>	<p>By May 2015</p>	<p>LSMT/ Sector</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<p>Certain work patterns may not be able to be changed due to the operational needs of the service.</p>	<p>Pregnancy & maternity, Sex, Age, Disability, Religion and Belief,</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Staff consultation undertake – surveys, workshops, presentations, bulletins, generic email address made available to all staff to enable them to contact review group members for information/comments</p> <p>Following the launch of the review structure in November 204, staff were encouraged to give feedback to the Review Team. This resulted in 443 comments and feedback on the Review proposals.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Age - greater flexibility in job roles, shift patterns can fit into the various life stages of staff – the ability to reduce hours or job share a potential option</p> <p>Disability - potential for greater opportunity to employ staff with disabilities through job shares.</p> <p>Pregnancy and maternity - Greater opportunity for women returning to work after childbirth to take part-time or job share roles within the service.</p> <p>Race - The outcomes of the review aim to encourage more effective recruitment of staff from diverse ethnic backgrounds</p> <p>Religion and Belief - the EDAG training programme will make all staff aware of the many different religious requirements of staff and users</p> <p>Sex – the potential to increase male workforce. Men are currently underrepresented in the library service with 70 males compared to 441 females working in the library service as of Oct 2014.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>The need for greater flexibility in work patterns and job roles, offering the opportunity to job share and rotate jobs. The need to increase the diversity of the workforce through staff recruitment and use of volunteers.</p>
<p>Key mitigating actions planned to address any outstanding negative</p>	<p>Ensure there is full staff consultation and all processes for redeployment/redundancy are followed. The consultation process will involve staff briefings, workshops, 121s and</p>

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impacts	written feedback. The consultation ended in January 2015. The results of the consultation were reviewed by LSMT and this EIA has been amended accordingly see Section 8 above.
Potential negative impacts that cannot be mitigated	Certain work patterns may not be able to be changed due to the operational needs of the service.

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Democratic Services Team Budget Savings 2015/16
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EIA author:	Liz Mills – Lead Manager for Democratic Services
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2. Approval

	Name	Date approved
Approved by¹²¹		

3. Quality control

Version number	V0.1	EIA completed	
Date saved	08/01/2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Liz Mills	Lead Manager for Democratic Services	SCC	Assessor
Bryan Searle	Senior Manager Cabinet, Committees and Appeals	SCC	Reviewer
Andrew Evans	Strategic Partnerships Manager	SCC	Reviewer

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	The by-election budget is held as a contingency in case up to two by-elections are called in any one financial year in respect of electing County Councillors. This would be a reduction of £15k.
What proposals are you assessing?	It is proposed to reduce this contingency to cover the cost of one by-election per annum. Should further by-elections be called in the same financial year this may cause a budget pressure that would have to be accommodated in year by the County Council. The financial risk is considered to be low based on previous trends and will not impact on the ability of the Council to run the by-election.

¹²¹ Refer to earlier guidance for details on getting approval for your EIA.

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Who is affected by the proposals outlined above?	There are no identified groups that will be affected by the above proposal. The proposal is one which sees the reduction of a contingency based on previous years' experience. The running of by-elections will be unaffected. The budget proposals are not anticipated to affect the public, service users or staff of the County Council or Districts and Boroughs. The impact may be some in-year budgetary management with regard to short-term retention of vacancies (1-2 month extensions) or administrative budgets to accommodate any in year overspend. There will be no direct impact on any protected group.

6. Sources of information

Engagement carried out
Engagement was carried out with the Legal Department of the County Council, the Policy and Performance department of the County Council, the Corporate Improvement and Productivity Network of the County Council and the Democratic Services Senior Management Team. The engagement undertaken was considered proportionate to the issue and value of the reduction. The engagement was by verbal discussion and review of the draft EIA and proposal.
Data used
<ul style="list-style-type: none"> Data used was the historic information relating to the number of by-elections run for Surrey County Councillors in previous years. Available on-line.

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

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

Protected characteristic ¹²²	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	Conclusions drawn from consultation and data sets used as described above.
Disability	None	None	Conclusions drawn from consultation and data sets used as described above.
Gender reassignment	None	None	Conclusions drawn from consultation and data sets used as described above.
Pregnancy and maternity	None	None	Conclusions drawn from consultation and data sets used as described above.
Race	None	None	Conclusions drawn from consultation and data sets used as described above.
Religion and belief	None	None	Conclusions drawn from consultation and data sets used as described above.
Sex	None	None	Conclusions drawn from consultation and data sets used as described above.
Sexual orientation	None	None	Conclusions drawn from consultation and data sets used as described above.
Marriage and civil partnerships	None	None	Conclusions drawn from consultation and data sets used as described above.
Carers ¹²³	None	None	Conclusions drawn from consultation and data sets used as described above.

¹²² More information on the definitions of these groups can be found [here](#).

¹²³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	Conclusions drawn from consultation and data sets used as described above.
Disability	None	None	Conclusions drawn from consultation and data sets used as described above.
Gender reassignment	None	None	Conclusions drawn from consultation and data sets used as described above.
Pregnancy and maternity	None	None	Conclusions drawn from consultation and data sets used as described above.
Race	None	None	Conclusions drawn from consultation and data sets used as described above.
Religion and belief	None	None	Conclusions drawn from consultation and data sets used as described above.
Sex	None	None	Conclusions drawn from consultation and data sets used as described above.
Sexual orientation	None	None	Conclusions drawn from consultation and data sets used as described above.

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Marriage and civil partnerships	None	None	Conclusions drawn from consultation and data sets used as described above.
Carers	None	None	Conclusions drawn from consultation and data sets used as described above.

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8. Amendments to the proposals

Change	Reason for change
None.	N/A

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
N/A			

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Engagement was carried out with the Legal Department of the County Council, the Policy and Performance department of the county Council, the Corporate Improvement and Productivity Network of the County Council and the Democratic Services Senior
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	Management Team. The engagement undertaken was considered proportionate to the issue and value of the reduction. The engagement was by verbal discussion and review of the draft EIA and proposal.
Key impacts (positive and/or negative) on people with protected characteristics	None
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	None
Potential negative impacts that cannot be mitigated	None

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1. Topic of assessment

EIA title:	5% budget reduction across the Policy and Performance Service (planned utilisation of vacancies and cost reductions).
EIA author:	Robert Cayzer (Senior Manager) Justin Newman (Lead Manager)

2. Approval

	Name	Date approved
Approved by	Liz Lawrence (Head of Service)	13.1.15

3. Quality control

Version number	1	EIA completed	13.1.15
Date saved	13.1.15	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Robert Cayzer	Senior Manager	SCC	Equalities lead for Policy and Performance
Justin Newman	Lead Manager	SCC	Budget lead for Policy and Performance

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	As part of the budget proposals for 2015/16, the Policy and Performance Service has set out proposals to make 5% savings across the Service – this equates to £135,000.
What proposals are you assessing?	<p>The proposed savings come under two broad headings:</p> <ul style="list-style-type: none"> - planned utilisation of vacancies; and - cost reductions. <p>Planned utilisation of vacancies:</p> <ul style="list-style-type: none"> - In light of the requirement to identify budget savings for 2015/16 and beyond, the Service has taken the opportunity to review staffing structures and in particular recently vacant posts, so the savings can be achieved by

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	<p>managing existing vacancies.</p> <ul style="list-style-type: none"> - One vacant post (1FTE) will be deleted and another vacant post will be redesigned to work across the policy and performance teams. While this will result in reduced overall Service capacity rigorous prioritisation of work will help to mitigate the impact. - A reduction in the salary budget of the Internal Audit team will result in a reduction in the overall number of audit days to deliver the Internal Audit Plan. Prioritisation of activity in the Internal Audit Plan will help to mitigate the associated impact. <p>Cost reductions:</p> <ul style="list-style-type: none"> - A reduction in supplies and services budgets will result in reduced ability of the Service to meet in-year requests beyond day-to-day supplies and services requirements (e.g. staff development or contribution to 'corporate projects'); - A reduction in the development budget for Surrey-i reduces the ability to make changes / improvements to the Surrey-i website; - A reduction in the 'corporate subscriptions' budget can be achieved by removing an unallocated part of the budget; and - the reduction in the budget allocated for the local Healthwatch and Independent NHS Complaints Advocacy services can be achieved by removing an unallocated part of the budget.
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals have been developed to minimise impact through the management of vacant posts and reductions in unallocated budgets where possible.</p> <p>The people or groups that are connected to the services (and budgets) associated with the savings proposals are:</p> <ul style="list-style-type: none"> - users and potential users (Surrey residents) of the local Healthwatch / Independent NHS Complaints Advocacy service. - staff of the provider of the local Healthwatch / Independent NHS Complaints Advocacy service. - staff in the Policy and Performance Service. <p>No significant impacts are expected for any of these groups.</p>

6. Sources of information

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Engagement carried out

The majority of the savings proposals relate to vacant posts and existing 'internal' supplies and services budgets.

Proposals have been agreed by the Policy and Performance Senior Management Team and specific proposals relating to the vacancies have been discussed with the leads/managers for the relevant areas.

In relation to the reduction to the local Healthwatch / Independent NHS Complaints Advocacy Service – a full retendering process was agreed by the Cabinet in December which included the co-design of the service specifications with a wide range of patient/service user/carers representative organisations and potential providers. A separate EIA has been completed on the service as part of that retendering process. The savings proposal put forward can be achieved by removing the unallocated part of the budget (i.e. it does not impact on the co-designed service specification / contract for the delivery of services).

Data used

In reviewing the services budgets and development of the savings proposals a range of data was used including:

- historic spend data for the Service
- the Service staffing structure (including consideration of the protected characteristics of staff)
- the views and feedback from those that the proposals were discussed with (see above section).

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

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

Protected characteristic ¹²⁴	Potential positive impacts	Potential negative impacts	Evidence
Age	No potential positive impacts have been identified.	No potential adverse impacts have been identified.	The evidence and engagement activity that were used to develop the proposals did not identify any positive or negative impacts on residents and service users with protected characteristics.
Disability	As above.	As above.	As above.
Gender reassignment	As above.	As above.	As above.
Pregnancy and maternity	As above.	As above.	As above.
Race	As above.	As above.	As above.
Religion and belief	As above.	As above.	As above.
Sex	As above.	As above.	As above.
Sexual orientation	As above.	As above.	As above.
Marriage and civil partnerships	As above.	As above.	As above.

¹²⁴ More information on the definitions of these groups can be found [here](#).

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Carers¹²⁵	As above.	As above.	As above.
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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No potential positive impacts have been identified.	No potential adverse impacts have been identified.	The evidence and engagement activity that were used to develop the proposals did not identify any positive or negative impacts on residents and service users with protected characteristics.
Disability	As above.	As above.	As above.
Gender reassignment	As above.	As above.	As above.
Pregnancy and maternity	As above.	As above.	As above.
Race	As above.	As above.	As above.
Religion and belief	As above.	As above.	As above.
Sex	As above.	As above.	As above.

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¹²⁵ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that ‘carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.’

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Sexual orientation	As above.	As above.	As above.
Marriage and civil partnerships	As above.	As above.	As above.
Carers	As above.	As above.	As above.

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8. Amendments to the proposals

Change	Reason for change
No changes to the original proposal have been made.	N/A

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
None identified.	None required	N/A	N/A

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>In reviewing the services budgets and development of the savings proposals a range of data was used including:</p> <ul style="list-style-type: none"> - historic spend data for the Service - the Service staffing structure (including consideration of the protected characteristics of staff) - the views and feedback from those that the proposals were discussed with and shaped by. <p>Proposals have been agreed by the Policy and Performance Senior Management Team and specific proposals relating to the vacancies have been discussed and designed with the leads/managers for the relevant areas.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>None identified.</p>

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Changes you have made to the proposal as a result of the EIA	None.
Key mitigating actions planned to address any outstanding negative impacts	None required.
Potential negative impacts that cannot be mitigated	None identified.

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1. Topic of assessment

EIA title:	Services for Young People Budget 2014-15
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EIA author:	Nikki Parkhill: Equalities Development Officer
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2. Approval

	Name	Date approved
Approved by ¹²⁶	Garath Symonds, Assistant Director, Services for Young People	

3. Quality control

Version number	2.0	EIA completed	11.3.15
Date saved	11.3.15	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

¹²⁶ Refer to earlier guidance for details on getting approval for your EIA.

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This EIA considers the impact of how the budget for Services for Young People will be allocated for 2015-16, including savings of £2.66 million (a net budget reduction of 16%).</p> <p>In order to achieve its overarching aims (employability for all young people and to prevent offending and anti-social behaviour), Services for Young People offers a range of intervention including the Youth Support Service, the Pathways Team (provision for young people who have learning disabilities and/ or learning difficulties), alternative education programmes, centre based youth work, Skills Centres, the Year 11-12 Transition contract, the Local Prevention Framework, a web-based universal offer, Youth Small Grants funding, drug and alcohol and sexual health services. A large proportion of the functions of SYP are delivered by the Voluntary, Community and Faith and private sectors through outcomes based commissions and contracts. The Youth Support Service houses the youth justice function which is a statutory requirement. SYP works with young people aged 10-25, focussing mainly on those who are aged 13-19. The document 'One in Ten' suggests that 10% of the youth population of Surrey are in need of additional support to make a successful transition to adulthood (Surrey County Council, 2010).</p> <p>The most recent needs assessment undertaken to inform the commissioning of provision for 2015- 2020 has identified that whilst progress has been made, the issues raised in One in Ten are still relevant. In particular it highlights that:</p> <ul style="list-style-type: none"> • There are individuals in Surrey who face multiple and complex barriers to participation and are at risk of becoming NEET; there are families that have a number of support needs; and there are neighbourhoods where young people are more likely to experience a range of negative outcomes • A range of negative experiences before and during teenage
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years can have a big impact on young people's outcomes later in life

- The number of young people with Special Educational Needs and Disabilities (SEND) is increasing, as is the complexity of need within this group
- Young people who are looked after, on child protection plans and children in need are more likely to experience a range of negative outcomes than many of their peers
- There are growing unmet emotional and mental health needs amongst young people
- Young people face practical, physical barriers to participation that stop them from participating, in particular transport, lack of income and homelessness
- Some vulnerable young people choose to hide their particular needs and circumstances for fear of discrimination, alienation or bullying, whilst others may not see themselves as facing barriers to participation
- Young people need to develop the skills and experience that meet the needs of local employers and make them ready for work
- Young people are all different and need to access information, advice and guidance in a way that is right for them, so that they can make informed choices about their future participation

Young people access Services for Young People via referrals from parents/ carers, courts, the police, health and social care professionals and schools. Young people can refer themselves to many of the strands of the organisation. Many of the young people supported by the Youth Support Service are identified through partnership with other organisations and are targeted for intervention. Currently, approximately 10,000 vulnerable and at risk young people are supported by SYP per year in addition to those who access the universal, web based offer.

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<p>What proposals are you assessing?</p>	<p>There will be a disproportionate impact on some aspects of Services for Young People as it holds a number of statutory functions which limit the options when considering savings. The reduction comes at a time when Services for Young People are at the 'do' phase of the commissioning cycle for provision that will be delivered from for 2015-2020. This timing provides an opportunity to make savings before contracts with providers are set however it forces the Service to review plans as the original solutions may not now be viable.</p> <p>It is proposed that the budget reduction of £2.66 million for 2015-16 will be achieved through:</p> <ul style="list-style-type: none">• The deletion of 5 front line full time Youth and Community Worker posts (a 16% reduction of the professionally qualified workforce within the Community and Youth Work Service);• Freezing and removing vacant posts within the Youth Support Service;• The removal of the Individual Prevention Grant funding stream that provides finance for essential equipment, travel and other provision that removes barriers to participation for young people;• A reduction of £235,000 from the community grant paid to VCFS organisations;• A reduction in the sum available for preventative activities delivered by the VCFS;• £300,000 saving allocated to Commissioning & Development which will result in fewer posts;• A £490,000 reduction in the funding available to deliver the Community Skills commission which incorporates a number of initiatives including Ready for Work and the Duke of Edinburgh Award. The decision has already been undertaken to close Gypsy Skills as a result of existing budget pressures (a separate EIA has been undertaken regarding this).• Removal of the Youth Small Grants programme.• Additional income will be secured from external bodies, including the Educational Funding Agency (EFA).
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	<p>Alongside the above proposals, a 'hub and spoke' approach and Resource Allocation System (RAS) have been developed which will inform the way in which funding and staffing will be deployed in accordance with need in each borough and district within the Community Youth Work Service. Youth work hubs would be identified in areas of highest need and would be linked to youth work spokes where there would be greater collaboration with voluntary, community and faith sector partners to deliver a broader offer.</p> <p>The RAS draws together data on a range of indicators of young people's need including the number of young people who are NEET; the number of young people who are at risk of becoming NEET (or 'RONI'); the number of young people who have received substantive outcomes as a result of offending; the number of young people who received Youth Restorative Interventions (YRIs); the number of Children in Need (CiN); the level of deprivation; and the 10-19 population. The data gathered about the needs of each area will be used to allocate resources.</p> <p>The reduced budget and smaller professionally qualified workforce are likely to reduce the effectiveness of this approach and to have an adverse impact on the quality and breadth of the provision available.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Over the last 3 years, Services for Young People has proved it can deliver more provision and outcomes for young people with less resource. The proposed savings, however, will have a significant impact on staff, current and potential service users and their families and external organisations who deliver services on the behalf of, and in partnership with, the Service.</p> <p>Looking forward, the impact of a growing population of children in Surrey and Welfare Reform are likely to increase the demand for SYP Services. There is a limit to how lean SYP can become before the impact of efficiency savings, rising demand and economic stagnation</p>

start to bite at the front line. Young people between the ages of 16-24 have been amongst the hardest hit and are 1.5 times more likely to be claiming JSA (2.4%) compared to the population overall (1.6%). The remit for Services for Young People also continues to expand to fulfil responsibilities related to the Early Help agenda and an extended age range for young people in need of Targeted Youth Support.

Data is currently being analysed for the current financial year however during 2013-14:

- Approximately 10,000 young people participated preventative provision through youth centres and the Local Prevention Framework
- 69,000 were engaged through the Youth Engagement Contract (Surge and U Explore)
- 2032 young people were provided with support through the Youth Support Service
- 117 organisations received Youth Small Grants including sports clubs, uniformed organisations, faith groups and provision for young disabled people.

Between April 2014 and October 2014 439 grants were awarded to young people through the Individual Prevention Grant scheme. The funding provided work boots, travel passes, chef knives and other course-related equipment which prevented them from dropping out of college or leaving employment.

A range of opportunities are available for raising additional income to offset the savings needed within the Youth Support Service. The EFA, for example, could provide resources for the Ready for Work programme. There are risks associated with income generation as a strategy for meeting the shortfall; applications may be unsuccessful and the terms and conditions of the EFA, for example, mean that payments are only paid once a learner achieves an accredited educational outcome. Whilst it is desirable for young people to achieve qualifications, it might be that there is pressure

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to retain young people on Ready for Work programmes rather than encouraging them into more formal education settings that will provide them with more relevant qualifications or result in a more rigorous selection process where only young people who are likely to achieve the desired outcomes are recruited. The focus of Services for Young People may become more fluid as it responds to the agendas of funders rather than the identified needs of young people and the strategy that has been developed to improve outcomes.

The reduction in resources and increased demand described above will increase the work load of a reduced workforce across SYP, and/ or limit the amount of support and activities available for young people. The proposed approach to making the savings will impact on partner organisations and those who have been commissioned to deliver services on our behalf. The intention to reduce the grants provided to Voluntary, Community and Faith sector organisations is likely to have a negative impact on those organisations and the young people who access their provision including those who have protected characteristics e.g. religion and belief and disability.

In summary, despite the desire to minimise the impact on young people the proposals considered in this EIA for achieving the £2.66 million savings identified for 2015-16 it will not be possible to fully mitigate the negative impact on young people, their families and staff.

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6. Sources of information

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Engagement carried out
<p>Extensive engagement was undertaken with young people, staff and stakeholders to develop the new model for Services for Young People that will be established from 1st April 2015. Staff within Commissioning and Development and what will be the Community Youth Work Service (currently Centre Based Youth Work) are currently engaged in a period of formal consultation about changes in the organisational structure and job roles. It was always intended that there would be changes to job roles and to the structure of the teams in order to implement the new commissioning intentions effectively. The allocated budget reduction has compounded the need for change and will reduce the number of posts available. They are officially vulnerable to redundancy. The feedback received from the earlier engagement events was instrumental in the development of the commissioning intentions and similarly feedback received during the current consultation period will be considered and influence final decisions made.</p> <p>Further engagement and equality impact assessments will be undertaken at a later stage when the Resource Allocation System (RAS) is implemented as this will involve Local Committees and Youth Task Groups allocating resource to address identified need which will improve the services available to some young people but will also mean that resources may be taken away from existing users. Staff will also be affected as a result of this approach as their delivery base and type of work required of them may change.</p>
Data used
<ul style="list-style-type: none">• Bovaird, J & Loeffler, E. (2014) <i>The new commissioning model of services for young people in Surrey: Evaluation of Achievements and Implications</i>. INLOGOV, University of Birmingham• CIPD (2007) <i>What's happening with well-being at work?</i> http://www.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf• Council of Europe (2008) <i>Child and teenage suicide in Europe: A serious public-health issue: Report Document 11547</i> http://assembly.coe.int/main.asp?Link=/documents/workingdocs/doc08/edoc11547.htm• Families in Poverty Needs Assessment 2010• Feedback from the centre based youth workers' working group, the Project Board, Commissioning Group and staff conferences.• Hastings, A., Bramley, G., Bailey, N., Watkins, D. (2012) <i>Serving Deprived Communities in a</i>

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Recession. Joseph Rowntree Foundation

- JSNA (2011) Children with Disabilities chapter
- JSNA (2011) Domestic Abuse chapter
- JSNA (2011) Ethnicity chapter
- JSNA (2011) Family Stability chapter
- JSNA (2011) Mental Health chapter
- JSNA (2011) Religion chapter
- JSNA (2011) Sexual Orientation chapter
- JSNA (2011) Special Educational Needs chapter (NOT YET PUBLISHED)
- JSNA (2011) Parenting chapter
- JSNA (2011) Teenage Pregnancy chapter
- JSNA (2011) Unaccompanied (and former unaccompanied) Asylum Seeking Children chapter
- JSNA (2011) Young Carers chapter
- Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey (2013)
- ONS population estimates 2010
- Reed, B., Rhodes, S., Schofield, P. & Wylie, K. (2009) *Gender Variance in the UK: Prevalence, Incidence, Growth and Geographic Distribution*. GIRES. Available at www.gires.org.uk
- Services for Young People performance reports
- Services for Young People (April 2014) Cabinet Paper 'Re-commissioning for 2015 – 2020'
- Surrey County Council, (2010) *One in Ten: A needs assessment of young people aged thirteen to nineteen in Surrey*.
- Surrey County Council, (2013) *Participation Needs Assessment 2013*
- SCC (2014) Services for Young People Annual Report 2013/14
- SCC (2014) Services for Young People: Analysis of the Engagement Paper Feedback: DRAFT V2
- SCC (2014) Children, Schools and Families Workforce Planning, August 2014
- SCC (2014) Young people's perspectives: Young people's feedback through the Surge Survey, Evaluation of Commissions, Needs Assessment and the development of the Triple Tripod Model.
- SCC (2013) Services for Young People Needs Assessment
- SCC (2013) Evaluation of Commissions
- SCC (2013) Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey
- Surrey County Council, (2010) *One in Ten: A needs assessment of young people aged*

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thirteen to nineteen in Surrey.

- Whittle, S., Turner, L. & Al-Alami, M. (2007) *Engendered Penalties: Transgender and Transsexual People's Experiences of Inequality and Discrimination*. Press for Change. Available at <http://www.pfc.org.uk/pdf/EngenderedPenalties.pdf>

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

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

Protected characteristic ¹²⁷	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 428</p> <p>Age</p>	<p>The extended provision for Targeted Youth Support and Early Help will benefit younger young people.</p>	<p>A constraint on staffing levels across Services for Young People will result in the number of young people supported and the range and depth of opportunities for personal development available may be reduced despite demand increasing. This will have the greatest impact on the most vulnerable young people.</p> <p>A reduction of full time youth work posts within the Community Youth Work Service which require a professional JNC qualification will result in a less qualified and experienced staff team who will be less equipped to deal with complex issues</p>	<p>There are 272,800 children and young people aged 0-19 in Surrey, 67,300 are 10-14 years old; and 69,000 are 15-19 years old. (ONS: Surrey)</p> <p>In 2012 there were approximately 22,640 children and young people aged 0-19 living in poverty in Surrey or 9.2% of the 0-19 population. 0-10's make up 67% (15,160) of the children living in poverty in the county. (Children living in poverty data accessed on Surrey)</p> <p>Services for Young People has secured significant achievements since 2012:</p> <ul style="list-style-type: none"> • 59% reduction in young people who were NEET between January 2009 and January 2014 • Interim data shows Surrey had the joint lowest numbers in England of young people who were NEET between November 2013 and January 2014, when last year Surrey ranked joint-25th. • 90% reduction in first time entrants of young people to criminal justice system from 2009 to

¹²⁷ More information on the definitions of these groups can be found [here](#).

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		<p>presented by the targeted cohort of young people.</p> <p>Workers may be limited on the amount of time they are able to allocate to each young person due to increased case loads.</p> <p>Young people are likely to be affected through the reduction of grants available to the Voluntary, Community and Faith Sector and Individual Prevention.</p> <p>There is a risk that young people who live in boroughs/ districts where teams are carrying vacancies will have restricted access to intervention.</p> <p>The Resource Allocation System proposed within the Community Youth Work Service is likely to have an adverse impact on young</p>	<p>2013, when we had the lowest rate of first time entrants in England</p> <ul style="list-style-type: none"> • Lower rate of youth custody per 1000 population in England. • 4% increase in young people aged 16-18 starting apprenticeships since 2011 – in contrast to a decrease of 14% in England during the same period. • There were 124 fewer NEET young people in 2012-13 compared to 2011-12, which based on research analysis by York University, results in a £7 million saving to public purse • Demonstrable positive impact on school attendance and fixed term exclusions for young people taking part in Centre Based Youth Work and Local Prevention Framework activity – and in particular for those with SEND. • High proportion of young people engaged in youth centre activities are in higher need groups – of the 7,017 in 2012/13, 37% had SEND, 20% were NEET or re-engaging, 17% were identified at risk of NEET, 16% were Children in Need, and 200 were young people who had offended. • 89.8% successful progression to education, training or employment from young people at risk
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		<p>people who live outside of prioritised areas but still have high levels of need.</p>	<p>of becoming NEET who received support from the Year 11/12 Transition commission</p> <ul style="list-style-type: none"> • Twenty six youth centres have achieved the NYA (National Youth Agency) Quality Mark Level 1, demonstrating a standard equivalent to Ofsted rating of good – no Surrey youth centre had secured this rating before. • £2 million in expenditure on placements for young people with SEND offset as young people have local provision rather than being placed in Independent Specialist Colleges since 2011/12, meaning more young people are being educated closer to home. This fits with the strategic service planning for post 16 placements. • 290 young people who presented as homeless have been placed in safe accommodation since November 2012. (SYP Cabinet Paper, April 2014) <p>(The) young carers services give some form of support to 1,200 young carers a year. However evidence suggests that this could be as low as just 10% of young carers in the county. The average age of a Surrey young carer is 12. (JSNA Chapter: Young Carers)</p>
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There are 94 Unaccompanied (or former unaccompanied) asylum seeking children (UASC) in Surrey that mostly fall between the ages of 16 and 21. (JSNA Chapter: Unaccompanied (or former unaccompanied) Asylum Seeking Children and Children's Performance and Knowledge Management Team)

Surrey County Council's Race Equality and Minority Achievement Service estimates that currently (May 2011) there are about 1100 GRT pupils receiving mainstream education in Surrey and a further 120 children of school age (2-16) in the county who are receiving Elective Home Education. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)

According to School Census and Traveller Education Support data (which includes both self-ascribed and non-ascribed children) there were an estimated 2203 children aged 0-19 in 2009. Guildford had the highest number with 300, followed by Runnymede with 104 children. In all other boroughs and districts there were less than 100 GRT children. (Needs Analysis for Gypsy, Roma and Traveller

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			<p>Children and Young People in Surrey 2013)</p> <p>There is a tendency among GRT children and young people to marry and have children at a younger age. A significant number of GRT children leave mainstream schooling by the age of 13. The law permits parents to educate their children at home, although GRT parents are not always able to support their children effectively in home education.</p> <p>(Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>GRT children and young people often see vocational training and skills as more relevant in preparing them for adult life. Young men in particular have ambitions to go to college and obtain certification for trades, but current law restricts their access to college until the age of 16, by which time many are working fulltime and may be reluctant to return to education. Although some GRT children return to formal education at 16+ to take vocational college courses, local GRT parents have stated that having to wait until their children reach 16 before they can access vocational training acts as a barrier to educational</p>
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			achievement. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 433</p> <p>Disability</p>	<p>Services provided by the Pathways Team for young people who have Special Educational Needs and/ or Disabilities will be protected from the budget savings as this is a statutory function.</p>	<p>Funding pressures might limit the range of opportunities available for young disabled people.</p> <p>Bespoke provision within the Community Youth Work Service may be reduced. This might mean their needs are not fully met or that they, and their families, have to limit their aspirations.</p> <p>Young disabled people might be affected through the reduction of grants available to the Voluntary, Community and Faith Sector.</p> <p>Young carers may be impacted by a reduction of resource within the Community Youth Work</p>	<p>In 2013/14 the Pathways Team in SYP completed over 2,000 statutory learning difficulty assessments for young people in years 9-13 with SEND (the vast majority of whom have Statements of Special Educational Need), to help them to prepare for their transition to post-compulsory provision. 87% of young people with SEND who progressed into year 12 in September 2013 were in positive destinations in January 2014.</p> <p>50% of the Youth Support Service cohort have Special Educational Needs/ Disabilities and the number of learners with special educational needs is set to increase over the next 10 to 20 years.</p> <p>Young people have said one of their key concerns is mental health and emotional wellbeing. They have highlighted that poor emotional wellbeing can impact on their ability to engage in learning or work. They have said that it would help to have people to talk to. They said in particular that long term relationships with people who they trust and understand what they are going through are</p>

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		<p>Service as there may not be capacity to run targeted projects.</p>	<p>really important. (Young People’s Perspectives, 2014).</p> <p>There are approximately 8,500 children and young people aged 0-19 that may have a long-term illness, disability or a medical condition affecting their day-to-day activities. (JSNA Chapter: Children with disabilities)</p> <p>As of March 1 2015 there are 805 open cases across the Children with Disabilities Teams. (Children’s Services Performance Team)</p> <p>Children with disabilities are more likely to have Special Educational Needs (SEN). (JSNA Chapter: Children with disabilities)</p> <p>People with a physical illness are six times more likely to have a mental illness than people without physical illness. (JSNA Chapter: Mental Health)</p> <p>80% of young people who are NEET in Surrey have</p>
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			<p>additional learning needs (Surrey County Council, 2013).</p> <p>A study has suggested that of all people with mental health problems at age 26, 50% had first met psychiatric diagnosis criteria by age 15 and nearly 75% by their late teens. (JSNA Chapter: Mental Health)</p> <p>It is estimated that nationally 29% of families with disabled children are in poverty and 55% of families with children with disabilities are living in or at the margins of poverty. (Families in Poverty Needs Assessment)</p> <p>Young carers are typically children or young people living in families with a parent or sibling with an illness or disability for whom they provide care for. They are more at risk of possible mental-health disorders including stress, anxiety, low self-esteem, depression, eating disorders, difficulty in sleeping, and self-harm. (JSNA Chapter: Young Carers)</p> <p>Our young carers services give some form of support to 1,200 young carers a year. However evidence suggests that this could be as low as just 10% of young carers in</p>
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			<p>the county. The average age of a Surrey young carer is 12. (JSNA Chapter: Young Carers)</p> <p>‘There are some other issues we have experienced that potentially hinder the outcomes for young people with sensory impairment. We have a particular concern about students being required to attend the college offering the course selected which is nearest to their home. For a variety of reasons, that nearest college might not best suit the needs of that student, and by attending the nearest college the student forfeits the ability to have transport provided. We are also concerned about the wider issue of transport limitations, as it is a significant issue for all our young people. As we all know, Surrey has areas that are poorly served by public transport, and young people with vision impairment will never be able to drive themselves. This makes the problem of social isolation very significant, in that it severely limits their opportunities to engage with the community and their peers, and of course impacts on their education, learning and employment. These young people are already disadvantaged when it comes to meeting and engaging with new people. The impact of mobility and transport issues exacerbates the problems faced by these young people in relation to their emotional</p>
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			<p>wellbeing, resilience and mental health.’ Feedback from Sight for Surrey</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 437</p> <p style="text-align: center;">Gender reassignment</p>	<p style="text-align: center;">None</p>	<p>There may be a negative impact on young people who are trans or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.</p> <p>Through previous experience of commissioning on a borough/ district basis it has become clear that some priority groups of young people, especially young transgender people, may miss out as the population is spread out across the county, rather than being located in on particular place.</p>	<p>Current prevalence of people experiencing gender variance in the UK is estimated at 600 per 100,000 people, with those with gender dysphoria presenting for treatment estimated at 20 per 100,000 people. There is currently a rapid growth rate of 15% per annum. These figures do not take account of those who are questioning their gender identity or who have not made their gender dysphoria known. The median age of people presenting for treatment is 42. “Few younger people present for treatment despite the fact that most gender dysphoric adults report experiencing gender variance from a very early age. Social pressure, in the family and at school inhibit the early revelation of their gender variance.” (GIREs, 2009: 4).</p> <p>Many young transgender people leave school with level 2 qualifications and 34% go on to achieve a degree, or higher degree in comparison with 27% of the wider UK population (Engendered Penalties, 2007). This might indicate that they are at less risk of becoming NEET, however, this largely hidden group are highly likely to</p>

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			<p>experience reported that they have experienced transphobic bullying, harassment and discrimination in public places, schools, in the workplace and within their families. It is recognised that these experiences can have a negative impact on mental health and that there is a higher incidence of suicidality amongst lesbian, gay, bisexual and transgender young people than the wider youth population (Council of Europe). These factors all impact on a young person's ability to move into further education and employment and ability to access provision and feel confident in sharing with others about their situation.</p> <p>Access to medical treatment and safe accommodation are also key issues for these children and young people (Whittle et al, 2007).</p> <p>The needs of this group are unlikely to be identified on a local borough/ district level and therefore will not be reflected in the service specification.</p>
<p>Pregnancy and maternity</p>	<p>Young parents and young people who are expecting a baby have been highlighted as</p>	<p>There may be a negative impact on young parents if staffing is constrained within projects which are accessed particularly by this</p>	<p>Approximately 200 babies are born to teenage mothers and around 280 teenagers have terminations in Surrey each year (JSNA Chapter: Teenage Pregnancy)</p>

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	<p>a priority group for SYP</p> <p>Young parents who fit the criteria of SYP will continue to have the opportunity to engage in personal development opportunities which will equip them for the workplace and parenthood. This will reduce risk factors and increase protective factors for both them and their child(ren).</p>	<p>group. The frequency and depth of support might be limited.</p>	<p>In 2010, 11% of the young people who were NEET in Surrey were teenage parents or were pregnant young women (One in Ten, 2010)</p> <p>About 40% of teenage mothers suffer from postnatal depression and mothers living in deprived communities or who are subject to domestic violence also experience above average rates.</p> <p>GRT mothers are more likely to have complications during pregnancy. (JSNA Chapter: Maternity)</p>
<p>Race</p>	<p>Young People from GRT communities have been highlighted as a priority group for SYP.</p>	<p>A constraint on staffing levels within teams who provide services accessed particularly by young people who are from the BAME community, including Gypsy, Roma and Traveller young people, may have a negative impact on them.</p>	<p>White British people make up 83% of the resident population in Surrey. Other White is the second largest ethnic group with the largest ethnic minority group in Surrey being Indian, at 2.3% of the population. (JSNA Chapter: Ethnicity)</p> <p>The 2011 Census shows that:</p> <ul style="list-style-type: none"> • Surrey has become more ethnically diverse with

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		<p>GRT young people will lose their bespoke educational programme.</p> <p>Until systemic issues within education are addressed as part of the SCC GRT Strategy, there is a risk that the young people who would ordinarily benefit from participating in Gypsy Skills may miss out on educational opportunities.</p> <p>Young BAME people might be affected through the reduction of grants available to the Voluntary, Community and Faith Sector.</p>	<p>rising numbers of people identifying with minority ethnic groups in 2011.</p> <ul style="list-style-type: none"> • White was the majority ethnic group at 1,023,700 in 2011 (90.4 per cent). Within this ethnic group, White British was the largest group at 945,700 (83.5 per cent). • The White ethnic group accounted for 90.4 per cent of the usual resident population in 2011, a decrease from 95.0 per cent in 2001 and 97.2 per cent in 1991. • White British and White Irish decreased between 2001 and 2011. The remaining ethnic groups increased, Any Other White background had the largest increase of 16,600 (1.2 percentage points). • Across the districts in Surrey, Woking was the most ethnically diverse area and Waverley the least. <p>SCC Education Performance 2014:</p> <ul style="list-style-type: none"> • The percentage of pupils with statements of SEN/EHCPs from White European and mixed ethnic groups has increased in the past three years. • In 2014 those who performed better than the Surrey average in achieving KS2 % L4+ in Reading, Writing & Maths and KS4 % 5+ A*-C including English & Maths GCSE include: Chinese,
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			<p>Mixed White/Asian and Indian children and young people.</p> <ul style="list-style-type: none"> • Those performing below the Surrey average include Mixed White/Black Caribbean and Pakistani. • In 2014, GRT children and young people performed 50-60% below the Surrey average for both achieving KS2 % L4+ n Reading, Writing & Maths and KS4 % 5+ A*-C including English & Maths GCSE. <p>All ethnic minority groups in the UK have a higher proportions of poverty compared to the majority white population (Families in Poverty Needs Assessment)</p> <p>Independent research suggests that a higher proportion of people from BME communities in the UK experience mental health problems compared to White British people. (JSNA Chapter: Mental Health)</p> <p>59% of children in the Surrey GRT community have special needs compared with 19% in the whole population. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p>
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			<p>Many members of the GRT population are reluctant to reveal their ethnic identity and this, together with the travelling lifestyle of some communities, makes it difficult to determine the exact size of Surrey's GRT population. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>A significant number of GRT children leave mainstream schooling by the age of 13. The law permits parents to educate their children at home, although GRT parents are not always able to support their children effectively in home education. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>GRT children and young people often see vocational training and skills as more relevant in preparing them for adult life. Young males in particular have ambitions to go to college and obtain certification for trades, but current law restricts their access to college until the age of 16, by which time many are working fulltime and may be reluctant to return to education. Although some GRT children return to formal education at 16+ to take vocational college courses, local GRT parents have stated that having to wait</p>
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			<p>until their children reach 16 before they can access vocational training acts as a barrier to educational achievement. The withdrawal of the Education Maintenance Allowance in 2011 may prove to be a further barrier, given that many GRT young people come from low-income families. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>Children and young people in GRT communities are often expected to assume caring responsibilities for siblings or relatives (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013).</p> <p>Most UASC and former UASC under Surrey County Council care are from Afghanistan, Iraq, Iran, Eritrea and Vietnam. With the exception of those from Vietnam, Surrey has limited local communities to draw on to support these children. (JSNA Chapter: Unaccompanied (or former unaccompanied) Asylum Seeking Children)</p> <p>Recent research has shown that students from ethnic minorities are less likely to receive offers of university places than their white peers.</p>
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			http://www.bbc.co.uk/news/education-28424556
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 444</p> <p>Religion and belief</p>	<p>None.</p>	<p>Through previous experience of commissioning on a borough/ district basis it has become clear that some priority groups of young people may miss out as the population is spread out across the county, rather than being located in on particular place.</p> <p>Loss of funding available to the VCFS may lead to a reduced provision for young people who access provision outside of that commissioned by SCC as it may reduce the resources available.</p>	<p>In the 2011 Census, 62.8% of Surrey's population identified themselves as Christian. The next largest group was that which reported no religion, at 24.8% of the population. Those reporting all other religions together, other than Christian, formed 5% of the Surrey population, of which the next largest religious group after Christian was Muslim (2.2% of the population). 7.4% of the population did not state their religion.</p> <p>Between the 2001 and 2011 Censuses, the proportion of Christians in Surrey decreased by 11.8 percentage points from 74.6% to 62.8%. The proportion reporting no religion rose in the same period from 15.2% in 2001 to 24.8% in 2011. (JSNA Chapter: Religion)</p> <p>In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while there are 11 maintained secondary schools with a</p>

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			<p>Religious Character and 42 of No Religious Character.</p> <p>Services can be 'hard to reach' for GRT families, for reasons including expectations around literacy; issues of trust and discrimination; and the isolated location of many GRT sites. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>Cultural and religious sensitivity is paramount in developing and delivering services to ensure that they are appropriate and accessible to people who have, or do not have, a faith or religion.</p>
Sex	None	None	<p>There are 132,900 girls aged 0-19 in Surrey and there are 139,900 boys aged 0-19 in Surrey. (ONS Surrey)</p> <p>In 2014 the difference in educational attainment between boys and girls ranges from 17.5 percentage points at the EYFS to 9% at GCSE. (this is compared gender from those obtaining 5+ A*-C inc Eng & Math at KS4). (SCC Education Performance 2011)</p>

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			<p>Boys are nearly three times more likely than girls to have statements in Surrey. (JSNA Chapter: SEN)</p> <p>There were 84 males and 10 females under the care of the Surrey Children’s Service, as of February 2015. (Children’s Performance and Knowledge Management Team)</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 446</p> <p>Sexual orientation</p>	<p>None</p>	<p>Through previous experience of commissioning on a borough/ district basis it has become clear that some priority groups of young people may miss out as the population is spread out across the county, rather than being located in on particular place.</p> <p>There may be a negative impact on young people who are lesbian, gay, bisexual or are questioning</p>	<p>JSNA Chapter: Sexual Orientation:</p> <p>Using mid-2009 population estimates, there are an estimated 5,700 young people aged 11-16 that are lesbian, gay, bisexual, transgender or questioning (LGBTQ).</p> <p>Identity-related stigma contributes to in increased risk of Bullying and social exclusion – 34% of LGBTQ young people are estimated to have experienced homophobia whilst in school and domestic abuse – a third of LGBTQ young people are estimated to have experienced bullying at home by a parent.</p> <p>It is recognised that these experiences can have a negative impact on mental health and that there is a</p>

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		<p>their gender identity if staffing is constrained within projects which are accessed particularly by this group.</p>	<p>higher incidence of self harm suicidality amongst lesbian, gay, bisexual and transgender young people than the wider youth population (Council of Europe).</p> <p>A fear of homophobia and the issues listed above can impact on a young person's ability to participate freely in education, training, employment and other activities.</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 448</p> <p style="text-align: center;">Age</p>	<p style="text-align: center;">None</p>	<p>Older workers may feel pressure to leave the service now that offers of voluntary severance have been made as part of the developments within Youth Work.</p> <p>Younger workers who may not hold professional qualifications and are currently employed by VCFS providers may be more at risk of redundancy now that the model is moving away from the Retained Employment Model.</p> <p>People who have more limited experience may experience greater difficulty in obtaining a post through the re-deployment pool.</p>	<p>Workforce data for Services for Young People (SCC, August 2014) shows that:</p> <ul style="list-style-type: none"> 13.2% are aged 15- 24 38.7% are aged 25- 39 45.3% are aged 40- 64 2.41% are aged 65- 75. <p>The impact on people who work for organisations currently commissioned to deliver services and the implication of TUPE arrangements are currently being explored.</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 449</p> <p>Disability</p>	<p>None</p>	<p>There may be a negative impact on the emotional wellbeing of staff if staffing constraints results in an increased workload</p> <p>Increased workload, broadened scoped and work related pressure may result in increased levels of stress and poor emotional wellbeing. The increased workloads and change of role/ location may reduce the level of flexibility available in working which could adversely impact on carers.</p>	<p>Stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007).</p> <p>Workforce data for Services for Young People (SCC, August 2014) shows that only 2.79% of staff have identified that they are disabled. By type of role, this equates to:</p> <ul style="list-style-type: none"> 1.64% of those working in frontline roles 5.1% of those working in team leader roles 5% of those who are in middle manager roles. <p>No senior managers have stated that they are disabled.</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
<p>Gender reassignment</p>	<p>Unknown at this stage</p>	<p>Unknown at this stage, although moving teams may cause anxiety.</p>	
<p>Pregnancy and maternity</p>	<p>None</p>	<p>There is the potential that it will be more difficult to offer flexible working opportunities in line with SCC policy if staffing is constrained.</p>	

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		<p>People may choose not to have children due to concern about what is happening in the workplace.</p> <p>Workers on parental leave may feel out of touch with what is happening in the workplace, feel deskilled/ left behind if they are away during the period when changes are made, miss out on opportunities to apply for their preferred roles (if this process is needed) and experience less flexibility when they return to work with working patterns.</p>	
<p>Race</p>	<p>Unknown at this stage</p>	<p>Unknown at this stage</p>	<p>Data has shown of those employed within SYP 4.19% have identified themselves as being BME. (SCC, 2014)</p>
<p>Religion and belief</p>	<p>Unknown at this stage</p>	<p>Unknown at this stage, although people who work in VCFS organisations and may be more likely to have a faith may</p>	<p>Workforce data (2014) has shown that nearly 25% of the SYP staff have said they are Christian, 22% have no religion/ faith and 52% have not disclosed their religion/ faith. The remainder have identified as Buddhist, Hindu,</p>

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		<p>experience greater impact due to the funding available to those organisations being reduced.</p>	<p>Jewish and Muslim.</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 451</p> <p style="text-align: center;">Sex</p>	<p style="text-align: center;">None</p>	<p>Female staff in front line roles are more likely to be impacted by the recruitment freeze in the YSS and reduction of posts in the Community Youth Work Service.</p>	<p>68% of the SYP workforce is female.</p> <p>Statistics show that of the workforce:</p> <ul style="list-style-type: none"> 23.35% are female who work full time 44.8% are female who work part time 12.31% are male who work full time 19.54% are male who work part time. <p>Gender analysis by position within SYP:</p> <ul style="list-style-type: none"> Female front line staff: 68.21% Female team leaders: 73.98% Female middle managers: 50%

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			<p>Female senior managers: 27.7%</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
<p>Sexual orientation</p> <p>Page 452</p>	Unknown at this stage	Unknown at this stage	<p>69.29% of the workforce in SYP have not stated or said that they would not prefer to identify their sexual orientation. Of those who have provided this information 29.7% have said they are heterosexual and 1.01% have identified as Lesbian, Gay or Bisexual.</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
<p>Marriage and civil partnerships</p>	Unknown at this stage	Unknown at this stage	

8. Amendments to the proposals

Change	Reason for change
None as yet.	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential negative impact on services being affected for specific groups/ geographical areas should there be an unplanned approach to making savings through the freezing of recruitment.	<p>Undertake an analysis of need and allocate resources accordingly within the YSS to ensure that young people who live in boroughs/ districts with existing vacancies are able to access services.</p> <p>Develop a strategic approach to making savings alongside the freezing of vacancies to ensure that there is a back-up plan should applications for external funding be unsuccessful.</p>	1.4.15	Frank Offer and Ben Byrne
That staff and/ or young people will experience negative impact through a reduction in staffing.	<p>Undertake an analysis of need and allocate resources accordingly within the YSS to ensure that boroughs/ districts with existing vacancies are not penalised by the strategy whilst fully staffed teams are unaffected.</p> <p>Develop a strategic approach to making savings alongside the freezing of vacancies to ensure that there is a back-up plan should applications for external funding be unsuccessful.</p>	1.4.15	Frank Offer and Ben Byrne

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<p>Young people who have protected characteristics and access grant- funded provision through the Voluntary Community and Faith Sector and Individual Prevention Grants may experience greater barriers to participating in personal development opportunities/ required support, especially those who do not currently access local authority provision/ commissioned services.</p>	<p>Ensure that all young people who are identified as being at risk of not participating post 16 or who are not in education, employment or training are identified and actively encouraged to engage in SYP provision. This is likely to involve identifying particular barriers to participation and building trust with families.</p>		
<p>Some Voluntary, Community and Faith Sector organisations may no longer be able to run the services currently funded with grants from SYP. There is a chance that some may fold.</p>	<p>Ensure that there is a clear understanding of the impact of reducing grants paid to the VCFS and if there are particular organisations may be vulnerable should the grants be unavailable. Ensure that these organisations are signposted to alternative sources of funding and informed about the re-commissioning process that is currently underway for SYP in 2015.</p>		

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<p>A reduction of grants to the VCFS will reduce the range of activities available to young people unless alternative sources are identified.</p>	<p>Age, disability, race, sex, sexual orientation, gender reassignment, religion and belief.</p>

<p>A reduction in posts will reduce the amount of provision available to young people and increase the workloads of the workforce.</p>	<p>Age, disability, race, gender reassignment, sex, religion and belief, sexual orientation, pregnancy and maternity.</p>
<p>Young people will continue to experience barriers to participation as the result of the withdrawal of the Individual Prevention Grants.</p>	<p>Age, disability, race, gender reassignment, sex, religion and belief, sexual orientation, pregnancy and maternity.</p>

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>Staff, managers, partner organisations, young people and stakeholders have been engaged regarding the new structure and delivery of Services for Young People from 2015-2020. Staff within Commissioning and Development and Centre Based Youth Work (what will be the Community Youth Work Service) are currently engaged in a formal consultation process and are vulnerable to redundancy. Once feedback has been received, this will be incorporated into the EIA where appropriate.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>Young people will be adversely affected by the £2.66 million saving allocated to Services for Young People which will be achieved through a reduction in qualified and experienced frontline posts, the withdrawal of Individual Prevention Grants and funding allocated to the VCFS. There is a risk that bespoke provision for groups who have protected characteristics will also be reduced.</p>
Changes you have made to the proposal as a result of the EIA	<p>No changes have been made to date.</p>
Key mitigating actions planned to address any outstanding negative impacts	<p>To ensure that the impacts of the savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families. Any feedback which shows that individuals and groups who possess protected characteristics are experiencing negative impacts will be used to inform potential changes to the plan.</p>
Potential negative impacts that cannot be mitigated	<p>A reduction of grants to the VCFS will reduce the range of activities available to young people unless alternative sources are identified. A reduction in posts will reduce the amount of provision available to vulnerable young people and increase the workloads of staff. Barriers to participation will remain for young people who would have benefitted from Individual Prevention Grants.</p>

1. Topic of assessment

EIA title:	Proposed budget changes for 2015-16: reduction of commissioned services by local authority (School Commissioning)
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EIA author:	Joanna Woodward – School Commissioning Team
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2. Approval

	Name	Date approved
Approved by ¹²⁸		

3. Quality control

Version number	3	EIA completed	12 March 2015
Date saved	12 March 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Julie Stockdale	Head of Schools Commissioning & Admissions	Surrey County Council	Head of service responsible for commissioned services
P-J Wilkinson	Assistant Director for Schools & Learning	Surrey County Council	Budget holder
Melanie Harris	School Commissioning Officer	Surrey County Council	Officer responsible for commissioned services

¹²⁸ Refer to earlier guidance for details on getting approval for your EIA.

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The Children, Schools and Families directorate is facing a proposal to reduce its budget for 2015-6.</p> <p>The proposed budget for 2015-16 includes a reduction of commissioned services for Surrey schools which are currently contracted to a provider organisation to deliver (contracted provider). The proposal would reduce the budget for school support services in 2015-16. School support services faced a similar budget reduction in 2014-15, but it was not considered necessary to conduct an EIA at the time that the proposals were announced.</p> <p>The contracted provider is currently delivering tasks for programmes previously financed by government grants that have since been discontinued; some tasks can be delivered 'in-house' by SCC.</p>
<p>What proposals are you assessing?</p>	<p>Many Surrey schools are converting to academies. As at 1 February 2015, 74 schools have already converted (44 primary, 29 secondary and 3 special), and a further 9 are undergoing conversion (3 primary, 1 all age, 2 secondary, 3 special). In addition there are 2 free schools. The decision a school makes to convert to an academy is made by the school and the Department for Education (DfE), and is outside SCC's control.</p> <p>Academies receive funding direct from the government and are free to purchase support from different providers, including the same organisation that is contracted to deliver services to Surrey's maintained schools. The reduction of the contract with SCC reflects this - i.e. academies would purchase services direct from the organisation (rather than from SCC for a service). Academies might choose not to purchase the service, or to purchase from a different service provider.</p> <p>There are approximately 393 schools in Surrey, and academies and free schools currently represent around 20% of the total school picture (although this percentage is likely to grow during 2015-16). The organisation's contract value has been cut by around 17%, so represents a fairly close reflection of the academy vs SCC maintained position.</p> <p>The contracted provider's consultants work across a number of LAs, and are not specifically employed to support Surrey schools. If academies purchase support services from the contracted provider, the consultants' workload in providing support for Surrey schools would remain at a similar level. If academies decide not to purchase services from the same</p>

	provider, this is outside SCC's control.
Who is affected by the proposals outlined above?	<p>The contracted provider contracted to deliver services to Surrey's schools is contracted to continue to deliver the same outcomes for schools, so there is no identified impact for school pupils, staff in SCC maintained schools, residents or contracted staff.</p> <p>Potentially there is an increased workload for SCC employees for services brought in-house at SCC. It is not known whether any of these employees have protected characteristics.</p>

6. Sources of information

Engagement carried out
Engagement activities were not considered necessary.
Data used
<ul style="list-style-type: none"> - Academies Tracker January 2015 - Contracted Provider's Output Specification 2014-15 Surrey County Council Service Delivery Agreement with contracted provider

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

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

No specific impact identified for any residents and school pupils with protected characteristics

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

No specific impact identified for any Surrey County Council staff with protected characteristics

7c. Impact of the proposals on staff with protected characteristics at Surrey

County Council maintained schools

No specific impact identified for any Surrey County Council maintained school staff who have protected characteristics

7d. Impact of the proposals on academy school staff with protected characteristics

No specific impact identified for any academy school staff with protected characteristics

7e. Impact of the proposals on the contracted provider's staff with protected characteristics

No specific impact identified for any contracted staff with protected characteristics

8. Amendments to the proposals

No changes identified

9. Action plan

Monitor every 6 months and amend assessment where necessary.

Review workload of Surrey County Council staff where services are brought 'in house'.

10. Potential negative impacts that cannot be mitigated

No potential negative impacts identified.

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Analysis of:</p> <ul style="list-style-type: none"> - Academies Tracker January 2015 (published on snet) - Contracted Provider's Output Specification 2014-15 Surrey
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	County Council Service Delivery Agreement with contracted provider (commercially sensitive, therefore not published)
Key impacts (positive and/or negative) on people with protected characteristics	None identified
Changes you have made to the proposal as a result of the EIA	None identified
Key mitigating actions planned to address any outstanding negative impacts	None identified
Potential negative impacts that cannot be mitigated	None identified

1. Topic of assessment

EIA title:	Customer and Communities Directorate Support Budget Savings 2015/16
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EIA author:	Tracy Waters Senior Manager Customer and Communities
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2. Approval

	Name	Date approved
Approved by	Mark Irons	4/2/2015

3. Quality control

Version number	Version 2	EIA completed	4/2/2015
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Mark Irons	Head of Customer and Communities Directorate Support	SCC	Head of Service

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The Directorate Support Team</p> <p>The work of the Directorate Support Team supports the Customer and Communities Directorate to deliver key projects. The team also provides high quality and cost effective administrative support.</p> <p>Key tasks the team is working on include:</p> <ul style="list-style-type: none"> • Moving the Coroners Service into a specialist Coroners Court in Woking. • Managing the administration of Flood Repair and Resilience grants. • Providing project support for the launch of a new joint Trading Standards Service with Buckinghamshire County Council • Supporting the implementation of the domestic abuse strategy through research and project support. <p>This is not a statutory service.</p>
<p>What proposals are you assessing?</p>	<p>The budget savings for 2015/16 will reduce the revenue budget in 2015/16 by £200,000. This reduction will be achieved through</p> <ul style="list-style-type: none"> • a continued focus on more efficient ways of working. • matching projects to directorate priorities and available resource. • Elimination of unnecessary work. <p>This means that the savings can be largely achieved by careful management of vacancies as they arise.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The aim is to reduce the revenue budget without affecting the outcomes, effectiveness or quality of the work of the Directorate Support Teams.</p> <p>The Service is made up of two teams.</p> <p>A team largely carrying out data analysis and project support consisting of 9 people and a team of dedicated and specialist administrative support consisting of 13 people.</p> <p>There are a number of vacancies that will not be filled.</p>

6. Sources of information

<p>Engagement carried out</p>
<p>The proposal is required due to directorate budget reductions, savings will largely be achieved through the deletion of vacant posts. Engagement days with the teams affected are due to take place in February and May. As detailed plans are developed there will be engagement with staff</p>

6

and consultation with the unions.

Data used

Workforce monitoring information and budget constraints.

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

Protected characteristic ¹²⁹	Potential positive impacts	Potential negative impacts	Evidence
Age			
Disability			
Gender reassignment			
Pregnancy and maternity			
Race		There are no identified impacts on residents and service users arising from this proposed budget reduction.	
Religion and belief			
Sex			

¹²⁹ More information on the definitions of these groups can be found [here](#).

Sexual orientation			
Marriage and civil partnerships			
Carers¹³⁰			

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age		Not applicable	
Disability		Yes	Changed work locations may present access issues: transport, parking as well as suitable buildings.

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¹³⁰ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

Gender reassignment		Not applicable	
Pregnancy and maternity		Yes	The team includes women. Women on maternity leave are protected in selection procedures.
Race		Not applicable	
Religion and belief		Not applicable	
Sex		Not applicable	
Sexual orientation		Not applicable	
Marriage and civil partnerships		Not applicable	
Carers		Not applicable	It is unknown whether any of the team has caring responsibilities but changes to their employment may affect this if their employment status changes.

8. Amendments to the proposals

Change	Reason for change
No amendments to date	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>The team includes women. Women on maternity leave are protected in selection procedures.</p> <p>It is not known whether any of the team has caring responsibilities</p> <p>Disability</p>	<p>Following correct selection and HR procedures</p> <p>Consideration of flexible working arrangements on a case by case basis.</p> <p>Consideration of a full range of reasonable adjustments and application of flexible working arrangements.</p>		Tracy Waters

10. Potential negative impacts that cannot be mitigated

	Protected characteristic(s) that could be affected

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Workforce information data.
Key impacts (positive and/or negative) on people with protected	Loss of employment could have negative affects for women on maternity leave. Changes of work location, or hours could adversely affect those

characteristics	with caring responsibilities, parents and disability.
Changes you have made to the proposal as a result of the EIA	
Key mitigating actions planned to address any outstanding negative impacts	Following SCC policies for selection, access and flexible working arrangements.
Potential negative impacts that cannot be mitigated	

1. Topic of assessment

EIA title:	Impacts of removal of Local Committee Capital Allocations
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EIA author:	Tracy Waters Senior Manager Policy and Performance Customers & Communities
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2. Approval

	Name	Date approved
Approved by ¹³¹	Jane Last	4 February 2015

3. Quality control

Version number	V2	EIA completed	
Date saved	January 2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Jane Last	Programme Manager and Lead Manager for Community Safety and Partnership	SCC	Head of Service
James Painter	Community Partnership Manager	SCC	Lead Manager

¹³¹ Refer to earlier guidance for details on getting approval for your EIA.

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This proposal relates to the removal of Local Committee capital allocations. In 2014/15 a total of £385,000 was available for the public to suggest suitable projects for inclusion in the programme. Bids are typically for less than £5,000 and many are below £1,000.</p> <p>This proposal does not affect the Member Allocations fund which each county councillor receives for award in their Division to local organisations and groups can apply for funds for projects that promote the social, economic and environmental well-being of the local community. The current allocation per councillor is £10,300, creating a countywide fund of £834, 000.</p> <p>The proposal does not affect the Community Improvement Fund, currently £ 500,000 which gives local groups the chance to improve their areas, make a real difference to people’s lives and strengthen the ability of residents to independently enhance where they live. Bids are invited for between £10,000 and £30,000 for one- off capital schemes for community improvements (in exceptional circumstances bids for start up revenue projects will be considered).</p> <p>Contributions from all these funds typically provide a significant gearing effect for communities and groups in attracting funding from other sources, increasing the net value of the resource supporting local projects. There is no direct evidence of the gearing effects of these funds in Surrey, but evidence presented to the House Of Commons Public Administration Select Committee in 2011, suggests that the ratio of funding generated from other sources arising from public funding to the local voluntary and community sector is at least 3;1. There is also research evidence that suggests considerable social value in reduced demand for other services from investment in the third sector. A potential ratio of at least £4 social return for each £1 invested is quoted in “Social Return on investment – an introduction Cabinet Office 2009).</p>
<p>What proposals are you assessing?</p>	<p>As part of the Budget review for 2015/16, undertaken from November 2014, it is proposed that the local committee capital allocation funding of £385,000 is removed. The purpose of this EIA is to assess the potential dis-benefits this may create. This is not a “service” reduction – more the reduction of an opportunity to enhance community assets.</p>

Who is affected by the proposals outlined above?	<p>As noted above, this does not constitute a service reduction as such so at the primary level there is no direct impact.</p> <p>The fund supports local groups who need relatively small injections of cash to provide or enhance local facilities and equipment.</p> <p>Analysis of successful bids to date in 2014/15 shows that the largest single areas of spend are on Community assets including grit bins, benches, IT and Community buildings.</p> <p>A reduction in the capital fund may affect the match funding arrangement with Guildford Borough Council, who have introduced 4 cluster areas who agree the funding for local projects.</p> <p>Projects not funded by CIF are sometimes considered for the Local Committee Allocations fund, this would no longer happen.</p>
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6. Sources of information

Engagement carried out	
<p>The Service processes all applications for funding and maintains continuous monitoring of the successful applications. Reports are provided to the Cabinet Member for Community Services who shares with Cabinet and Local Committee Chairs for dissemination. Information on funds and spend is also available on the public website.</p>	
Data used	
<p>The analysis of the spend of Local Committee Capital Allocations shows that the money is used for a variety of physical assets within Surreys' communities such as aiding community building refurbishment or providing items that support local events, ceremonies, community groups or the local environment.</p>	
County Wide – Local Committee Allocations Spend as at 5 January 2015	
C&YP Events and Award Ceremonies	£2,203.00
Christmas Lights	£4,500.00
Community Assets (Benches/Grit Bins/IT etc.)	£34,737.00

Community Building Refurbishments	£46,557.96
Community Group Support	£16,283.60
Community Safety/ Local Priorities	£750.00
Health and Wellbeing	£5,833.00
Highways - Schemes (Speed Limits etc.)	£10,650.00
Schools Equipment & Events	£17,263.00
Streetlighting	£7,442.78

Total Spend as at 5 January 2015 is £146,220

Total Budget 2014/15 is £385,000

2014/15 UPDATE:

Data is also available for the period from April to December 2014. As at 5 January 2015 around 38 % of the fund has been spent so this does not necessarily represent the full range of uses expected over a full year. However the overall pattern across the spending categories is broadly similar.

Specific projects of note in 2014/15 so far have included:

- a defibrillator for Mole Valley
- protective equipment for flood volunteers, Spelthorne and Sunbury
- mobile hoist and specialist play equipment for disabled children, Runnymede
- heritage lighting, Frimley Green
- funds towards a swimming pool, Farnborough Fins

Measures already taken

Following the Public Value Review of Community Partnerships, a number of recommendations were made for improvements to support to members and Communities. Among these was a Process Review of the local grant process with a view to making it easier to use, more widely known and quicker to approve and issue funding.

The review, conducted during December 2012, achieved all of these goals and has resulted in:

- Much wider awareness of the availability for funding and the process by

which it can be accessed

- Active advocacy for the funds by members and Officers, including training for both in more effective community engagement and working with less advantaged communities
- On-line and simpler application processes, including paper-based and other alternatives, which make it easier for people with disability and access or literacy challenges to apply. Officers are available to support in defining and making applications when necessary
- Much improved processing and decision making processes and times, with potential turnaround from receipt to decision of under two weeks for many applications
- Improved guidance for the scheme that takes into account equalities considerations

Joint training for Officers with Surrey Community Foundation and others that enhances their ability to advise and signpost potential applicants on other funding sources as contributory or alternative solutions

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

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

Protected characteristic ¹³²	Potential positive impacts	Potential negative impacts	Evidence														
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 475</p> <p style="text-align: center;">Age</p>	<p>No identified positive impacts</p>	<p>Older and younger people are more likely to be disadvantaged if less funding is invested in community projects as a result of the budget reduction. This has the potential to impact through loss of facilities, less opportunities for volunteering and social interaction, and less active leisure opportunities for young people.</p>	<p>Census 2011</p> <p>Surrey shows an increased number of under 5s and increase of older people over 65.</p> <p>Population Increases by Age Group in Surrey between 2001 and 2011 Census</p> <table border="1" data-bbox="1120 663 1500 1090"> <thead> <tr> <th rowspan="2">Age Group</th> <th colspan="2">Surrey</th> </tr> <tr> <th>Population</th> <th>% Inc.</th> </tr> </thead> <tbody> <tr> <td>Under 5s</td> <td>71,300</td> <td>13.5%</td> </tr> <tr> <td>Over 65s</td> <td>194,500</td> <td>13%</td> </tr> <tr> <td>Over 85s</td> <td>30,000</td> <td>25.5%</td> </tr> </tbody> </table> <p>http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&ResourceID=928</p> <p>Older people are likely to be among the greatest beneficiaries of investment in community facilities and assets, including buildings, park</p>	Age Group	Surrey		Population	% Inc.	Under 5s	71,300	13.5%	Over 65s	194,500	13%	Over 85s	30,000	25.5%
Age Group	Surrey																
	Population	% Inc.															
Under 5s	71,300	13.5%															
Over 65s	194,500	13%															
Over 85s	30,000	25.5%															

¹³² More information on the definitions of these groups can be found [here](#).

			benches, community I.T. They are also likely to be active within the groups that are supported in delivering community projects, encouraging volunteering and active retirement.												
Page 476	Disability	No identified positive impacts	<p>As for the age-related comments above, the provision of community facilities will often be of significant benefit to people with disabilities. though the direct spend on health and wellbeing projects is comparatively low.</p> <p>Census 2011</p> <p>Proportion of people reporting a health problem or disability</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Surrey</th> </tr> </thead> <tbody> <tr> <td>Day to day activities limited a little</td> <td>7.8%</td> </tr> <tr> <td>Day to day activities limited a lot</td> <td>5.7%</td> </tr> <tr> <td>All with activities limited</td> <td>13.5%</td> </tr> <tr> <td>In bad or very poor health</td> <td>3.5%</td> </tr> <tr> <td>All people providing unpaid care</td> <td>9.6%</td> </tr> </tbody> </table> <p>http://www.surreyi.gov.uk/ViewPage1.aspx?C=Resource&ResourceID=1002</p>	Category	Surrey	Day to day activities limited a little	7.8%	Day to day activities limited a lot	5.7%	All with activities limited	13.5%	In bad or very poor health	3.5%	All people providing unpaid care	9.6%
Category	Surrey														
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All people providing unpaid care	9.6%														

See comments in Age, above.

Gender reassignment

No identified positive impacts

No identified negative impacts

According to the Gender Identity research organisation (GIRES) report 2009, the prevalence of transgender people experiencing some degree of gender variance is 0.6%, but there is no validated estimate of the population of transgender people in the UK

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Pregnancy and maternity

No identified positive impacts

As for the age-related comments above, the provision of community facilities will often be of significant benefit to pregnant and nursing mothers, though the direct spend on health and wellbeing projects is comparatively low.

Census 2011

There has been a 17.9% increase in the 0-4 year old population in R&B and a 15% increase in E&E since the 2001 census.

Age Group	Surrey	
	Population	% Inc
Under 5s	71,300	13.5%

There were no projects specifically supporting pregnant or nursing mothers during 2014 /15 this but, as with age and disability, the use of community facilities for exercise clubs, and other health related activities is an important local opportunity for this group.

<p style="text-align: center;">Race</p>	<p>No identified positive impacts</p>	<p>No identified negative impacts</p>	<p>Census 2011</p> <table border="1" data-bbox="1108 199 2094 518"> <thead> <tr> <th>Area</th> <th>White British</th> <th>All Other White</th> <th>Indian</th> <th>Pakistani</th> <th>Other Asian Ethnic Grps</th> <th>Black African/Carb/Black British</th> <th>All Non White Ethnic Grps</th> </tr> </thead> <tbody> <tr> <td>Surrey</td> <td>83.5%</td> <td>6.9%</td> <td>1.86%</td> <td>1.0%</td> <td>2.9%</td> <td>1.1%</td> <td>9.6%</td> </tr> </tbody> </table> <p>http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&ResourceID=999</p>	Area	White British	All Other White	Indian	Pakistani	Other Asian Ethnic Grps	Black African/Carb/Black British	All Non White Ethnic Grps	Surrey	83.5%	6.9%	1.86%	1.0%	2.9%	1.1%	9.6%
Area	White British	All Other White	Indian	Pakistani	Other Asian Ethnic Grps	Black African/Carb/Black British	All Non White Ethnic Grps												
Surrey	83.5%	6.9%	1.86%	1.0%	2.9%	1.1%	9.6%												
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 478</p> <p style="text-align: center;">Religion and belief</p>	<p>No identified positive impacts</p>	<p>No identified negative impacts</p>	<p>Census 2011</p> <table border="1" data-bbox="1108 782 2049 901"> <thead> <tr> <th>Region</th> <th>Christian</th> <th>Buddhist</th> <th>Hindu</th> <th>Jewish</th> <th>Muslim</th> <th>Sikh</th> </tr> </thead> <tbody> <tr> <td>Surrey</td> <td>711,110</td> <td>6,019</td> <td>15,018</td> <td>3,055</td> <td>24,378</td> <td>3,783</td> </tr> </tbody> </table> <p>http://www.surreyi.gov.uk/Resource.aspx?GroupID=55&ResourceID=1000</p>	Region	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Surrey	711,110	6,019	15,018	3,055	24,378	3,783		
Region	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh													
Surrey	711,110	6,019	15,018	3,055	24,378	3,783													
<p style="text-align: center;">Sex</p>	<p>No identified positive impacts</p>	<p>No identified negative impacts</p>	<p>Census 2011</p> <table border="1" data-bbox="1108 1165 1971 1396"> <thead> <tr> <th></th> <th>Population by sex - Males</th> <th>Population by sex - % male</th> <th>Population by sex - Females</th> <th>Population by sex - % female</th> </tr> </thead> <tbody> <tr> <td>Surrey (County)</td> <td>554665</td> <td>48.98</td> <td>577725</td> <td>51.02</td> </tr> </tbody> </table>		Population by sex - Males	Population by sex - % male	Population by sex - Females	Population by sex - % female	Surrey (County)	554665	48.98	577725	51.02						
	Population by sex - Males	Population by sex - % male	Population by sex - Females	Population by sex - % female															
Surrey (County)	554665	48.98	577725	51.02															

			http://www.surreyi.gov.uk/Viewpage.aspx?C=basket&BasketID=224
Sexual orientation	No identified positive impacts	No identified negative impacts	There is a lack of data on this group.
Marriage and civil partnerships	No identified positive impacts	No identified negative impacts	There is a lack of data on this group.

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age			
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			

There are no identified impacts on staff arising from this proposed budget reduction. The team that administers the funds does so as part of a wider business support role to the Community Partnership Team and there is no intention to make consequent savings as a result of any reduction in the funding.

8. Amendments to the proposals

Change	Reason for change
No amendments are proposed as a result of the assessment	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Removal of capital allocation means less funding reaching communities, especially those that are less advantaged	Joint training with Surrey Community Foundation and others, enhancing the skills of Officers in advising and signposting potential applicants on other sources of funding	Initial training delivered. Continuous refresh	James Painter

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Public value Review and Process review engagement, Census data, analysis of fund activity April – Jan 2014/15
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Key impacts (positive and/or negative) on people with protected characteristics	Reduced opportunity for investment in more disadvantaged communities, with particular potential for impact on Age and Disability characteristics
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	Actions to address issues already implemented and continuous improving
Potential negative impacts that cannot be mitigated	None

Surrey County Council Equality Impact Assessment Template
Stage one – initial screening

What is being assessed?	E&I Future staff restructure
Service	Environment and Infrastructure Directorate
Name of assessor/s	Finance, Change & Performance
Head of service	Ian Boast, Assistant Director Environment
Date	Original version: Updated:
Is this a new or existing function or policy?	Existing

Write a brief description of your service, policy or function. It is important to focus on the service or policy the project aims to review or improve.

Reason for Restructure

1. The removal of the Assistant Director (Economy, Transport and Planning) post in November 2013 with interim reporting arrangements introduced for groups previously reporting to that post. This change has assisted moves to integrate highways and transport infrastructure activities.

2. The E&I Future Review Phase 1 have assisted the Directorate in defining and reviewing the issues and proposed solutions. To improve our performance by:-

- a) Taking our One Team working further for example by bringing together our approaches to Highways and Transport improvement and maintenance into a longer-term single programme and end to end process and developing a more joined-up approach to our work with other partners to improve Places and merge Highways and Transport functions to work more closely.
- b) Implementing the recommendations of E&I Future reviews to improve efficiency and effectiveness, to be more innovative and focus more on the key requirements.
To meet our commitments to cost savings in the Medium Term Financial Plan. To work "Smartly" cutting out waste and unproductive processes and activities and providing innovative solutions.

3. The Directorate faces budget reductions and cost containment pressures over future years, and this must be considered when planning for change. The Medium Term Financial Plan includes a savings requirement in Environment and Infrastructure of £1.2m in 2014/15, and £5.4m by 2018/19. In addition, Waste must contain cost pressures of £7.2m per annum by 2018/19

Key Changes

- A new "Place and Sustainability" Group is proposed as one of the cross directorate Groups, including elements of the functions and activities currently met within the Strategy Group and the Sustainability Group.
- The Transport Studies and Transport Policy Teams will transfer to the Networks and Asset Management Group on the 1 September 2014.
- The Economic Development function will transfer to the Chief Executive Office.
- The impact of the changes described above has an impact on the Strategy Group, whereby its functions are proposed to be covered within the new structure.
- The existing Highways & Transport Group Manager posts will be deleted and replaced by three new Groups. Interim management arrangements will continue until 1 September 2014.
- There will be two Waste Groups, Development and Operations. This finalises interim arrangements already in place.
- Asset Planning functions will be incorporated within the new Highway Network and Asset Management Group.
- **It is proposed that Surrey Connects will transfer to the Chief Executive Office.**

The new structure is due to be implemented by 1 September 2014, and aims to deliver the following benefits:-

- Take the Directorate's 'One Team' working forward to the next stage
- Achieve staff establishment cost savings to fulfill commitments in the medium-term financial plan
- Maintain priority services
- Improve performance by facilitating new ways of working and planning and delivering services in a more integrated way
- Implement some recommendations from recent E&I Future reviews of services

Key proposed changes are:-

- Reducing E&I Assistant Director posts and Services from three to two
- Greater integration of highways and transport functions
- The Head of Planning and the Chief Executive of Surrey Connects reports to the E&I Director rather than to an Assistant Director
- Changes to group structures

Indicate for each equality group whether there may be a positive impact, negative impact, or no impact.

Equality Group	Positive	Negative	No impact	Reason
Age	X	X		<ul style="list-style-type: none"> • Positive impacts could result from improved training and performance management for all staff, and job profiles that consider both experience and qualifications • Negative impacts could result from a structure that limits progression or does not have the appropriate entry level roles • The implementation phase will ensure that any recruitment or progression will be based on merit and not age-related criteria
Gender	X	X		<ul style="list-style-type: none"> • Positive impacts could result from continuing with flexible working practices for part-time staff, the majority of which are female. • Negative impacts could result from a structure that does not reflect the current composition of full-time and part-time staff. • The implementation phase will ensure that recruitment or progression is based on merit, and is not gender-related.
Disability	X	X		<ul style="list-style-type: none"> • Negative impacts could result from staff being unable to fully transfer their reasonable adjustments into new roles, offices, and ways of working. • Negative impacts could result if information used in the restructure is inaccessible to people with disabilities and if reasonable adjustments are not made available throughout the restructure process. • Positive impacts could result if the current two ticks recruitment policy is applied in the restructuring process • Positive impacts could arise if essential criteria is the only factor in recruitment decisions, and decisions are made objectively • Negative impacts could result from the introduction of systems/or processes that are inaccessible for staff with disabilities. • Positive impacts could result where if staff are required to work flexibly, the access needs of disabled staff are prioritised

Belief / Faith	X	X		<ul style="list-style-type: none"> The implementation phase will ensure that any recruitment or progression will be based on merit, and not criteria related to belief or faith
Sexual Orientation	X	X		<ul style="list-style-type: none"> The implementation phase will ensure that any recruitment or progression will be based on merit, and not criteria related to sexual orientation
Race	X	X		<ul style="list-style-type: none"> Negative impacts could result from a structure that limits progression or does not have the appropriate entry level roles. The implementation phase will ensure that any recruitment or progression is based on merit and not race-related criteria
Carers	X	X		<ul style="list-style-type: none"> Negative impacts could result from a structure that does not reflect the current composition of full-time and part-time staff in the E&I Directorate Positive impacts could result from continuing with flexible working practices for part-time staff.
Other equality issues – please state				
HR and workforce issues	X	X		<ul style="list-style-type: none"> There may be changes to ways of working that will need to be assessed for impact (potentially positive or negative) against the equality strands There could be different effects between people on different grades, and between full and part-time staff
Recruitment and Progression	X	X		<ul style="list-style-type: none"> Panels and assessment centres should be robust, well audited and fully transparent

If you find a negative impact on any equality group you will need to complete stage one and move onto stage two and carry out a full EIA.

A full EIA will also need to be carried out if this is a high profile or major policy that will either effect many people or have a severe effect on some people

Is a full EIA required?	Yes	
If no briefly summarise reasons why you have reached this conclusion, the evidence for this and the nature of any stakeholder verification of your conclusion.		
N/A		
Briefly describe any positive impacts identified that have resulted in improved access or services		
At this stage, the new structure not been agreed so there have been improvements to access or services yet.		

For screenings only:-

Review Date	
Person Responsible for Review	Colin Blunden
Head of Service Signed off	Ian Boast
Date Completed	

- Signed off electronic version to be kept in your team for review
- Electronic copy to be forwarded to Equality and Diversity Manager for publishing

Stage 2 – Full Equality Impact Assessment - please refer to [equality impact assessment](#) guidance available on Snet

Introduction and Background

Using the information from your screening please describe your service or function. This should include:-

- The aims and scope of the EIA
- The main beneficiaries or users

The main equality, accessibility, social exclusion issues and barriers, and the equality groups they relate to (not all assessments will encounter issues relating to every strand)

Aim and Scope

The EIA aims to:-

- Assess how the E&I Future staff restructure could impact positively or negatively on current E&I staff from the equality groups.
- Identify what can, will or has been done to reduce the effects of any negative impacts
- Identify further analysis that will be required once the draft new structure is known, and later when staff are in place in the new structure.

Main beneficiaries or users

- E&I Directorate Management Team
- E&I Directorate Leadership Team
- Restructure Project Team
- Other staff in the Environment & Infrastructure Directorate
- Unions

Main equality, accessibility and social exclusion issues

Age

At present, people under 25 are significantly underrepresented in the E&I workforce and there are potential negative impacts for younger people who wish to access employment.

Disability

E&I has a greater proportion of staff with a disability than SCC as a whole. We are legally required to consider their needs at all stages of the restructure.

Female staff and Carers

The percentage of E&I staff that are part-time is much lower than the parentage for the council as a whole. There are potential negative impacts for existing staff who are female or carers and for people from these groups who wish to access employment.

Fairness and Transparency

To ensure as far as possible that:-

- The restructure process is inclusive, objective, robust and transparent
- New systems/processes/ways of working are accessible

All staff have progression opportunities and access to the training they need

Now describe how this fits into ‘the bigger picture’ including other council or local plans and priorities.

Environment and Infrastructure (E&I) Directorate provides essential services that benefit all of Surrey’s residents, businesses and visitors. To do this most effectively E&I needs to get several things right. The first essential criterion is that we meet our statutory and other regulatory duties. The second is to ensure that we continue to drive improvements in our day to day work and secure best value for money for our residents. The third is to develop innovative responses to the inexorable growth in demand that key services face over the foreseeable future. The fourth is that we fulfil our responsibilities to ensure that Surrey remains a prosperous and competitive economy. Finally we have to be assured that we have the resources and capability to deliver each of these four in a sustainable way.

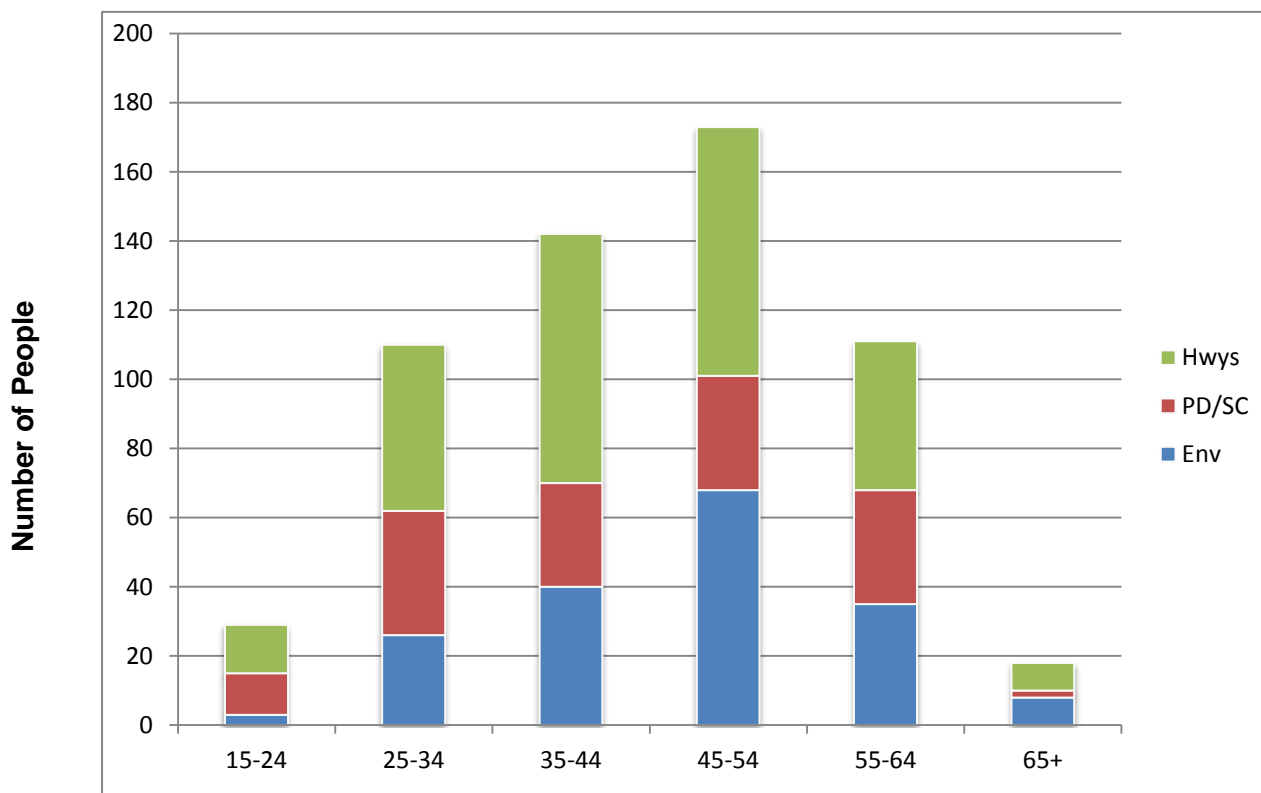
Over the past year, we have been working together on all of these elements, focusing our efforts through the E&I Future programme. Most recently, from February through to April this year, we have undertaken a staff engagement process which covered emerging proposals on a wide range of areas.

Evidence gathering and fact-finding

What evidence is available to support your views above? Please include a summary of the available evidence including identifying where there are gaps to be included in the action plan.

Remember to consider accessibility alongside the equality groups

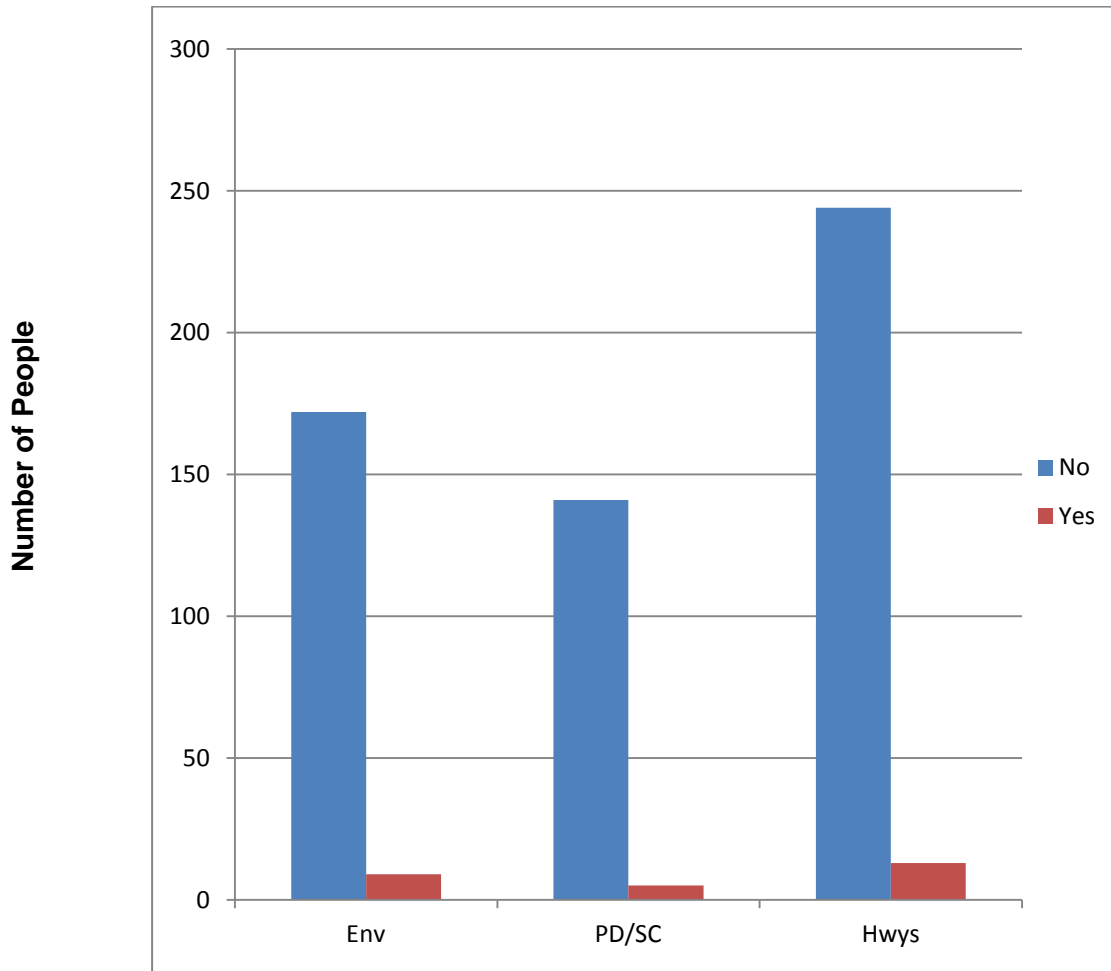
Age



Percentage of Staff

Age %	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
15 – 29	10.3%	8.4%	16.5%
30 – 39	12.0%	20.4%	20.5%
40 – 49	60.3%	16%	29.1%
50 – 59	13.7%	16.4%	22.1%
60+	5.1%	5.2%	11.9%

People aged under age 25 are significantly under represented. The restructure process will consider the number or potential “entry level” roles, to ensure that this age group is not disadvantaged, either now or in the future.

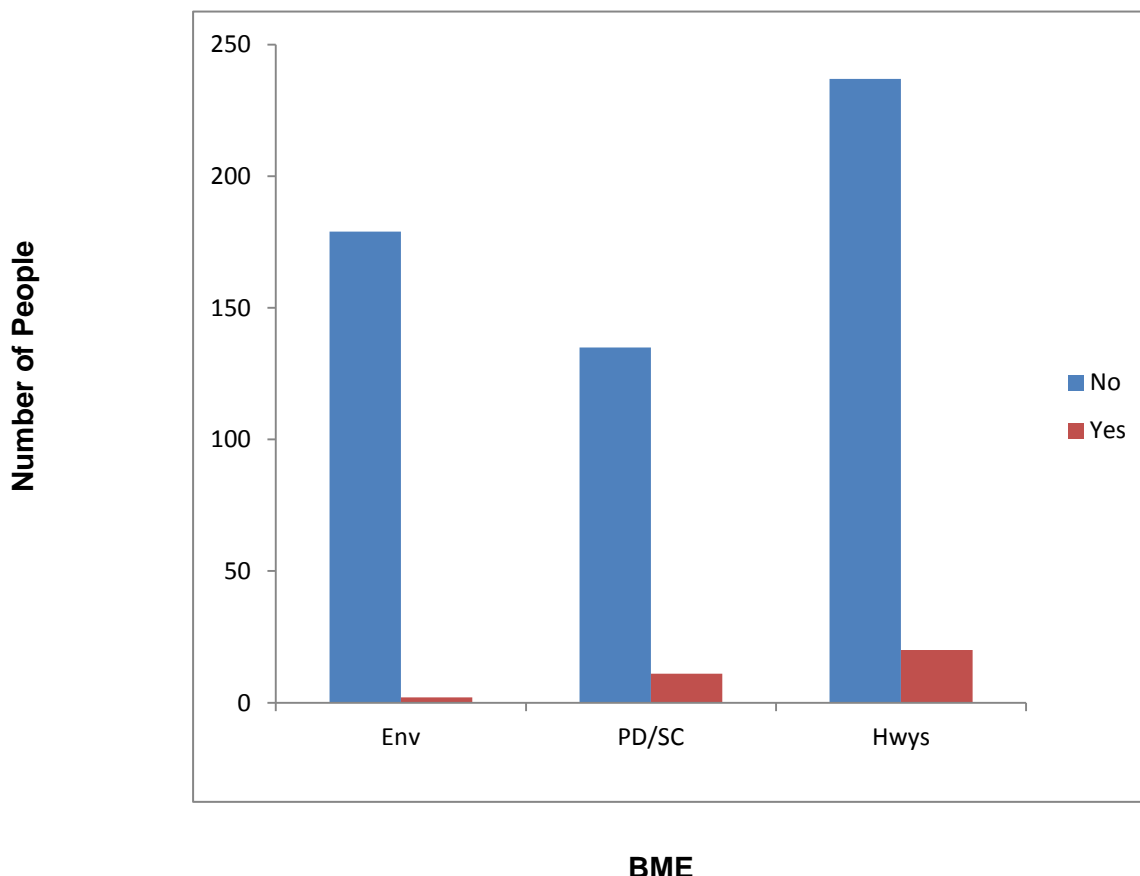


Percentage of Staff

Disability %	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
Yes	3.3%	4.4%	3.6%
No	94.9%	59.6%	91.3%
No Response	1.6%	2.4%	4.9%

Environment and Infrastructure has a greater proportion of people with disabilities (**4.5%**) than the County Council as a whole (3%). The restructure will consider the needs of staff with disabilities at all stages of the process.

Ethnicity



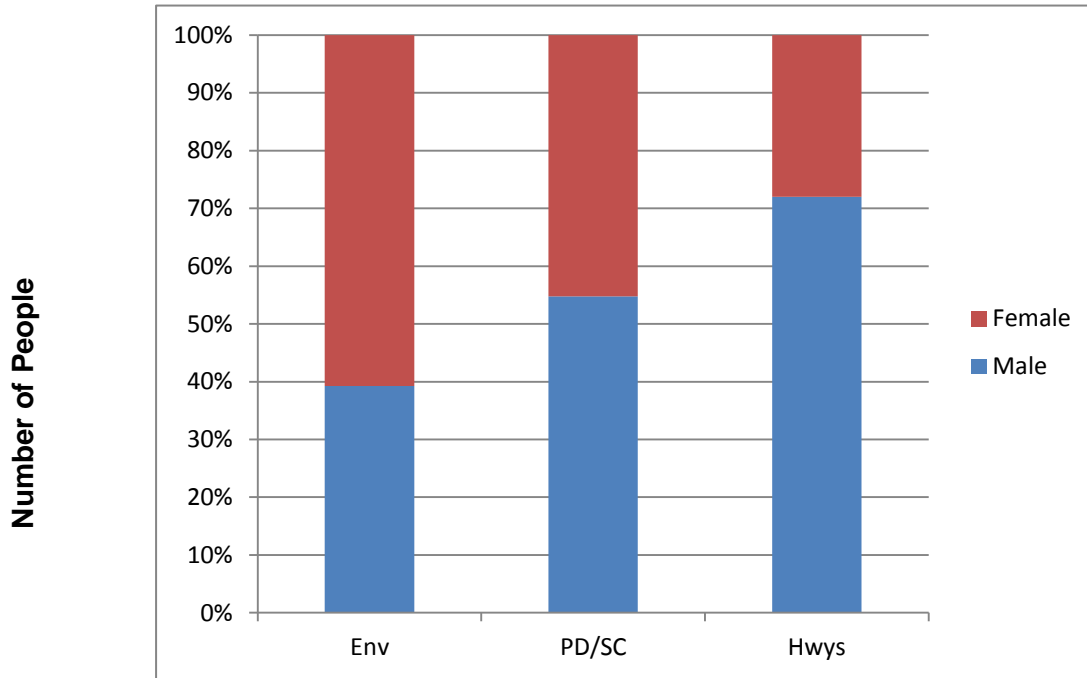
Percentage of Staff

BME %	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
White	93.2%	60.4%	73.2%
BME	3.4%	1.6%	13.9%
No Response	3.4%	4.4%	12.9%

The proportion of staff in the Directorate from a minority ethnic group (**9.09%**) is slightly **higher** than that in the County Council as a whole (7.9%).

The restructure process will give equal opportunities to staff from minority ethnic groups at all stages of the process.

Gender



Percentage of Staff

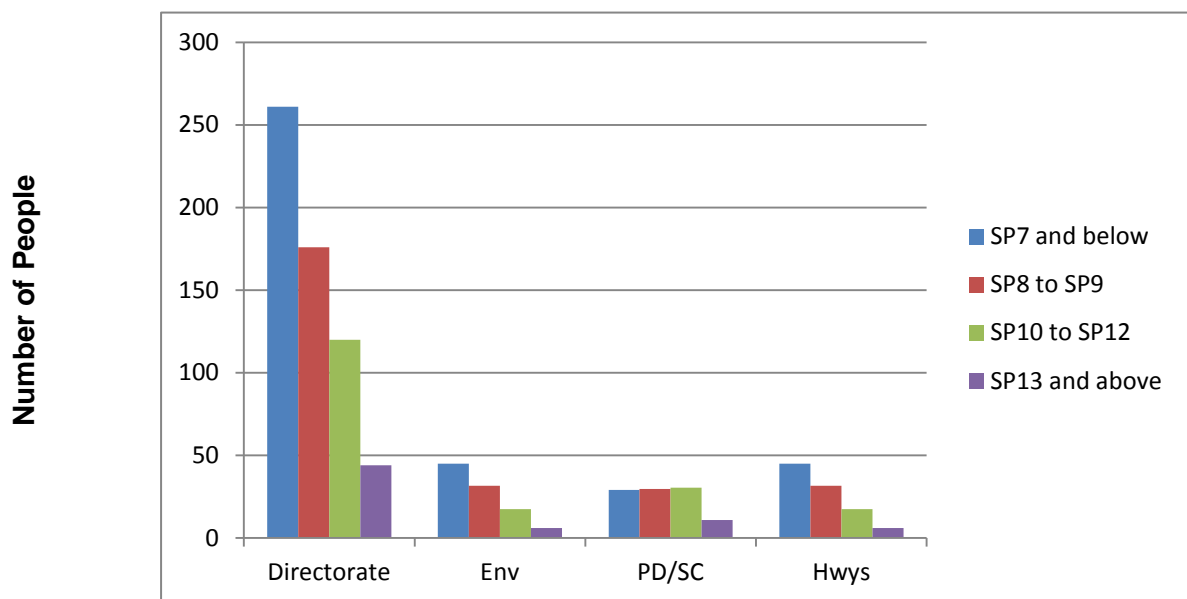
Gender %	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
Male	76.3%	26.8%	65.2%
Female	22.0%	39.6%	34.7%

The ratio of male and female staff across the Directorate is approximately 60:40, significantly different from the County Council's ratio of 29:71.

The ratio of male and female staff varies significantly across different services; Environment is majority female, whilst the two other services are both majority male.

The restructure will ensure that both men and women are given equal opportunities at all stages of the process.

Grade

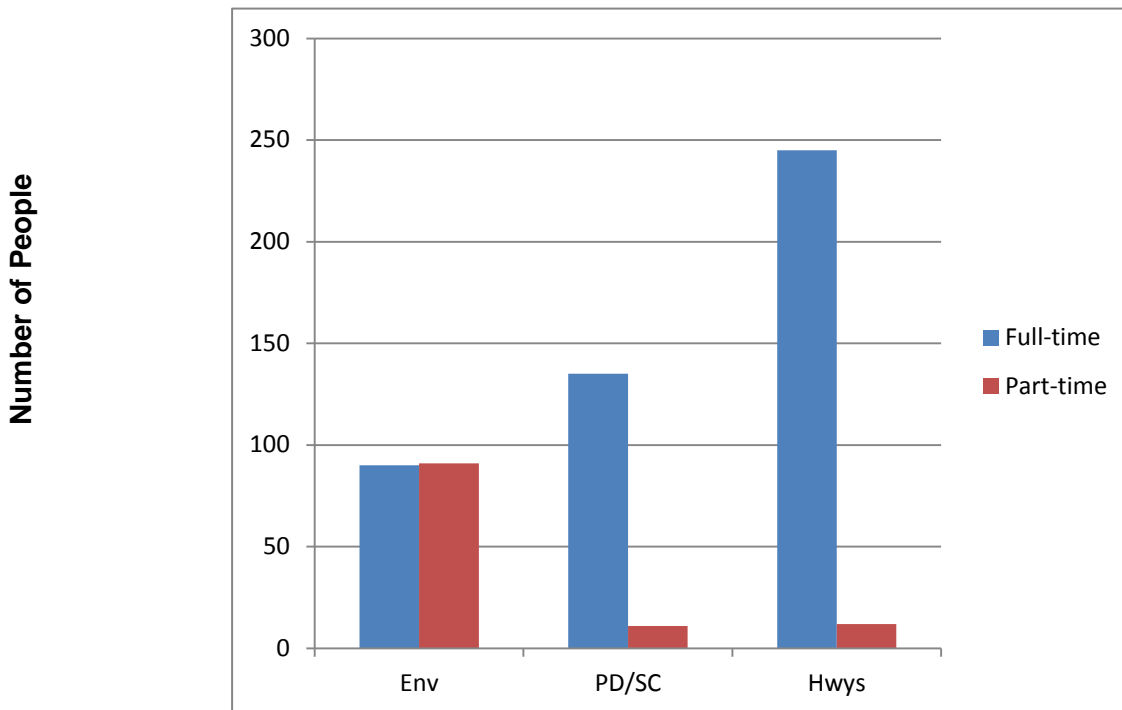


Percentage of Employment

Grade %	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
SP7 & below	20.3%	18%	37.4%
SP8 – SP9	33.9%	27%	32.8%
SP10 – SP12	37.3%	15.6%	23.5%
SP13 & above	6.7%	5.6%	6.3%

Staff at SP10 and above (**31.9%**) are highly represented in the Directorate, compared with the County Council as a whole (figure TBC – was 15% in last EIA). There is also a **higher** proportion of staff on grades up to SP7 (**32.2%**) than the Council average **TBC**.

The restructure process will ensure that there are opportunities for staff at all levels. Particularly, the number of “entry level” posts will be monitored to ensure that there are sufficient opportunities for younger staff to join the Directorate when possible.



Percentage of Staff

Hours	Planning & Development & Surrey Connects	Environment (including Travel & Transport)	Highways (including Strategy Group)
Full Time	91.5%	92.2%	97%
Part Time	13.5%	15.6%	29.8%

The percentage of part time staff in the Directorate (**7.4%**) is very significantly lower than the percentage for the Council as a whole (47%). In addition, Planning & Development and Surrey Connects & Highways have a very low percentage of part time staff.

The restructure will ensure that both men and women are given equal opportunities at all stages of the process. Particularly, consideration will be given to offering job share and part time opportunities.

How have stakeholders been involved in this assessment? Who are they, and what is their view?

Care has been taken to ensure that the restructure is an objective process. Each Group Manager, in consultation with their Assistant Director / Head of Service, was tasked with developing proposals for their Group's future structure. They have each provided a rationale for their proposals.

A project team, led by the Finance Change and Performance Group Manager, was formed, consisting of:-

Kathryn Torpey, Diane Grove, Joanna E Jones and Lee Arkell.

This team reported to the Assistant Director Environment and the Strategic Director for Environment and Infrastructure. It worked closely with all the Group Managers.

A project plan was developed, covering multiple work streams, and regular team meetings were held to maintain progress.

Analysis and Assessment

Given the available information, what is the actual or likely impact on minority, disadvantaged, vulnerable and socially excluded groups? Is this impact positive or negative or a mixture of both?

(Refer to the EIA guidance for full list of issues to consider when making your analysis)

The following key principles will be followed during the implementation phase:-

1. **Main equality, accessibility and social exclusion issues** The implementation phase will take account of the key issues identified on page 8 of this EIA.
2. **Objective and inclusive recruitment** – the recruitment process will be objective and inclusive. Adjustments will be offered for people with disabilities and suitable materials will be provided. Two ticks recruitment practice will be adopted for disabled employees. In the consultation stage the needs of any staff on long-term leave or with flexible arrangements will be considered. The panels and assessment centres will be robust, well audited and fully transparent
3. **Progression** – the implementation phase will make sure that the new structure of E&I offer progression and development opportunities for all staff, including those from the equality groups.
4. **Job profiles are fit for purpose** – the implementation phase will make sure profiles are consistent, up-to-date, and consider experience, not only qualifications. Job design will be based on essential criteria and will remove references to qualifications that are not essential. When any job descriptions are out of date, addendums will be added reflecting current functions carried out, to ensure matching is done against actual work.
5. **Introduction of new systems/processes/ways of working** – the implementation phase will aim to ensure that new ways of working are inclusive and new systems are compatible with equipment and software used by staff with particular requirements.
6. **Training** – essential training will be available to all staff.

What can be done to reduce the effects of any negative impacts? Where negative impact cannot be completely diminished, can this be justified, and is it lawful?

Potential negative impacts are outlined in Part 1 of this EIA. The above principles will be followed to ensure any potential negative impact is considered and reduced.

All staff will have a one-to-one meeting with a manager from their Group on the first morning of the consultation, where they find out the status of their post, along with the rationale of any proposed changes to their Group. Staff who are vulnerable to redundancy will have the opportunity to discuss options for future employment, and will receive the list of available posts.

All recruitment to posts will be open and transparent. All managers who write job profiles or make recruitment decisions will be appropriately trained. Adverts will be internal to Environment and Infrastructure staff, and appropriate priority will be given to those vulnerable to redundancy.

All staff will have access to a number of areas of support:-

- Employee assistance programme
- Meetings with senior Environment and Infrastructure managers
- Meeting with HR
- Training on CV and interview skills

All staff will be offered time off for interviews and the opportunity to take part in a redeployment process that gives them appropriate priority in competition for roles in other areas of Surrey County Council.

All staff will be given information on, and the opportunity to apply for, voluntary severance.

Where there are positive impacts, what changes have been or will be made, who are the beneficiaries and how have they benefited?

A number of positive impacts are identified in the Action Plan which is part of this EIA.

Recommendations

1. The implementation phase of the E&I Future Restructure is based on the key principles listed above and the Action Plan.
2. This EIA is updated once the new structure is known, and later when staff are in place in the new structure to assess the impact upon the equality strands
3. A detailed analysis of the impact of any new systems is undertaken once further details are known
4. New ways of working are assessed for potential impact (positive or negative) on the equality groups.

Action Plan – Actions Needed to Implement the EIA Recommendations

Issue	Action	Expected Outcome	Who	Deadline for Action
Objective & Inclusive Recruitment & Selection	<p>All E&I managers conducting interviews for PVR restructures complete either the STARS Recruitment & Selection training or refresher training prior to restructure commencement</p> <p>At the consultation stage, take into account the needs of staff on long-term leave and part-time workers</p> <p>Make any testing that forms part of the recruitment process accessible, with reasonable adjustments, for staff with disabilities</p>	<p>Fair and equal recruitment with consideration of flexible working</p>	<p>All Group Managers</p> <p>All Group Managers</p> <p>All Group Managers</p>	
Job Profiles	<p>Review all job profiles to ensure that they are up-to-date, balancing experience and qualifications. Remove references to qualifications that are not essential.</p> <p>Base all job matching on the actual work that staff currently do.</p> <p>Senior managers to approve matching.</p>	<p>Fit for purpose job profiles, of greater use in the recruitment process</p> <p>Exact matching to current roles undertaken</p>	<p>All Group Managers</p> <p>All Group Managers</p>	
Training and Development	<p>Every member of staff in E&I to have an annual appraisal and a relevant training plan</p>	<p>All staff have an opportunity to develop</p>	<p>All Managers</p>	<p>Ongoing</p>
Future Structure	<p>Make sure any new structure takes into account the current level of part-time workers so there is proportionate recruitment</p>	<p>Part-time workers are not disadvantaged.</p>	<p>All Group Managers</p>	
New Systems/ Processes	<p>Make sure every effort is taken to ensure new systems/ processes and workplaces are accessible to all staff, including</p>	<p>New systems / processes / workplaces are accessible to all</p>	<p>All Group Managers</p>	

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EQUALITY IMPACT ASSESSMENT TEMPLATE

Review date	
Person responsible for review	Colin Blunden
Head of Service signed off	
Date completed	
Date forwarded to EIA coordinator for publishing	

EQUALITY IMPACT ASSESSMENT TEMPLATE

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1. Topic of assessment

EIA title:	Joint healthcare waste collection and disposal contract
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EIA author:	Sally Hunt, Interim Waste Improvement Team Manager
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2. Approval

	Name	Date approved
Approved by	Matt Smyth	20/02/2015

3. Quality control

Version number	1.0	EIA completed	13/02/2015
Date saved	13/02/2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Grant Smith	Waste Improvement Officer	SCC	Project Manager
Helen Trew	Waste Programme Manager	SCC	Reviewer
Matt Smyth	Waste Development Group Manager	SCC	Approver

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Each of Surrey’s district and borough waste collection authorities, apart from one, currently provide a kerbside collection service to separately collect healthcare waste from residents’ homes for safe disposal.</p> <p>The healthcare waste services provided by the district and boroughs are administered by the individual authorities, through their contact centre and waste teams with collection either carried out by their in-house collection services or by an appointed waste contractor.</p> <p>One authority, Tandridge, does not provide a healthcare waste collection service.</p>
<p>What proposals are you assessing?</p>	<p>This project will procure a joint healthcare collection and disposal contract which all Surrey waste collection authorities can choose to join.</p> <p>The aims of procuring a joint contract are to:</p> <ul style="list-style-type: none"> • Achieve savings through gaining a better price from economies of scale. • Ensure that only waste which is hazardous is collected through the healthcare waste collection service, to reduce unnecessary costs of disposing of non-hazardous waste using high temperature incineration. • Ensure that local authorities only pay for the collection and disposal of healthcare waste which is created by householders and not healthcare waste which is generated by professionals providing community healthcare. It is the responsibility of the NHS to fund the disposal of this waste. • Deliver a service which is consistent across the county, making it more straightforward for healthcare professionals and residents who move within the county. <p>The procurement specification will require the selected service provider to carry out a review of existing healthcare waste collection service users, to check that they still require the service and that the waste they are disposing of is hazardous. If the waste is not hazardous e.g. non-infectious offensive waste, the service user will be advised to dispose of the waste with their general household waste. Where a service user may require additional general waste capacity the service provider will pass the request to the local authority.</p> <p>The project’s scope includes working with NHS community healthcare providers to ensure they have necessary arrangements in place for the disposal of their waste. This will either be through entering into the joint contract with local authorities or separately contracting with the same provider – so that the same service is delivered but with the costs split appropriately. Or through the NHS community healthcare</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

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	<p>providers putting in place their own arrangements to dispose of this waste.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Residents, and in some cases their carers, who through their healthcare needs are generating hazardous healthcare waste, such as sharps, infectious dressings and cytostatic/cytotoxic medicines. Their service provider will change.</p> <p>Residents, and in some cases their carers, who have been receiving healthcare waste collections for non-hazardous healthcare waste such as non-infectious offensive waste. They will be advised to dispose of this in their general household waste.</p> <p>Residents, and in some cases their carers, and the healthcare professionals who are treating them at home through an NHS community healthcare service. The process for disposing of healthcare waste in this situation will likely change, depending upon the decisions taken by the NHS community healthcare providers.</p> <p>Other healthcare professionals, such as GPs, who advise patients on what to do with their healthcare waste. They will be provided with details of the new service to inform patients.</p> <p>Contact centre staff within district and boroughs will be briefed on the new service and how to refer residents to the service provider to arrange a new collection.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Details of the current services provided and the number of users have been collated from the district and boroughs.</p> <p>The project working group made up of 5 of the district and boroughs will identify whether there will be substantive enough changes to the service provided to residents to carry out further engagement and consultation activities.</p>
Data used
<p>Number of households served by current healthcare waste collections.</p> <ul style="list-style-type: none">Elmbridge – 200Epsom & Ewell – 366Guildford – 18Mole Valley – 60Reigate & Banstead – 300Runnymede – 60Spelthorne – 58Surrey Heath – 60Tandridge – no serviceWaverley – 1000Woking - 916

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic ¹³³	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>Residents who currently use a healthcare waste collection service to dispose of non-hazardous healthcare waste or incontinence waste will be advised that they can dispose of this with their general household waste, making their waste disposal more straightforward.</p> <p>The consistent service across the county should be more straightforward for healthcare professionals to communicate to patients, resulting in better communication to residents on what they should do with their healthcare waste.</p> <p>Outsourcing the customer</p>	<p>Where residents currently use a healthcare waste collection service to dispose of non-hazardous healthcare waste or incontinence waste, when this project is implemented they may require additional general waste capacity to accommodate this waste.</p> <p>Residents who receive an existing healthcare waste collection may have changes to their service, such as a collection on a different day of the week or at different frequency and there may be difficulties in elderly residents receiving communication about changes and remembering them.</p>	
Disability			
Carers ¹³⁴			

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¹³³ More information on the definitions of these groups can be found [here](#).

¹³⁴ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that ‘carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.’

EQUALITY IMPACT ASSESSMENT TEMPLATE

	service to professionals in healthcare waste will allow better assessments to be made of residents' healthcare waste collection needs.		
Gender reassignment	None anticipated		
Pregnancy and maternity	None anticipated		
Race	None anticipated		
Religion and belief	None anticipated		
Sex	None anticipated		
Sexual orientation	None anticipated		
Marriage and civil partnerships	None anticipated		

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None anticipated	None anticipated	
Disability	None anticipated	None anticipated	
Gender reassignment	None anticipated	None anticipated	
Pregnancy and maternity	None anticipated	None anticipated	
Race	None anticipated	None anticipated	
Religion and belief	None anticipated	None anticipated	
Sex	None anticipated	None anticipated	
Sexual orientation	None anticipated	None anticipated	
Marriage and civil partnerships	None anticipated	None anticipated	
Carers	None anticipated	None anticipated	

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
None	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Implementing changes to services received by existing service users.	<p>Communications from the service provider to notify residents about the changes will take into account the needs of elderly or disabled service users by providing accessible variants.</p> <p>Customer service provided by the service provider will also be sensitive to take account of residents who may have difficulty in remembering or understanding the changes to their collection service.</p> <p>The customer service will also allow carers to arrange a collection on behalf of the service user they are caring for.</p> <p>These requirements will be included in the procurement documentation.</p> <p>Individual districts or boroughs will also follow their own equality</p>	April 2015	Grant Smith – Project Manager

EQUALITY IMPACT ASSESSMENT TEMPLATE

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	impact procedures for changes to their services.		
Where residents currently use a healthcare waste collection service to dispose of non-hazardous healthcare waste or incontinence waste, when this project is implemented they may require additional general waste capacity to accommodate this waste.	Processes will be put in place to provide residents with additional or larger general waste bins where required.	When contract is operational	Grant Smith – Project Manager

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Although some mitigation can be put in place to reduce the impact of implementing changes to services received by existing service users by communicating with them, there may still be some service users who have difficulty remembering or understanding the changes to their service.	Age, disability

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Number of service users identified. To be decided whether further engagement and consultation is required.
Key impacts (positive and/or negative) on people with protected characteristics	<p>The new service will make it more straightforward for elderly residents, disabled residents and their carers to dispose of offensive waste.</p> <p>The new service consistent service will be easier for healthcare professionals to communicate to these residents.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	There are likely to be changes to the service that some existing service users receive which will need to be communicated to them.
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	<p>The requirements on a new service provider will include the need to communicate to people with protected characteristics and provide customer services tailored to their needs.</p> <p>Where residents will no longer have non-hazardous healthcare waste or offensive waste collected by a separate healthcare waste collection, where required they will be provided with an additional or larger general waste bin.</p> <p>Individual districts or boroughs will also follow their own equality impact procedures for changes to their services.</p>
Potential negative impacts that cannot be mitigated	Some service users may have difficulty in understanding or remembering any changes to their healthcare waste collection service.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6

1. Topic of assessment

EIA title:	Kerbside Improvement Programme
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EIA author:	Sally Hunt, Interim Waste Improvement Team Manager
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2. Approval

	Name	Date approved
Approved by	Matt Smyth	20/02/2015

3. Quality control

Version number	V1.0	EIA completed	13/02/2015
Date saved	13/02/2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Grant Smith	Waste Improvement Officer	SCC	Project Manager
Catherine Porter	Waste Improvement Officer	SCC	Project Manager
Ben Funning	SWP Communications Officer	SWP	Communications Lead
Helen Trew	Waste Programme Manager	SCC	Reviewer
Matt Smyth	Waste Development Group Manager	SCC	Approver

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Each of the district and borough councils in the Surrey Waste Partnership (SWP) provides services to collect waste from householders to be recycled in the form of kerbside collections from individual properties or from bring banks.</p> <p>The materials that each authority collects and the containers used varies, but on the whole all houses receive collections of mixed dry recycling (paper, card, metals, plastics and glass), a separate weekly collection of food waste and an opt-in chargeable separate collection of garden waste. Some authorities also collect textiles, small electricals and batteries. The services provided to flats or communal properties can vary.</p> <p>To reduce the cost of disposing of waste and in order to treat waste in the most environmentally sound way the SWP aims to encourage more waste to be recycled and the amount of waste disposed to be reduced.</p>
<p>What proposals are you assessing?</p>	<p>The Kerbside Improvement Programme seeks to support residents to recycle more and reduce the amount of waste disposed through a programme of activity during 2015.</p> <p>The programme includes:</p> <ul style="list-style-type: none"> • Facilitating district and borough councils to develop their own action plans to deliver improvements to their services, policies or communications and providing co-ordination to ensure delivery is consistent across the county and learnings are shared. • Establishing a communications team to deliver county-wide communications campaigns to encourage recycling and provide templates and guidance for the district and boroughs to use for communicating information about their local services. • Establish and expand the base of Surrey Green Network volunteers who are trained and actively carrying out voluntary activities to spread household waste reduction and recycling messages within their communities. • Engaging children in waste reduction and recycling through the Wastebuster online education programme, which provides teachers with resources and the ability to arrange fundraising collections of textiles. • Carrying out a randomised experiment to test the impact of placing 'no food waste stickers' on general rubbish bins.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6

Who is affected by the proposals outlined above?	<p>All Surrey residents have the opportunity to see or receive information to encourage and help them to use their recycling service, through a variety of channels.</p> <p>Residents who are interested in volunteering have the opportunity to become a Surrey Green Network volunteer.</p> <p>Teachers, other school staff and pupils have the opportunity to use education resources on waste reduction and recycling and hold textiles collections.</p> <p>Residents in a district or borough or a specific area such as a communal property may have a change to their service or the policy for their service if a district or borough council makes changes as part of their action plan.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Resident surveys have been used to gather opinions and information about resident's use of recycling services and about the particular topic of recycling textiles. This is then used to identify the target audience for communication campaigns and the barriers to recycling behaviour that communications and service improvements can tackle.</p>
Data used
<p>Data on waste arisings and recycling capture are used to identify the materials to target and will be used to target areas of low recycling performance.</p> <p>Feedback from previous waste campaigns taken into account.</p> <p>Accessible options and formats reviewed of communications materials, such as Surrey Matters.</p>

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic ¹³⁵	Potential positive impacts	Potential negative impacts	Evidence
Age	None anticipated	None anticipated	
Page 516 Disability	None anticipated	<p>Due to disabilities some residents may not have the same access to information provided to encourage recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.</p>	
Gender reassignment	None anticipated	None anticipated	
Pregnancy and maternity	We have a real nappies promotion scheme which provides information, advice and trial kits to allow parents to try real nappies as an alternative to disposable nappies to reduce	None anticipated	

¹³⁵ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

	waste.		
Race	None anticipated	Residents who do not have English as their first language may not have the same access to information provided by communications to encourage recycling or to notify residents of changes to their service.	
Religion and belief	None anticipated	None anticipated	
Sex	None anticipated	None anticipated	
Sexual orientation	None anticipated	None anticipated	
Marriage and civil partnerships	None anticipated	None anticipated	
Carers¹³⁶	None anticipated	None anticipated	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
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¹³⁶ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

EQUALITY IMPACT ASSESSMENT TEMPLATE

Age	None anticipated	None anticipated	
Disability	None anticipated	None anticipated	
Gender reassignment	None anticipated	None anticipated	
Pregnancy and maternity	None anticipated	None anticipated	
Race	None anticipated	None anticipated	
Religion and belief	None anticipated	None anticipated	
Sex	None anticipated	None anticipated	
Sexual orientation	None anticipated	None anticipated	
Marriage and civil partnerships	None anticipated	None anticipated	
Carers	None anticipated	None anticipated	

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
None	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Due to disabilities some residents may not have the same access to information to encourage recycling or to notify residents of changes to their service.	<p>Communications will use accessible language.</p> <p>Campaign creatives will be assessed for legibility for partially sighted residents.</p> <p>Communications will be made as visual as possible, for example by using images of bins and of items and ticks and crosses to indicate whether they are accepted.</p> <p>Surrey Matters will continue to be used as a communication channel, which is available in an audio format, large print and other languages.</p> <p>The Surrey Waste Partnership website will continue to have an audio option.</p>	Ongoing	<p>Ben Funning, SWP Communications Officer</p> <p>Relevant District or Borough Council Officers</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

6

	Where a district or borough council makes a change to their service as part of this programme it is anticipated that they will follow their own internal equality impact assessments to take any necessary actions.		
Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.	Appropriate adjustments will be made where possible to allow residents with a disability to volunteer.	Ongoing	Catherine Porter, Waste Improvement Officer
Residents who do not have English as their first language may not have the same access to information provided by communications to encourage recycling or to notify residents of changes to their service.	Communications will be made as visual as possible, for example by using images of bins and of items and ticks and crosses to indicate whether they are accepted.	Ongoing	Ben Funning, SWP Communications Officer

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Resident surveys have been used to gather opinions and information about resident's use of recycling services, plus feedback from previous campaigns.
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EQUALITY IMPACT ASSESSMENT TEMPLATE

Key impacts (positive and/or negative) on people with protected characteristics	<p>Due to disabilities some residents may not have the same access to information to encourage recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.</p>
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	<p>Where possible communications will be made as accessible and visual as practicable.</p> <p>Appropriate adjustments will be made where possible to allow residents with a disability to volunteer.</p>
Potential negative impacts that cannot be mitigated	

EQUALITY IMPACT ASSESSMENT TEMPLATE

6

1. Topic of assessment

EIA title:	Kerbside Improvement Programme
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EIA author:	Sally Hunt, Interim Waste Improvement Team Manager
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2. Approval

	Name	Date approved
Approved by	Matt Smyth	20/02/2015

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Version number	V1.0	EIA completed	13/02/2015
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Name	Job title (if applicable)	Organisation	Role
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Ben Funning	SWP Communications Officer	SWP	Communications Lead
Helen Trew	Waste Programme Manager	SCC	Reviewer
Matt Smyth	Waste Development Group Manager	SCC	Approver

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Each of the district and borough councils in the Surrey Waste Partnership (SWP) provides services to collect waste from householders to be recycled in the form of kerbside collections from individual properties or from bring banks.</p> <p>The materials that each authority collects and the containers used varies, but on the whole all houses receive collections of mixed dry recycling (paper, card, metals, plastics and glass), a separate weekly collection of food waste and an opt-in chargeable separate collection of garden waste. Some authorities also collect textiles, small electricals and batteries. The services provided to flats or communal properties can vary.</p> <p>To reduce the cost of disposing of waste and in order to treat waste in the most environmentally sound way the SWP aims to encourage more waste to be recycled and the amount of waste disposed to be reduced.</p>
<p>What proposals are you assessing?</p>	<p>The Kerbside Improvement Programme seeks to support residents to recycle more and reduce the amount of waste disposed through a programme of activity during 2015.</p> <p>The programme includes:</p> <ul style="list-style-type: none"> • Facilitating district and borough councils to develop their own action plans to deliver improvements to their services, policies or communications and providing co-ordination to ensure delivery is consistent across the county and learnings are shared. • Establishing a communications team to deliver county-wide communications campaigns to encourage recycling and provide templates and guidance for the district and boroughs to use for communicating information about their local services. • Establish and expand the base of Surrey Green Network volunteers who are trained and actively carrying out voluntary activities to spread household waste reduction and recycling messages within their communities. • Engaging children in waste reduction and recycling through the Wastebuster online education programme, which provides teachers with resources and the ability to arrange fundraising collections of textiles. • Carrying out a randomised experiment to test the impact of placing 'no food waste stickers' on general rubbish bins.

EQUALITY IMPACT ASSESSMENT TEMPLATE

6

Who is affected by the proposals outlined above?	<p>All Surrey residents have the opportunity to see or receive information to encourage and help them to use their recycling service, through a variety of channels.</p> <p>Residents who are interested in volunteering have the opportunity to become a Surrey Green Network volunteer.</p> <p>Teachers, other school staff and pupils have the opportunity to use education resources on waste reduction and recycling and hold textiles collections.</p> <p>Residents in a district or borough or a specific area such as a communal property may have a change to their service or the policy for their service if a district or borough council makes changes as part of their action plan.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Resident surveys have been used to gather opinions and information about resident's use of recycling services and about the particular topic of recycling textiles. This is then used to identify the target audience for communication campaigns and the barriers to recycling behaviour that communications and service improvements can tackle.</p>
Data used
<p>Data on waste arisings and recycling capture are used to identify the materials to target and will be used to target areas of low recycling performance.</p> <p>Feedback from previous waste campaigns taken into account.</p> <p>Accessible options and formats reviewed of communications materials, such as Surrey Matters.</p>

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic ¹³⁷	Potential positive impacts	Potential negative impacts	Evidence
Age	None anticipated	None anticipated	
Page 526 Disability	None anticipated	<p>Due to disabilities some residents may not have the same access to information provided to encourage recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.</p>	
Gender reassignment	None anticipated	None anticipated	
Pregnancy and maternity	We have a real nappies promotion scheme which provides information, advice and trial kits to allow parents to try real nappies as an alternative to disposable nappies to reduce	None anticipated	

¹³⁷ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT TEMPLATE

	waste.		
Race	None anticipated	Residents who do not have English as their first language may not have the same access to information provided by communications to encourage recycling or to notify residents of changes to their service.	
Religion and belief	None anticipated	None anticipated	
Sex	None anticipated	None anticipated	
Sexual orientation	None anticipated	None anticipated	
Marriage and civil partnerships	None anticipated	None anticipated	
Carers¹³⁸	None anticipated	None anticipated	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
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¹³⁸ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

EQUALITY IMPACT ASSESSMENT TEMPLATE

Age	None anticipated	None anticipated	
Disability	None anticipated	None anticipated	
Gender reassignment	None anticipated	None anticipated	
Pregnancy and maternity	None anticipated	None anticipated	
Race	None anticipated	None anticipated	
Religion and belief	None anticipated	None anticipated	
Sex	None anticipated	None anticipated	
Sexual orientation	None anticipated	None anticipated	
Marriage and civil partnerships	None anticipated	None anticipated	
Carers	None anticipated	None anticipated	

Page 528

8. Amendments to the proposals

Change	Reason for change
None	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Due to disabilities some residents may not have the same access to information to encourage recycling or to notify residents of changes to their service.	<p>Communications will use accessible language.</p> <p>Campaign creatives will be assessed for legibility for partially sighted residents.</p> <p>Communications will be made as visual as possible, for example by using images of bins and of items and ticks and crosses to indicate whether they are accepted.</p> <p>Surrey Matters will continue to be used as a communication channel, which is available in an audio format, large print and other languages.</p> <p>The Surrey Waste Partnership website will continue to have an</p>	Ongoing	<p>Ben Funning, SWP Communications Officer</p> <p>Relevant District or Borough Council Officers</p>

	<p>audio option.</p> <p>Where a district or borough council makes a change to their service as part of this programme it is anticipated that they will follow their own internal equality impact assessments to take any necessary actions.</p>		
Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.	Appropriate adjustments will be made where possible to allow residents with a disability to volunteer.	Ongoing	Catherine Porter, Waste Improvement Officer
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10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Resident surveys have been used to gather opinions and information about resident's use of recycling services, plus feedback from previous campaigns.
Key impacts (positive and/or negative) on people with protected characteristics	<p>Due to disabilities some residents may not have the same access to information to encourage recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to a disability.</p>
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	<p>Where possible communications will be made as accessible and visual as practicable.</p> <p>Appropriate adjustments will be made where possible to allow residents with a disability to volunteer.</p>
Potential negative impacts that cannot be mitigated	

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SURREY COUNTY COUNCIL

CABINET

DATE: 24 MARCH 2015

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

SUBJECT: FINANCE AND BUDGET MONITORING REPORT FOR FEBRUARY 2015



SUMMARY OF ISSUE:

The Council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. This report presents the council's financial position at the end of February 2015 (eleventh month).

The details of this financial position are covered in the Annexes to this report.

RECOMMENDATIONS:

Recommendations to follow.

REASON FOR RECOMMENDATIONS:

This report is presented to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

DETAILS:

1. The Council's 2014/15 financial year commenced on 1 April 2014. This report includes the budget monitoring report for the tenth period of the financial year.
2. The Council has a risk based approach to budget monitoring across all services. This approach is to ensure we focus resources on monitoring those higher risk budgets due to their value, volatility or reputational impact.
3. There is a set of criteria to evaluate all budgets into high, medium and low risk. The criteria cover:
 - the size of a particular budget within the overall Council's budget hierarchy (the range is under £2m to over £10m);
 - budget complexity relates to the type of activities and data being monitored (the criterion is about the percentage of the budget spent on staffing or fixed contracts - the greater the percentage the lower the complexity);
 - volatility is the relative rate at which either actual spend or projected spend move up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or the projected variance has been greater than 10% on four or more occasions during this year)

- political sensitivity is about understanding how politically important the budget is and whether it has an impact on the Council's reputation locally or nationally (the greater the sensitivity the higher the risk).
4. High risk areas report monthly, whereas low risk services areas report on an exception basis. This will be if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower.
 5. The annex to this report sets out the Council's revenue budget forecast year end outturn as at the end of January 2015. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
 6. The report provides explanations for significant variations from the budget, with a focus on staffing and efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some services £1m may be too large or not reflect the service's political significance, so any variance over 2.5% may also be material.

Consultation:

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

Risk management and implications:

8. Risk implications are stated throughout the report and each Strategic Director has updated their strategic and or service Risk Registers accordingly. In addition, the Leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council.

Financial and value for money implications

9. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to have a strong focus on its key objective of providing excellent value for money.

Section 151 Officer commentary

10. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

Legal implications – Monitoring Officer

11. There are no legal issues and risks.

Equalities and Diversity

12. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

Climate change/carbon emissions implications

13. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
14. Any impacts on climate change and carbon emissions to achieve the Council's aim will be considered by the relevant service affected as they implement any actions agreed.

WHAT HAPPENS NEXT:

The relevant adjustments from the recommendations will be made to the Council's accounts.

Contact Officer:

Sheila Little, Director of Finance
020 8541 7012

Consulted:

Cabinet / Corporate Leadership Team

Annexes:

Annex 1 – the revenue and capital budget monitoring to the end of January 2015 and year end forecasts.

Sources/background papers:

None

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SURREY COUNTY COUNCIL**CABINET****DATE: 24 MARCH 2015****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR FOR ENVIRONMENT AND INFRASTRUCTURE****JULIE FISHER, STRATEGIC DIRECTOR FOR BUSINESS SERVICES****SUBJECT: CARBON AND ENERGY POLICY FOR 2015 TO 2019****SUMMARY OF ISSUE:**

This report sets out the County Council's Carbon and Energy policy for 2015 to 2019, which builds on the Council's existing policy framework.

The policy sets out the County Council's ambition to be a resilient and low carbon council in the most cost effective way, whilst enhancing the wider benefits to Surrey's economy and environment.

The policy will enable the Council to reduce its carbon emissions, manage energy costs and become more resilient in times of volatile global energy markets, whilst meeting our energy needs in buildings, streetlighting and the Council's fleet and business travel.

The Council has a number of statutory duties that it is obliged to carry out in respect of carbon and energy.

The County Council is required to participate in the Carbon Reduction Commitment Energy Efficiency Scheme, a trading scheme relating the carbon omission from the County Council estate. The Council also has to provide Display Energy Certificates and Energy Performance Certificates in buildings covered by the Energy Performance of Buildings Directive as well as carry out Air Conditioning Inspections to assess energy efficiency. As part of the Single Data List, the Council is required to publish an annual report of its Greenhouse Gas Emissions.

The County Council must fulfil its responsibilities as the Planning Authority for Waste and Minerals (which includes approving extractive activities in relation to fuel reserves) and also its responsibilities as the Planning Authority for council developments, for example school expansions. In the latter respect, the council must apply the policies of the relevant Local Planning Authority, depending on the location of the site.

Furthermore the County Council is statutorily required to maintain (though not necessarily improve) the building fabric and services of particular types of schools i.e. Community, Foundation and Voluntary Controlled, with its specification and maintenance regime decisions impacting on the efficiency and performance of heating systems, lighting, air tightness and insulation.

Adopting the Carbon and Energy Policy will assist the County Council in complying with its statutory requirements and deliver added value.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. adopts the proposed Carbon and Energy Policy (**Annex A**).
2. An action plan is developed, further to the policy's outline action plan (Annex A, section 7) to implement the policy and deliver the carbon emissions reductions and associated cost savings.
3. That the Cabinet Member for Environment and Planning works in partnership with Surrey Boroughs and Districts to develop opportunities for joint working to reduce carbon emissions and energy costs of the public sector.

REASON FOR RECOMMENDATIONS:

Implementing the Carbon and Energy Policy will support the Council's aims, including providing improved cost control and value for money, demonstrating community leadership in relation to carbon emissions reduction and achieving wider benefits for Surrey's local economy and environment.

DETAILS:

Why we need a carbon and energy policy

1. The policy is required to enable the Council to address a number of key challenges, opportunities and expectations on the Council, including:
 - Managing budget pressures in the context of volatile energy price increases and the ongoing challenging financial climate
 - Reducing carbon emissions, in support of UK government Climate Change Act¹.
 - Ensuring joined up decision making across the Council's services in respect of implications for energy and carbon
 - Supporting schools to be more cost efficient and environmentally sustainable
 - Harnessing the potential benefits from technological and other innovation and new models of delivery

¹ The Climate Change Act was passed in 2008. Its purpose is to develop an economically credible emissions reduction path, to 2050 and a national plan for adaptation to climate change.

- Developing wider benefits to Surrey's economy and local environment, such as employment in the low carbon economy sector and air quality benefits.
2. This policy builds on the Carbon and Energy Policy for period 2010-14 and demonstrates continued delivery in support of the Surrey Climate Change Strategy; a joint vision of the County Council, boroughs and districts and Surrey Police to reduce carbon emissions and enable climate change adaptation, across the public sector estate/services and in domestic and commercial sectors. The Climate Change Strategy is owned by the Surrey Energy and Sustainability Partnership and through this forum, the Council will continue to seek to identify joint working opportunities for climate change mitigation and adaptation.

Scope of the policy

3. The scope of this policy is the energy consumption and associated carbon emissions over which the Council has the greatest control.

The policy does not cover the management of risk to service provision of a changing climate, nor does it cover activities to reduce carbon emissions from the wider community i.e. domestic and commercial sectors.

4. The scope of the policy is defined as follows:
 - a. In the scope of direct objectives and within the scope of our measured and monitored carbon emissions:
 - i. fuel and power consumption of the corporate property portfolio,
 - ii. the development of the Council's assets for energy generation,
 - iii. streetlighting electricity consumption,
 - iv. fleet fuel consumption and staff business travel
 - v. schools which are maintained by the Council i.e. Community, Foundation and Voluntary Controlled statuses.²
 - b. In the scope of wider objectives, but not within the Council's measured carbon emissions:
 - i. the suppliers who provide service contracts where energy costs form a significant component.
 - ii. schools which are not maintained by the Council, for example Voluntary Aided (VA) schools and Academies³.

² It is recognised that although these schools are within the scope of monitoring and reporting, they are self-governing organisations in respect of many decisions that influence energy consumption

³ Whilst VA schools and Academies are beyond the scope of our measured emissions, as a Council we work across the spectrum of Surrey's education community to deliver

- iii. Staff commuting is also within the scope of this policy, but not part of measured emissions levels. The Council has a clear interest in supporting flexible and productive working and demonstrating leadership in its role as Transport Authority.

Baseline carbon emissions and energy costs

5. In 2013/14, within the scope outlined above, the Council emitted 67,746 tonnes of carbon dioxide and other greenhouse gases. The Council spent a total of £14m on energy, comprising electricity, gas and oil in all non-school buildings (£3.1m), streetlighting (£3.5m), fuel for fleet vehicles (approximately £0.7m), business travel expenses (£5.8m) and CRC liabilities (£0.8m⁴). Schools, excluding Academies, spent a further £8.2m on electricity, gas and oil in 2013/14.

Figure 1: Energy costs and carbon emissions in 13/14

	Energy cost	CO ₂ emissions (tonnes) ¹
Energy for corporate buildings	£3.1m	14,074
Streetlighting	£3.5m	16,064
Carbon Reduction Commitment (carbon tax)	£0.8m	n/a
Owned vehicles (estimated fuel spend)	£0.7m approx.	1,526
Business travel mileage, inc lump sum (excluding public transport trips)	£5.8m	3,057
County council: sub total	£14m	
Schools : Community status	£8.2m	33,025
Schools: Voluntary controlled		
Schools : Foundation status		
Schools : Voluntary aided		Out of scope
Academies	Not known	Out of scope
TOTAL for carbon reduction target purposes		67,746

sustainability objectives including safer travel to school, learning for sustainability; waste and energy programmes.

⁴ Carbon Reduction Commitment reporting rules have changed for 14/15 and the current MTFP has been adjusted accordingly.

Benchmarking

6. Benchmarking the County Council is primarily achieved through published CRC reported carbon emissions and greenhouse gas emissions reporting to DECC. This indicates the council is broadly in line [with changes over] time with other councils. However, differences in estate portfolios, changes in reporting requirements over time, discrepancies in reporting scope and methods are just a few of the barriers to the accuracy of more specific benchmarking in energy consumption and carbon emissions levels.
7. Benchmarking of energy costs, via the council's LASER contract has been assessed by the council's internal audit department and the future procurement proposal for 2016 to 2020 is to be presented to the Cabinet in April. The latest independent value for money assessment by the London Energy Project confirms Laser's past purchasing performance to be "Good". The LEP⁵ report (December 2014) evaluated average market price with achieved purchase price and rated LASER's performance as "good" for all four of its purchasing options.

Way forward to 2019

8. The policy sets out the County Council's ambition to be a resilient and low carbon council in the most cost effective way, whilst enhancing the wider benefits to Surrey's economy and environment.
 - a. The policy sets a **target** for a 10% reduction in carbon emissions by 2018/19 against a 2013/14 baseline, which will deliver associated cost avoidance i.e. savings compared to 'business as usual'.
 - b. The target was developed in light of a number of factors including the appraisal of financial return and delivery feasibility of opportunities, growth pressures, changes in our approach to financing energy efficiency improvements in schools and the relatively small scale of economically and practically feasible opportunities identified to date in relation to Council owned fleet and business travel. These considerations are further discussed in the risk management section below and in Annex B.
9. The policy is underpinned by a set of **guiding principles**:
 - a. To be joined up in decision making as one council e.g. service decisions including energy efficiency considerations
 - b. To develop carbon reduction proposals on a prioritised basis (statutory obligations, return on investment, feasibility of influencing and delivering change, scale of emissions reduction, wider local social and environmental impacts)
 - c. To work with partners with mutual interest

⁵ London Energy Project (LEP) is a public sector shared service, designed and managed by the public sector for the public sector on a not-for-profit basis in total 39 members, including 30 London Authorities and 4 Regional Authorities. Its primary aim is to enable Participating Authorities to achieve value for money and efficiencies through smarter energy buying, improved administration process and carbon reduction.

10. A core group including Property, Environment, Highways and Finance Services has identified and appraised opportunities and risks in relation to these principles. The scale of investment and return has been considered for the most significant opportunities identified to date and this is further discussed in the financial and value for money section below. Project options have been identified across the corporate estate, street lighting, schools, fleet vehicles and business travel.
11. An outline **action plan** to deliver these financial and carbon benefits is outlined in the policy, in form of eight **objectives**:
 - 1) Meet statutory obligations
 - 2) Be joined up in decision making
 - 3) Achieve efficiency and wider benefits through procurement
 - 4) Engage staff to be active in saving energy
 - 5) Optimise the asset performance of the corporate estate
 - 6) Reduce emissions from fleet vehicles and business travel
 - 7) Support schools to reduce energy costs and emissions⁶
 - 8) Monitor and report our progress

Monitoring and reporting

12. The Council is already required to participate in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, report its carbon emissions to the Department for Energy and Climate Change and to publish an annual report of all Greenhouse Gas (GHG) emissions on the Council's website. In addition to this the Overview and Scrutiny Committee will review progress on an annual basis.

CONSULTATION:

13. The policy has been developed by a core officer group including Property, Environment and Finance services and in consultation with relevant services, in particular Highways & Transport and Fire and Rescue Services. The policy has been developed with reference to the Carbon Trust's success criteria for a public sector Carbon Management Plan and the county's Internal Audit team has also been consulted during policy development.
14. Boroughs and Districts have been consulted via the Surrey Energy and Sustainability Partnership, along with ongoing dialogue with parallel officers in SE7 Councils, via the SE7 Energy group.
15. The Council's Overview and Scrutiny Committee scrutinised the proposed policy on 29 January 2015. This process included inviting comments from a range of local environmental interest groups.
16. The committee endorsed the policy, subject to two recommendations, as covered elsewhere in this meeting's agenda.

⁶ Our level of engagement with schools depends on their status. Schools from across the sector spectrum, will be invited to participate in sustainability initiatives, for example Ecoschools and Ashden LESSCO₂ programme, although charging arrangements may vary. Site specific guidance on identifying, accessing finance and the procurement of energy efficiency measures, will be provided to maintained schools only.

17. As described in the Cabinet Member's formal response to these recommendations, with regard to the ambition of the target; this has been further considered by officers and taking account of the changes and future uncertainties that the Council faces, this target is considered to be appropriate and deliverable (see further discussion below).
18. Furthermore, a commitment to delivering a staff energy awareness and behaviour change campaign is included in the policy's action plan and steps are underway to deliver this in conjunction with Internal Communications, using the County Council's well-established internal communication channels.

Further evidence for the case for 10% target for emissions reduction

19. Council Overview and Scrutiny Committee recommended that the Cabinet give further consideration to the level of the target for carbon emissions reduction, in light of a benchmarking exercise that highlighted that some neighbouring 'South East 7' authorities have set higher targets (see Annex B).
20. As outlined in the risk management section below, the Council faces a number of challenges in delivering absolute emissions reductions: growth pressures from schools and IT requirements; a reduction in government funding; and the need to ensure acceptable rates of return on investment to the Council. A 10% net emissions reduction is a challenging target in this context and the Council will consider the potential for further in the period beyond 2020. Progress against the target will be subject to detailed review in September 2016⁷ with a view to setting a higher target for the remaining period, if it can continue to deliver both carbon and cost benefit to the County Council.
21. The Council does not have a statutory duty to set or achieve any prescribed level of emissions reduction, beyond ensuring overall best value and in general supporting the Government's long term national emissions targets and carbon budgets, as set out by the Climate Change Act 2008. This is the legal framework for ensuring that Government meets its commitments to tackle climate change requiring an emissions reduction of at least 80% by 2050, compared to 1990 levels (or a 77% cut vs 2006 levels)⁸. This includes emissions from electricity generation, domestic heating, transport, commercial and industrial sectors. There is no statutory responsibility for councils to achieve a prescribed level of contribution towards this.

RISK MANAGEMENT AND IMPLICATIONS:

The Carbon and Energy policy sits within the context of managing risks to the County Council, and provides the basis for management of these risks:

22. **Affordability of energy:** In providing vital public services, the Council has a significant demand for energy, the price of which has been subject to above inflation rises and may be subject to further inflation over the coming decade.

⁷ The review will consider achievements since the baseline year of 13/14 i.e. emissions reduction in 14/15 and 15/16.

⁸ Building the Low Carbon Economy – the UK's contribution to tackling climate change, Part 1: the 2050 target

By having a lower energy demand, through increased efficiency, we will not only reduce costs but also have less exposure to price volatility.

23. **Reputational risk:** as the lead strategic public sector body in Surrey, the Council is expected to demonstrate leadership in the prudent use of resources, both financial and natural capital and in controlling pollution.
24. The Carbon and Energy Policy helps the Council to manage these risks by setting out a proactive strategy to manage energy costs and reduce carbon emissions.

A number of other risks to the successful implementation of the policy have been identified and the Council will seek to mitigate these, as set out below:

25. **Buy-in from schools:** finance for energy efficiency measures in schools is primarily to be delivered through schools taking on loans to finance energy efficiency measures, with repayments via energy bill savings. Previously such measures have been predominantly funded through the schools maintenance budget, but due to high demands on this budget for essential core maintenance and historic reductions in funding received by the county from government, a new approach is required for energy efficiency measures. Officers have produced supportive guidance for schools and will support schools to fully understand the new funding arrangements and ensure value for money, through the selection of appropriate projects and procurement of value for money contractors.
26. **Availability of affordable capital:** schools taking on Salix⁹ loans is subject to this funding source continuing to be available, and terms and conditions remaining attractive. For the corporate estate energy efficiency measures in buildings, the Council has set aside a capital budget in the MTFP (Medium Term Financial Plan). The Council will, on behalf of itself and maintained schools keep well informed of the best options for financing projects, including traditional borrowing options and newer models of delivery involving third party finance.
27. **Limited lifetime of renewable energy subsidies:** the subsidies currently available for micro-generation from renewable sources i.e. the Feed in Tariff (FIT) and the Renewable Heat Incentive (RHI), are subject to annual degeneration and their life time is limited with fixed budget caps. The tariffs are designed to encourage early adopters, leading to mainstreaming of these technologies and consequential price reductions for non-recipients of the tariff into the future. In the solar PV market this has been observed. However, if economies of scale are not achieved or sustained, or price reductions not seen by purchasers, then attractive investment opportunities in the future may be more limited than at present. Based on current industry impressions, it should be expected that FIT and RHI will only be available to new schemes until 2020 at the latest, depending on market take up in relation to the fixed budgets set for these incentives.

⁹ Salix is a dedicated funding stream for the public sector to access finance at 0% interest, for energy efficiency measures, subject to meeting terms and conditions of the fund.

28. **Corporate estate portfolio change:** uncertainty over the future retention or disposal of assets can present difficulties for decision making in any building maintenance or upgrades. The Property team will work closely with Services to better understand the impact of such changes wherever possible.

Further residual risks to achieving cost and carbon reductions which are beyond the Council's control have also been identified. The proposed means of addressing these is outlined below:

29. **Weather:** variations in weather conditions result in significant annual variations in the demand for heating fuels, of a magnitude potentially in excess of 10% in one year compared to the next. These are clearly beyond our control and we will apply a correcting calculation to our carbon emissions target, to account for this. However the financial cost remains an absolute figure.
30. **Growth pressures:** even if the Council were to achieve a notional optimum level of energy efficiency, growth pressures such as the schools expansion programme, and expanding use of the ICT Primary data centre¹⁰ could increase energy demand beyond the gains in efficiency from the estate as a whole. The 10% target is set in light of current estimates for the scale of this growth pressure, but should growth be higher than currently expected, this would create a further challenge to meet a net 10% reduction. The monitoring method will ensure transparency through reference to such changes alongside reported emissions.
31. **Energy price volatility:** whilst energy price inflation is a risk that is managed by the Council as part of its procurement arrangements, volatile energy prices create a difficult environment to provide high confidence in the likely levels of the Council's future energy costs and equally the value at stake and cost avoidance achievable by a given investment programme. This is addressed, as far as possible, through the use of well informed and continuously reviewed assumptions, which are applied consistently across various business cases.
32. **Electricity carbon factors:** even if energy demand is reduced by 10%, carbon emissions are not necessarily reduced by an equal amount, as the carbon intensity of energy consumption, in particular electricity, is determined by the grid's 'energy mix' (coal, gas, nuclear, renewable etc). National policies are in place for a general 'decarbonisation' of the grid over time, but other factors are also at play, such as geopolitical events in energy producing countries (affecting wholesale energy prices, including relative price changes between fuels) and large scale infrastructure programmes e.g. nuclear decommissioning, new nuclear capacity, coal with carbon sequestration and storage etc. These all affect carbon intensity of grid electricity. The Council could avoid this risk by applying the same carbon factor throughout the policy period, but this is not considered appropriate, as it would not give an accurate reflection of emissions in a given year and could give information which conflicts with the Council's emissions declared under national schemes such as Carbon Reduction Commitment (CRC) and Greenhouse Gas emissions reporting.

¹⁰ The ICT Primary data centre has been designed and built to high level of energy efficiency, but current utilisation of the facility is only a fraction of what it has been designed for over the longer term. Therefore increased use will lead to increased energy consumption relative to today.

Financial and Value for Money Implications

33. A core aim of the proposal is to ensure the Council achieves value for money in relation to its energy demands. The funding for the proposed projects within the policy will be sought from a variety of sources. These depend on the area of the estate or fleet and some are within the current Medium Term Financial Plan (MTFP) while others are not yet included, as stated in Annex A, page 16. The Council's standard investment appraisal and approval processes will be applied where appropriate.
34. In relation to maintained schools, the Council will focus on supporting schools to identify carbon savings project opportunities and to secure finance from dedicated low cost funding sources, such as Salix, who receive funds from the Department for Energy and Climate Change and the Department for Education. Academies and Free schools are able to access the Education Funding Agency's 'Condition Improvement Fund' via Salix.
35. A key objective of the policy is to identify new opportunities with positive return on investment, in established and new technologies and current financial incentives for micro-generation.
36. The Council is currently active in implementing carbon reduction projects in areas including:
 - a. Corporate estate energy efficiency and micro-generation measures comprising Building Management Systems, more efficient boilers (both gas and biomass), other heating system improvements, insulation, LED lighting and controls and solar PV. Voltage optimisation has also been recently installed in 14/15.
 - b. Programmes to support staff to work flexibly and reduce the need to travel in the course of meeting business needs.
37. Further investigations are underway in the areas of:
 - a. Large scale solar PV array at a closed landfill site; increasing returns from land with limited alternative use.
 - b. Schools estate efficiency projects and micro-renewables (similar measures to the corporate estate), funded via Salix borrowing or other third party investment, in line with funding criteria.
 - c. Electric vehicles for Community Highways Officers.
 - d. Streetlighting LED for one fifth of the highest lighting priority areas (given the new lighting management (dimming) programme).
38. The scale of investment and savings for the corporate estate is consistent with the Council's MTFP. For illustrative purposes a simple financial appraisal and carbon reduction schedule for possible energy conservation projects for the corporate estate has been conducted in conjunction with Finance. This shows that investment of £3.2m could generate carbon reductions of 10% from the corporate estate (making up one third of the target) and yield a positive financial return with a simple payback of around 8 years.

39. Analysis for schools included suggests investment of £9.6m would yield a similar percentage reduction in emissions, with a simple payback of around 8 years and making up a further half (50%) towards the target. Low cost borrowing arrangements such as Salix are recommended as the primary funding source, rather than continuing to ring fence capital investment from the schools capital maintenance budget. In addition, county funded maintenance projects may also contribute carbon reduction benefits on the schools' estate, but these will not be designed with carbon reduction as the primary focus.
40. Other areas currently under consideration for potential financial return, include a large scale solar PV array at a closed landfill site and procurement of electric vehicles within the Council's fleet. Such projects would require scrutiny and approval from the Council's Investment Panel and Cabinet. Streetlighting LEDs on one fifth of the network have been considered, but to date the business case has not been found to offer an acceptable return to the Council.
41. If any of the current range of schemes under consideration are determined to be uneconomic, then other opportunities will be sought to contribute towards achievement of the 10% target emissions reduction. Schemes will only be pursued where they provide a positive return on investment for the County Council, but at the same time the 10% target will not represent a limit on options development and investment. Proposals achieving an acceptable return to the Council will continue to be sought beyond this target.
42. The cost effectiveness of the Council's previous programme of carbon reduction in corporate buildings and maintained schools has previously been reported to the Overview and Scrutiny Committee. This has reported that investment of £9.2m in energy efficiency measures, over a three year period from 10/11, has delivered full year savings of £1.1m pa.
43. Along with investment in streetlighting, the above programme has contributed towards a 9% reduction in overall carbon emissions over the 2010-14 period of the previous policy, after accounting for the impacts of weather variations (or a 12% absolute reduction, if not accounting for weather). Overall this scale of change is broadly comparable with other councils in the south east.

Section 151 Officer Commentary

44. The Section 151 Officer confirms that the investment in energy efficiency measures since 2010/11 has contributed to ongoing energy costs avoidance as per the report and that the current MTFP includes corporate property savings and investments in line with the report. Future investment for SCC non-school schemes will be assessed on a case by case basis and follow the Council's capital funding procedures. Any new savings will be incorporated into the budget planning considerations for the updated MTFP.

Legal Implications – Monitoring Officer

45. The Climate Change Act 2008 is the legal framework for ensuring that Government meets its commitments to tackle climate change requiring an emissions reduction of at least 80% by 2050, compared to 1990 levels.

Equalities and Diversity

Information and engagement underpinning equalities analysis	<p>The policy has been developed in conjunction with those departments with lead responsibility for delivering those services which make up the largest contribution to the Council's energy/ fuel use and carbon emissions. i.e. Property Services (Council buildings and schools), Highways (street lighting) and Fire and Rescue (fleet vehicles) and HR in relation to business travel.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>This policy is a framework, setting a target for carbon reduction over 5 years and a range of objectives and areas of focus. It does not prescribe any specific projects at a level than enables assessment of impacts on protected equalities characteristics, at this stage.</p> <p>Therefore the policy is not expected to have any negative or positive impacts on groups with protected characteristics. However once specific projects are at an appropriate developmental stage, equalities considerations and EIAs will be conducted, where required. This is particularly in the case of business travel and proposals for services affecting the public e.g. streetlighting, which are within the scope of the policy and may have impacts on some groups with protected characteristics.</p>
Changes you have made to the proposal as a result of the EIA	<p>None required.</p>
Key mitigating actions planned to address any outstanding negative impacts	<p>None required. Any impacts of specific projects will be considered as a when proposals are brought forward.</p>
Potential negative impacts that cannot be mitigated	<p>None.</p>

Public Health implications

46. The Council is a direct provider of school buildings (including SEN schools), care homes, day centres, youth centres; buildings used by people who are most vulnerable to the potential negative effects on health of excess cold and heat. The policy will positively contribute towards meeting the Council's obligations to supporting health and wellbeing of such service users, through a more proactive approach to energy management and will also consider the health and well being needs of building occupants in energy management decisions.

47. In a wider context, the Council's proactive management of energy, will support health benefits at a local scale including air quality improvements (in the case of reducing emissions from transport and reducing / displacing oil consumption in some buildings) and contribute positively to national and international actions to mitigate the most serious levels of climate change.

Climate change/carbon emissions implications

48. The policy is specifically focused on enabling the Council to deliver and demonstrate progressive reductions in carbon emissions arising from its own operations and estate. The policy comprises a target and a strategic plan, to enable a 10% reduction in carbon emissions by 2019, further building on carbon reduction achieved since 2010.

WHAT HAPPENS NEXT:

49. Subject to the Cabinet's approval of the proposed policy, more detailed milestones will be set out via the quarterly Directorate performance reporting process for 2015/16, across the relevant services.
50. Annual external statutory reporting will continue, as required and the Council's Overview and Scrutiny Committee will receive annual reports, with the first report in 2016 , reporting on progress in emissions reduction in 2014/15 vs the baseline year.
51. A Greenhouse Gas emissions report, as required by Department for Energy and Climate Change, will comprise trends in emissions and commentary on progress. It will be published annually in July on the Council's external website.
52. The Cabinet will be consulted in due course, on further investment cases and contract decisions, in support of the policy.

Contact Officer:

Bronwen Chinien, Environment Policy Manager, 020 8541 8538

Consulted:

- SCC Property
- SCC Highways
- SCC Fire and Rescue Service
- SCC Procurement
- SCC Internal Audit
- SCC HR and Organisational Development
- Surrey Energy and Sustainability Partnership (Boroughs and districts)
- South East 7 Councils, various Energy Managers
- Carbon Trust
- Environmental interest groups, via the Overview and Scrutiny Committee process

Annexes:

Annex A: Carbon and Energy Policy 2015 to 2019

Annex B: Benchmarking carbon reduction targets and reported reductions

Sources/background papers:

- [SCC Carbon and Energy Policy 2010 to 2014](#)
 - [SCC Greenhouse Gas Emissions Report 13/14](#) to DECC 2013/14 and previous.
 - “Annual Energy Report for County Council Buildings in 2012/13 and LASER energy procurement contract”, report to Overview and Scrutiny Performance and Finance subgroup, 30th September 2013
 - Review of Energy Management 2013/14, Internal Audit Report, August 2013
-

Carbon and Energy Policy

**Managing energy and carbon emissions
from Surrey County Council's estate
and activities**

2015 to 2019

Foreword

There is a choice: we can sit back and wait, in a world highly vulnerable to volatile energy prices and a changing climate affecting our services and infrastructure; or we can seek to understand and proactively manage these challenges.

Surrey County Council is committed to becoming a low carbon and climate resilient authority, remaining cost effective into the future.

We must work as one council and in partnership with other local authorities and organisations, to jointly find and implement solutions with mutual benefits; making our buildings more cost effective to run and manage, our vehicles cleaner, our finances more stable and inspiring our residents to also take action.



A handwritten signature in black ink, appearing to read 'M. J. ...' with a flourish at the end.



A handwritten signature in black ink, clearly legible as 'Denise Le Gal'.

Executive Summary

- This policy helps Surrey County Council to ensure value for money in the management of the council's operations and to fulfil our role as a community leader, in respect of energy consumption, business travel and associated carbon emissions.
- In 2013/14, Surrey County Council spent £6.6m on energy for buildings and streetlighting and schools spent a further £8.2m on energy supplies. Additionally, £5.8m was spent on business travel.
- The council's carbon emissions in 2013/14 (the baseline year for the scope of this policy period), amounted to 67.7ktonnes.
- Since 2009/10 the council has reduced its carbon emissions by 12% (or 9% after normalising for variations in weather between years), through a range of efficiency improvements across the buildings and streetlighting.
- Our target emissions reduction is for a 10% reduction, by 2018/19 vs 2013/14, equating to a reduction of 6.7ktonnes of carbon emissions which is expected to deliver in the region of £1m potential savings to the council and schools, per annum by 2019. Further 'invest to save' projects in other areas, such as large scale renewable, could increase this financial benefit further.
- Actions to deliver these financial and carbon benefits are outlined in the form of eight objectives:
 1. Meet our statutory obligations
 2. Be joined up in our decision making
 3. Achieve efficiency and wider benefits through procurement
 4. Engage staff to be active in saving energy
 5. Optimise the asset performance of our corporate estate
 6. Reduce emissions from fleet vehicles and business travel
 7. Support schools to reduce energy costs and emissions
 8. Monitor and report our progress
- Governance of the carbon and energy management will be integrated into the council's core business processes, with investment decision making involving the council's Investment Panel and progress being monitored through Service and Directorate reporting and the council's Overview and Scrutiny Committee.

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2. Scope of policy
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5. Where do we aim to be by 2019?
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7. Action Plan
8. Financial investment and indicative return
9. Monitoring and Governance

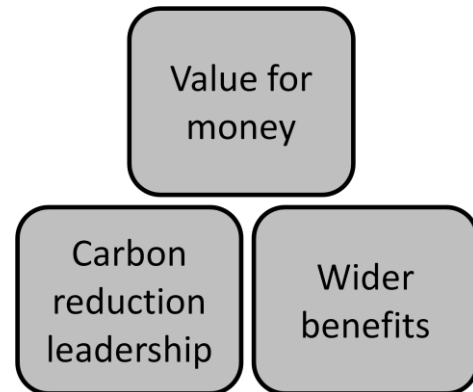
1. Introduction

Why we need a carbon and energy policy

Surrey County Council's Carbon and Energy policy helps us to ensure value for money in the management of our operations and to fulfil our role as a community leader.

In managing its energy, the council needs to:

- Meet its statutory responsibilities with regard to energy management and reporting
- Respond to overall council budget pressures
- Manage costs in a context of above volatile and inflation energy price increases and income generation opportunities in renewable energy
- Demonstrate leadership in reducing carbon emissions
- Develop wider benefits to Surrey's economy and local environment



Context of the policy

This policy is underpinned by the **Surrey Climate Change Strategy (2009)**; a joint vision of the county council, boroughs and districts and Surrey Police to reduce carbon emissions and enable climate change adaptation, across the public sector estate/services and in domestic and commercial sectors.

Services across the council contribute to these aims, including our role as transport authority, waste disposal authority, lead Flood Risk Management authority, social care provider, Public Health lead and Emergency Management lead.



2. Scope of policy and level of influence

The scope of the policy covers multiple sources of carbon emissions and energy generation opportunities. Our approach to each of these is determined by the level of control and influence we have.

Sector	Treatment
<ul style="list-style-type: none"> • Service decisions which have energy implications • Corporate property portfolio, including buildings and land • Streetlighting • Council owned fleet • Business travel • Schools (Community, Foundation and Voluntary Controlled)¹ 	Within the scope of measured carbon emissions
<ul style="list-style-type: none"> • Energy and fuel costs within major contracts • Schools (Academies and V.A.) • Staff commuting 	Within the scope of objectives, but not measured emissions
<ul style="list-style-type: none"> • Domestic and wider community and commercial sector² • Climate change risk management: adaptation and response 	Beyond the scope of this policy

1. Schools are within the scope of monitoring and reporting, but are self-governing organisations

2. See previous 'Context of this policy'..

3. Where are we now?

Our previous carbon reduction target was an ambitious 20% reduction in energy consumption and carbon emissions, between 2010 and 2014. In practice we achieved reductions in our energy consumption and carbon emissions (by 12%, before weather correction or 9% after weather correction). We also reduced overall costs, despite above inflation energy price rises during the policy period.

Evaluation of our experience gained during the 2010 to 2014 period has informed the targets and approach for the 2015-19 period.

Headline changes

- Energy consumption reduced for streetlighting, buildings energy (including all schools) and transport fleet fuel.
- Carbon emissions overall reduced by 12% (9% after accounting for weather).
- Total energy spend reduced.
- Fleet fuel consumption reduced.
- Business travel mileage and cost of claims has increased

We reduced our carbon emissions by 12% (9% after weather correction) between 2010 and 2014

Sample of projects completed since 2010 which contributed to energy, carbon and cost savings

Data management and staff engagement

- Smart meters for monitoring and targeting were installed in more than 400 of the higher consumption sites across the estate.
- Energy efficiency awareness advice was provided to facilities managers and school bursars

Heating efficiency and demand reduction

- Better roof insulation for Farnham Fire Station and 28 other buildings
- More efficient gas boilers installed in Dorking Fire Station, Ashcombe School and 64 other buildings.
- Biomass boiler installed at High Ashurst Outdoor Learning Centre.

Power efficiency

- Replacement of 89,000 streetlights and installation of controls for lighting levels.
- Indoor LED lighting installed in 10 buildings.



- Outdoor LED flood lighting installed at the Hays Bridge Business Centre, the Merrow Depot and more than a dozen fire stations.
- IT data centre construction and 'thin client' system replacing desk top computers and supporting increasing digital demand
- Voltage Management installed in County Hall, Consort House and Fairmount House.

Micro-generation from renewable sources

- Renewable energy generation capacity on our estate and schools has overall increased from 0.5MW to 1.5MW.
- Solar PV panels installed directly by the council at Consort House office and Applewood Care Home and in partnership with the private sector at over twenty five schools.
- 45% of total electricity was purchased on a green tariff, at no additional cost to the council.

Fleet and business travel

- Flexible working IT provided to staff to reduce need to travel
- Car clubs operating at 5 offices for staff business travel
- Cycle to work and pool bike schemes
- Travel SMART journey planner for efficient route planning
- Eco - Driver training in Fire and Rescue
- Trial of electric van in Fire and Rescue service



Statutory responsibilities

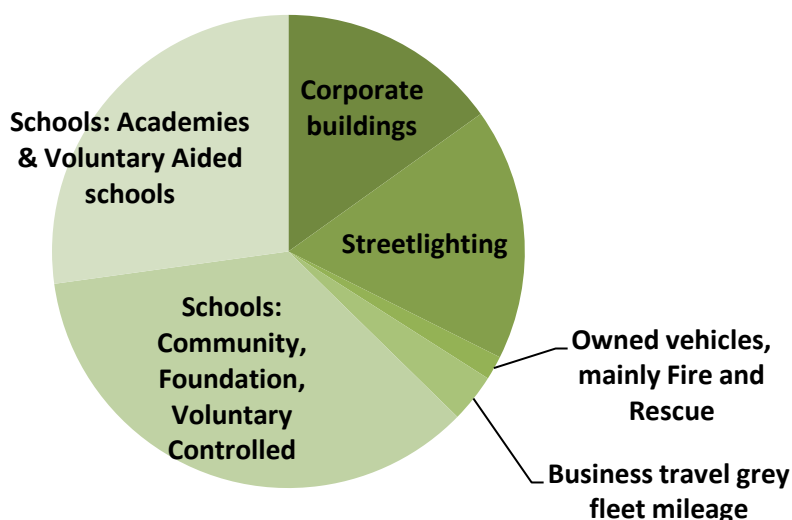
- The council is required to participate in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme.
- As a public body, the council is required to commission 'Display Energy Certificates' for public access buildings and display these in visible locations.
- Energy Performance Certificates may also be required in some circumstances and Air conditioning units must be maintained in line with the statutory regime.
- We must fulfil our responsibilities as the Planning Authority for Waste and Minerals and county council developments.

As a Local Authority, the council is also required to report its carbon emissions to Department for Energy and Climate Change, as set out by the Single Data list.

Baseline carbon emissions and costs (2013/14)

The council's baseline carbon emissions were 67.7ktonnes, for the scope of this policy. £6.6M was spent on energy for buildings and streetlighting and schools spent a further £8.2M on energy.

Carbon emissions, by sector (13/14)



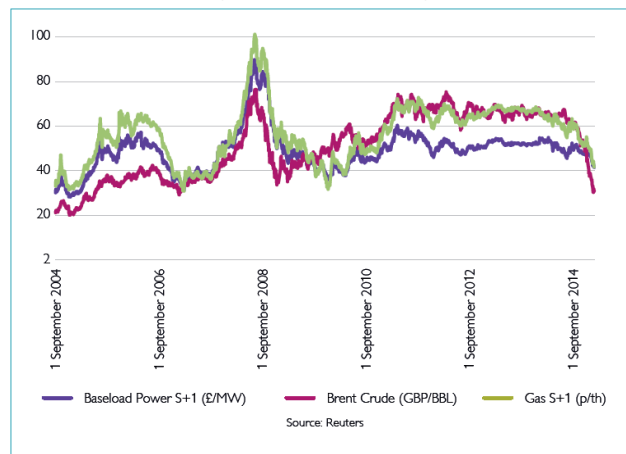
	Energy cost	CO ₂ emissions (tonnes) ¹
Energy for corporate buildings	£3.1m	14,074
Streetlighting	£3.5m	16,064
Carbon Reduction Commitment (carbon tax)	£0.8m	n/a
Owned vehicles (estimated fuel spend)	£0.7m approx.	1,526
Business travel mileage, inc lump sum (excluding public transport trips)	£5.8m	3,057
County council: sub total	£14m	
Schools : Community status	£8.2m	33,025
Schools: Voluntary controlled		
Schools : Foundation status		
Schools : Voluntary aided		
Academies	Not known	Out of scope
TOTAL for carbon reduction target purposes		67,746

1. Using DECC/Defra 2013 carbon conversion factors

4. Challenges and opportunities

Challenges

- Growth pressures including schools expansion programme, ICT data centre:** Meeting the demand for school places is expected to exert an upwards pressure on energy consumption. Whilst extensions will be constructed to higher efficiency standards through current Building Regulations and any new schools will be 'zero carbon' from 2016, overall, expansion will lead to a net increase. Furthermore, the county council has recently reconfigured its ITC provision with the construction of a large data centre. Whilst this facility is designed to be highly energy efficient, in meeting growing demands, it has the potential to lead to a net increase in energy consumption and emissions as use of the facility grows.
- Business travel mileage:** We have seen year-on-year increases in business travel mileage and the costs associated with this and therefore a challenge is to understand and address this trend, whilst maintaining effective service delivery.
- Decision making in a context of wider changes in the portfolio and service requirements:** change of status of schools, acquisitions and disposals of buildings within the corporate estate and in-sourcing / out-sourcing of services, will all affect absolute consumption and emissions. Our monitoring methodology aims to deal with these issues transparently.
- Strength of evidence and consistency in investment appraisals:** The challenge in building any business case is proving the value of investment, against a revenue return over an acceptable period of time. This can be a particular challenge for energy projects due to a number of factors, including those listed above. Making sound and consistent assumptions about future price levels and accounting (historically) for factors beyond our control, such as weather variations, are key elements to this.



Opportunities

- **Technology:** There are opportunities for the further deployment both well established and new energy efficiency and low carbon technologies, across the built estate and fleet.
- **Financial incentives:** Government tariffs for renewable power and heat can support the business case for investment, although their time limited availability also presents a challenge.
- **Locally available waste and virgin resources:** Surrey is the most densely wooded county and there is adequate over-stood timber in woodlands across the south east to support a step change in biomass heating across the region. Furthermore the county council is the waste disposal authority managing over 500kt of waste per year, some of this with energy value.



- **Multiple benefits from activities that reduce carbon emissions:** reducing carbon emissions does not just have financial and climate change benefits, it offers significant social benefits from improved comfort from reducing drafts, health benefits from improved local air quality and more active lifestyles from lower carbon forms of transport.

Further factors affecting absolute spend and carbon emissions

- **Weather variations:** Weather variations are generally the biggest year on year variable influencing energy demand. We apply a technique to isolate this variable, to consider the impact of more controllable factors.
- **Variations in carbon intensity of energy:** The changing carbon intensity of grid electricity is beyond our control. During the medium term of the period of the policy, carbon emissions factors for grid electricity are anticipated to decrease (positive impact), although in short term (14/15 vs 13/14) the carbon emissions per unit of grid electricity, have increased.

5. Where we want to be by 2019

Aim

Our aim is to be a resilient and low carbon council in the most cost effective way, whilst enhancing the wider benefits to Surrey's economy and environment.



Carbon Reduction Target

In light of the growth pressures highlighted earlier in this document, by 2018/19, we will aim to reduce carbon emissions from our corporate estate, streetlighting and other highways electricity and schools* **by 10%**, compared to our baseline year of 13/14.

We aim to reduce our emissions by a further 10% by 2019

From our baseline of 67,746 tonnes of carbon emissions, our target is to achieve a reduction of 6,775 tonnes of carbon.

* Community, Voluntary controlled and Foundation status only.

6. Objectives and Guiding principles

We have identified the following **objectives** that underpin this policy:

1. Meet our statutory obligations
2. Be joined up in our decision making
3. Achieve efficiency and wider benefits through procurement
4. Engage staff to be active in saving energy
5. Optimise the asset performance of our corporate estate
6. Reduce emissions from fleet vehicles and business travel
7. Support schools to reduce energy costs and emissions
8. Monitor and report our progress

Guiding principles

In implementing this policy, we will follow a number of **guiding principles**:

1. We will be joined up in our decision making as one council
2. We will develop proposals on a prioritised basis, considering:
 - Any statutory obligations
 - Cost of implementation on a full life cycle basis
 - Our scope of influence to implement/ facilitate change
 - Scale of contribution reducing carbon emissions
 - Wider impacts (positive and negative)
3. We will work in partnership to address issues of shared interest, including with other local authorities, third sector organisations, expert advisors and other potential partners.



7. Outline Action Plan

Objective	Actions	Lead
I. Meet our statutory obligations	<ol style="list-style-type: none"> 1. Participate in the CRC Energy Efficiency Scheme 2. Provide Display Energy Certificates and Energy Performance Certificates and Air conditioning maintenance 3. Report our Greenhouse Gas (GHG) to DECC (not a statutory responsibility, but required by the Single Data List) 4. Perform our role as a Planning Authority in relation to county council developments. 	<p>Property Property</p> <p>Environment Planning</p>
II. Be joined up in our decision making	<ol style="list-style-type: none"> 5. Consider full lifecycle energy and carbon implications of major projects and strategic decisions, within key scrutiny and decision making processes, including Cabinet, Investment Panel and Procurement Review Group reports 	All services
III. Achieve efficiency and wider benefits through procurement	<ol style="list-style-type: none"> 6. Secure best value energy and fuel supply and contract service delivery 7. Investigate opportunities within our major contracts to achieve cost reductions through exploring energy efficiency opportunities in the supply chain 8. Use contract opportunities to stimulate and sustain the local economy 	<p>Procurement and Property Procurement</p> <p>Procurement and across services</p>
IV. Engage staff to be active in saving energy	<ol style="list-style-type: none"> 9. Promote energy efficiency awareness and responsibilities to all staff as building users 	Property

Objective	Action	Lead
V. Optimise the asset performance of our corporate estate	10. Improve energy efficiency of our operations through efficient building operation 11. Invest in energy efficiency/carbon reduction projects on a prioritised basis within existing budgets 12. Develop new investment cases and the full range of options for delivery (including Energy Services Company (ESCo) models), for land and buildings assets.	Property Property Across services
VI. Reduce emissions from fleet vehicles and business travel	13. Review and implement policies and initiatives that support the reduction of the costs (including time) and carbon emissions of business mileage 14. Improve fuel efficiency and emissions reduction of fleet vehicles through specification of vehicles, route planning and driving techniques 15. Support flexible working and sustainable commuting options	Across services Across services Across services
VII. Support schools to reduce energy costs and emissions	16. Support schools to identify projects and finance options for carbon and energy cost reduction projects 17. Support schools to embed sustainability in learning and operations, including energy issues and healthy and safer travel to school 18. Delivery of school planned maintenance and school expansion programmes which align to energy efficient standards.	Property/Environment Environment Property
VIII. Monitor and report our progress	19. Monitor energy consumption, costs, sources carbon emissions to inform our energy management programme 20. Publish performance and progress against targets, within the council and to the public and government	Property and Environment

8. Indicative investment, financial return and carbon savings

Investment at the scale shown below should see the council and maintained schools **avoid £0.9m p.a.** in energy costs in buildings by 2019, with further subsequent cumulative savings. Corporate estate and schools projects at the scale below would reduce emissions **by 8% by 2019**, although some of this gain will be offset by growth. Further projects (if approved) could increase emissions reduction further, to exceed the target of **10%**. Financial return will be dependent on the business cases approved.

Area	Energy costs (13/14)	Indicative Investment over 4 yrs (2015 to 19)	Returns (p.a.) full year effect	Indicative Payback	Indicative Carbon emissions reduction (tonnes)	Funding stream and status
Corporate estate: Efficiency and micro-generation	£3.1m	£3.2m	£0.4m	8 years	2,300	Capital maintenance, within MTFP
Schools: Efficiency and micro-generation⁽¹⁾	£8.2m	£4.2m ⁽¹⁾	£0.50m ⁽¹⁾	8 years	3,300	Schools' borrowing e.g. Salix 0% interest lending
Corporate estate: 2.5MW solar PV array⁽²⁾	n/a	£3.8m	Business case in development	Business case in development	1,500	Business Case requires Investment Panel approval
Fleet vehicles (Electric vans)	Not known	approximately £0.3m	Business case in development	Less than 10 yrs	17	Business Case requires Investment Panel approval
Business travel (mileage and lump sum)	£5.8m	Business case to be developed	n/a	n/a	n/a	To be identified
Street lighting LED⁽³⁾	£3.5m	£8.0m (research ongoing)	Business case in development	19yrs ⁽³⁾	2,300	Subject to an acceptable business case being established, funding options would be considered further.

- (1) Schools: Community, Foundation and Vol. Controlled statuses. Revenue benefit to schools, not SCC budget. Subject to agreement for schools to borrow from Salix, permission required from Secretary of State for other sources. SCC Planned Maintenance projects e.g. boiler replacement, could also contribute to further carbon savings and financial savings to schools.
- (2) Solar PV: Subject to further consideration by Investment Panel.
- (3) Streetlighting- Subject to further research to determine whether an acceptable business case exists. 19yrs payback is considered unacceptable.

9. Monitoring, Reporting and Scrutiny

Reporting area	Frequency	Reporting led by	Purpose
CRC Energy efficiency scheme	Annual, by 31 July	Property	Government requirement (statutory duty)
Greenhouse Gas emissions	Annual, by 31 July	Environment	Government requirement (single data list)
Service reporting	Quarterly	All services involved in C&E policy delivery	Council performance monitoring - detail
Overview and Scrutiny Committee	Annual, following July	Joint: Business Services and Environment & Infrastructure	Council performance monitoring - oversight

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Benchmarking carbon reduction targets and recent performance

Benchmarking has been conducted with other SE7 county councils and a selection of other authorities (including county, unitary and boroughs). The non-SE7 authorities were identified through web searches for councils that have reviewed their carbon management plans within the past two years.

Benchmarking targets

Other county councils that have recently reviewed equivalent policies have set targets as set out below, with a variety of timescales and levels of change.

In the national context, the Climate Change Act was passed in 2008 which established a framework to develop an economically credible emissions reduction path. The act commits the UK to reducing emissions by at least 80% by 2050, compared to 1990 levels. A small number of councils have directly linked this national and long term target to their own estates, but most have set shorter term targets.

Local Authority	Emissions Reduction Target and Period	Per annum equivalent
Surrey	10% reduction by 2018/19 vs 2013/14 baseline	2.0%
Other SE7 county councils		
East Sussex	80% reduction by 2050 vs 2009/10 (in support of national legislated target, although baseline different)	3.5%
Hampshire	No percentage target reduction has been set in most recent strategy and action plan updates in 2012 and 2014	n/a
Kent	2.6% reduction per year, up to 2015 (no baseline specified)	2.6%
West Sussex	50% reduction by 2025 vs 2011/12 i.e. over 13 yrs	3.8%
Other authorities		
Buckinghamshire	10% reduction by 2016/17 vs 2011/12	2.0%

Surrey County Council is setting a 10% reduction targets, in light of:

- Outline financial appraisal of opportunities for carbon reduction projects in the corporate estate and maintained schools
- Growth pressures from schools expansion and other sources e.g. IT
- Understanding of indicative feasibility / deliverability based on experience of implementing efficiency projects in corporate estate and maintained schools, over the past four years.
- A change in approach to funding for schools energy efficiency projects: schools will be required to take on borrowing, via interest free loans from Salix, instead of

predominantly receiving funded projects from the county council (via the Schools Maintenance Grant).

- The relatively small scale of economically and practically feasible opportunities identified to date, in relation to council owned fleet, which is mostly comprised of Fire and Rescue Service vehicles.
- Recent upwards trends, to date, in business travel mileage claims.

Performance

A rudimentary comparison, shows Surrey CC is broadly in line with other SE7 county councils, although there is significant variation between councils in some cases. However, benchmarking emissions changes is unreliable. It is subject to changes in reporting rules (affecting all councils, but obscuring year on year changes), differences in application of guidance and variations in carbon reduction investment levels.

Emissions reporting source:	CRC reporting ¹ (latest figures available <u>13/14</u> vs 10/11)	GHG reporting ² (latest figures available <u>12/13</u> vs 10/11)
Surrey	-27.9%	-6.5%
East Sussex	-30.1%	-14.0%
Hampshire	+0.5% *	-5.0%
Kent	-30.6%	-6.9%
West Sussex	-21.2%	Figures unavailable for 12/13 vs 10/11

1. **Carbon Reduction Commitment (CRC)** Energy Efficiency Scheme is administered by the Environment Agency. It involves annually reporting and purchasing Allowances. The scope only includes emissions from the council's corporate buildings and streetlighting. Emissions reduction for CRC reporting should not be taken as an entirely comparable year on year progress, as changes in the rules for qualifying emissions have occurred. * Hampshire's figure is not reflective of the council's change in emissions overall.
2. **Greenhouse Gas (GHG)** reporting to DECC involves annually reporting emissions, but there are no financial implications. The scope of reporting covers a wider range of emissions i.e. emissions from business travel and fugitive emissions from air conditioning.

SURREY COUNTY COUNCIL**CABINET****DATE: 24 MARCH 2015****REPORT OF: MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS,
TRANSPORT AND FLOODING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT &
INFRASTRUCTURE****SUBJECT: SURREY TRANSPORT PLAN - LOCAL TRANSPORT
STRATEGIES AND FORWARD PROGRAMMES (TRANCHE 1 &
2)****SUMMARY OF ISSUE:**

This paper presents the outcomes of the development of 8 Local Transport Strategies and Forward Programmes (LTS & FP). It makes recommendations that the Cabinet endorses the Local Transport Strategies and Forward Programmes as part of the Surrey Transport Plan, for ratification by full Council.

The County Council is producing Local Transport Strategies and Forward Programmes for each District and Borough in the county. The purpose of these strategies is to support the growth set out within District and Borough Local Plans and provide a programme of transport infrastructure required to deliver this growth. The strategies also provide an evidence base for future funding bids.

The strategies have been produced in tranches. Tranche 1 and 2 have been completed (listed below) and are the subject of this paper. Tranche 3 comprises strategies for the three remaining Districts and Boroughs (Waverley, Runnymede, Guildford). These will be produced as and when the relevant Local Plans are developed. This will ensure that the strategies capture the outcomes of the Local Plans and address their development aspirations.

The strategies are 'live documents' which will be updated at regular intervals to ensure they remain relevant and current. On approval, they will become part of the Surrey Transport Plan.

The strategies provide a commentary on the transport provision and transport problems in each District or Borough and provide possible solutions to the identified problems. The forward programmes seek to address the problems identified in the main documents of each strategy and mitigate the impact of future growth on the transport network.

Cabinet is asked to endorse the first and second tranche of the Local Transport Strategies and Forward Programmes for ratification by full Council, which comprises 8 Districts and Boroughs:

- Elmbridge
- Epsom and Ewell
- Mole Valley
- Reigate and Banstead

-
- Spelthorne
 - Surrey Heath
 - Tandridge
 - Woking

All 8 Local Transport Strategies can be seen online at:

<http://new.surreycc.gov.uk/roads-and-transport/surrey-transport-plan-ltp3/surrey-transport-plan-consultations-on-the-plan/local-transport-strategies-and-forward-programmes>.

RECOMMENDATIONS:

It is recommended that the Cabinet:

- (i) approves Tranche 1 & 2 of the Local Transport Strategies and Forward Programmes and their suggested objectives for:
 - Elmbridge
 - Epsom and Ewell
 - Mole Valley
 - Reigate and Banstead
 - Spelthorne
 - Surrey Heath
 - Tandridge
 - Woking
- (ii) As part of the Surrey Transport Plan, the Local Transport Strategies and Forward Programmes be endorsed by Cabinet, for ratification by full Council.

REASON FOR RECOMMENDATIONS:

Delivering the Local Transport Strategies will support the County Council's priorities to promote sustainable economic growth and secure investment in infrastructure. The Local Transport Strategies will benefit Surrey residents and businesses by accommodating sustainable population growth, helping to boost the economy and limit the impact of transport and development on the environment.

The strategies adhere to using a place-based approach to plan for future sustainable economic growth and address existing problems on the network. By considering issues locally, the transport strategies have been able to identify issues which residents feel most affect them in each District and Borough.

The Local Transport Strategies and Forward Programmes also support the Environment & Infrastructure priorities, specifically Themes 1, 2 and 4.

DETAILS:

1. The Local Transport Strategies and Forward Programmes contain two main elements. The main document provides a commentary on the transport provision and transport problems in each District or Borough. It also provides possible solutions to the identified problems.

2. This paper presents the outcomes of the development of eight Local Transport Strategies (LTS) and Forward Programmes. It makes recommendations that the Cabinet endorse Tranche 1 & 2 of the Local Transport Strategies and Forward Programmes as part of the Surrey Transport Plan.
3. The Surrey Transport Plan is the county's third Local Transport Plan (LTP3). It is a statutory document. The Local Transport Strategies and Forward Programmes will form part of the LTP3 on approval.
4. The documents were prepared by Surrey County Council officers, working with Borough and District Council officers. It has been subject to officer consultation in both the County Council and Borough/District Councils.
5. The Local Transport Strategies and Forward Programmes have been approved by the relevant Local/Joint Committees.
6. Two online public consultations were carried out from 22 May – 2 July and 16 September – 28 October 2014 on the Surrey County Council website. Following consultation, revisions were made to the Local Transport Strategies and Forward Programmes. These were presented to the appropriate Local/Joint Committee at this time.
7. Each Local Transport Strategy contains an annex which presents a forward programme of transport infrastructure that the county and Borough/District councils would like to see implemented in the relevant area, subject to funding. The programmes seek to address the problems identified in the main document of the strategy and mitigate the impact of future growth on the transport network.
8. The transport schemes included in the Forward Programmes range from small local schemes such as individual minor improvements schemes (local walking and cycling improvements), to large strategic improvement schemes such as strategic maintenance on the A24 or the Kiln Lane Link in Epsom and Ewell (approximate cost £22m). Other schemes such as the electrification of the North Downs Line are included for lobbying purposes as SCC would not lead on the delivery of the schemes. Schemes cover a wide range of modes, including road, rail, pedestrian and cycle. For illustrative purposes, schemes in the Forward Programmes include:
 - M25 Junction 9 bottleneck relief, Leatherhead
 - Cycle improvements from Hillview Road to the south of Woking
 - Share use cycle route adjacent to A322 Redding Way to Basingstoke Canal
 - Camberley town centre highway improvements
 - Blackwater Valley Better Connectivity
 - Stanwell Road congestion improvements, Ashford
 - Leatherhead town centre regeneration and gyratory improvements
9. Full detail of all the schemes included in the Forward Programmes can be seen in the Forward Programmes themselves, online at: <http://new.surreycc.gov.uk/roads-and-transport/surrey-transport-plan-ltp3/surrey-transport-plan-consultations-on-the-plan/local-transport-strategies-and-forward-programmes>.

CONSULTATION:

10. The proposed schemes have been developed in consultation with Borough and District Councils.
11. Officers from relevant Boroughs or Districts have been kept informed and engaged in the preparation of the Local Transport Strategies and Forward Programmes.
12. The Local Transport Strategies and Forward Programmes have been subject to a 6 week online public consultation, including close working with the Borough/District Council and officers at Surrey County Council. Engagement has included discussion at informal Local/Joint Committees, Task Groups, officer workshops and Local/Joint Committees.
13. As a result of the public consultation changes were made to the Local Transport Strategies. Most changes were made following the consultation on the first tranche of the strategies, and were made to improve the structure of the strategies. Most suggestions received via the consultation referred to schemes which could be included or amendments to the accuracy of the documents. Where ever appropriate corrections were made, suggested schemes passed on to the relevant team within Surrey.
14. The main purpose of consulting and engaging on the draft Local Transport Strategies was to (a) inform people, (b) get feedback on the individual Local Transport Strategies and Forward Programmes, and (c) seek local input on the content of the individual Local Transport Strategies and Forward Programmes.
15. The first tranche of the Local Transport Strategies and Forward Programmes concerned Elmbridge, Epsom and Ewell, Mole Valley, Spelthorne and Woking. The second tranche concerned Surrey Heath, Reigate and Banstead and Tandridge. Table 1 presents the main questions that were asked in the consultation.

Table 1: Questions asked of participants in the public consultation

1	We have tried to identify the most pressing transport issues impacting the District/Borough. Are there any other transport problems that we should consider?
2	The strategy looks to support the planned growth within the District/Borough and mitigate any negative impacts. Are the aims and objectives of the strategy right?
3	Are there any other schemes we should consider that we have not included in the Forward Programme?

16. Consultation on the first tranche of the strategies resulted in 46 online responses as well as a number of responses by email, split between the five Boroughs and Districts. Consultation on the second tranche of the strategies attracted 53 online responses as well as a number of responses by email, split between the three Boroughs and Districts.

17. Table 2 presents the key themes which came out of the public consultation relevant to each District/Borough Local Transport Strategy and Forward Programme.

Table 2 Key themes emerging from public consultation

Epsom & Ewell	<ul style="list-style-type: none"> • Cycling • Use of public transport • Expansion of Zone 6 to Epsom railway station • Use of London's Oyster Card system
Elmbridge	<ul style="list-style-type: none"> • HGVs • Congestion around schools • Development
Mole Valley	<ul style="list-style-type: none"> • Public transport • Congestion • Cycling • Access to schools
Reigate & Banstead	<ul style="list-style-type: none"> • Buses • Congestion • Cycling
Spelthorne	<ul style="list-style-type: none"> • Congestion • Cycling • Development
Surrey Heath	<ul style="list-style-type: none"> • Buses • Congestion • Rail • Road safety
Tandridge	<ul style="list-style-type: none"> • HGVs • Congestion • Access to the M25
Woking	<ul style="list-style-type: none"> • Public transport • Congestion • Cycling • Access to schools

18. By way of illustration, some examples of comments received via the consultation, and officer responses, are given overleaf:

LTS	Comment received	Officer comment and/or change made to the LTS & FP
Woking	“There is no longer any bus transport along Woodham Lane A245 route. The 459 route has been changed to run through Sheerwater which is of no use to Woodham Lane residents.”	SCC aims to provide a safe, reliable, sustainable and effective transport system through the Local Transport Plan. Buses form one part of this and SCC works in partnership to deliver commercial bus services wherever possible. Bus provision will be considered under a holistic local transport review
Woking	“Poor cycle accessibility between Horsell and Woking, particularly Woking rail station. There are a large number of people currently cycling this route, and more making the journey by other modes (e.g. by car pick-up/drop-off), which presumably could be reduced with an improved cycle link.”	The proposed Jupiter Trail route requires dedication of private land to enable the existing route up to Horsell Park Road to be extended into Horsell and Woking High School. An alternative on road route could be considered using Brewery Road
Surrey Heath	“There are errors in section 3.21 i.e. Guildford is not accessible from Camberley on the North Downs Line; section 3.25 Blackwater station does not provide direct access to London; 3.32 There is no travel from London via the fast service at Blackwater - there is no direct service from Blackwater to London”	The relevant corrections were made within the LTS.
Surrey Heath	“M3 direction signs on the Red Rd (directing traffic travelling East to the Gordon's roundabout and onto the A322 Lightwater bypass) and away from Lightwater village.”	This scheme does not meet the criteria of a scheme over £100,000 or that will have significant strategic importance to the transport network. However this scheme will be incorporated within the M3 Approach scheme.

LTS	Comment received	Officer comment and/or change made to the LTS & FP
Surrey Heath	“Pedestrian crossing in village centre to allow safe crossing and to allow safe access to cycle park (outside Sun P.H.) in line with Cycling Strategy”	SCC recognises that the comment made is applicable to the Local Transport Strategy and Forward Programme. This comment will be reflected within the appropriate document.
Mole Valley	“Bookham/Leatherhead Lower Road: proper, safe, segregated cycle provision that does not class bikes as second class citizens to cars.”	The Surrey Cycling Strategy aims to improve infrastructure for cycling. A wider Leatherhead sustainable transport package is included in the forward programme; this will consider cycling improvements in and around Leatherhead.
Elmbridge	“To improve the flow of traffic crossing St Richards Bridge especially at peak times by allowing traffic that wish to cross Walton Bridge but avoid Walton (and 4 sets of traffic lights) to use Oatlands Chase to join Oatlands Drive. This would need the use of traffic lights at peak times at this juncture. This would reduce pollution congestion, and noise in Walton already identified in your report as needing action.”	Surrey County Council has no powers to oblige parents to take their children to school by alternative modes to the private car (Only by providing suitable alternatives will parents begin to change their travel choices). The Cabinet has recently approved a new “Road Safety Outside Schools” policy. The purpose of this policy is to set out the process that will be used by Surrey County Council for investigating and responding to concerns about road safety outside schools. The aim is to reduce the risk of collisions, and to make the road feel safer in order to improve the attractiveness of walking and cycling to and from schools.
Epsom & Ewell	“Does not include affect of transport changes such as crossrail 2”	See revised paragraph 3.27 for information on Crossrail 2. Surrey Rail Strategy will consider effects of Crossrail 2 further.

19. In response to the key themes raised in the consultation, relevant County Council officers were asked to assist in the modification of the transport strategy to reflect these concerns.
20. Many of the issues raised by respondents to the consultation were found to have been looked into before as part of previous or ongoing work streams, particularly within the other strategies which form part of the Surrey Transport Plan, such as the Cycling Strategy, or the Freight Strategy. It was therefore decided to add significantly to Section 6 of the Local Transport Strategy 'Related Workstreams' in order to provide the context of the Local Transport Strategy and illustrate to the reader that where their concern may not have been addressed in the LTS, it may have been addressed as part of one of the other LTP3 strategies or in a related SCC initiative.
21. Cabinet should note that should schemes from the Forward Programme be brought forward for development further consultation will take place once the scheme has been developed further.
22. Following consultation, all 8 Local Transport Strategies and Forward Programmes were approved by the relevant Joint or Local Committee. A record of the decisions is included in **Annex 1**.
23. The Local Transport Strategies and Forward Programmes have all been subject to a screening report for a Strategic Environmental Assessment which were sent to the three statutory consultees: the Environment Agency, English Heritage and Natural England.

RISK MANAGEMENT AND IMPLICATIONS:

24. No risk management implications have been identified. All 8 Local Transport Strategies and Forward Programmes have gone through the Joint and Local Committee processes and have subsequently been approved by the relevant Joint or Local Committee.

Financial and Value for Money Implications

25. Each Local Transport Strategy includes a forward programme of schemes designed to meet the objectives of the strategy, including supporting growth. Estimated costs are provided where they are known, and these estimates would be refined as schemes are developed. Schemes would be progressed subject to funding being identified, which could be from a number of sources including existing capital budgets, developer funding and grants.

Section 151 Officer Commentary

26. Approving these Local Transport Strategies will not in itself commit the Council to additional expenditure. Instead, these strategies are aimed at supporting local growth through a programme of measures which will be implemented as funding becomes available. These strategies also provide an important evidence base which should support and enhance our ability to access funding, including through the Local Growth Deal and Community Infrastructure Levy.

Legal Implications – Monitoring Officer

27. Local Transport Authorities are required to produce a local Transport Plan and keep it under review pursuant to the Transport Act 2000, as amended by the Local Transport Act 2008. Authorities will also rely on the Department for Transport Guidance on Local Transport Plans dated July 2009. The current Surrey Transport Plan is the County's third local Transport Plan and the Local Transport Strategy and Forward Programmes will form part of it if approved.
28. The Transport Act 2000 as amended places a duty on local transport authorities when formulating policies and plans to consult. Consultation is dealt with earlier in this report.
29. The Local Transport Act 2008 requires local transport authorities to have regard to the needs of disabled people in developing and implementing plans in line with the Disability Discrimination Act 2005. The Equalities Impact Assessment process is detailed in the following section.

Equalities and Diversity

30. An Equalities Impact Assessment (EIA) has been drafted for each Local Transport Strategy and Forward Programme.
31. No negative impacts on any protected characteristic group were identified.
32. No changes have been made to any Local Transport Strategy and Forward Programme as a result of the EIAs.
33. All the proposed schemes seek to eliminate any perceived and/or actual inequalities through compliance with up to date design standards which address disabled access and social inclusivity. Improved crossing facilities and disabled access will be provided at pedestrian crossings and junctions, wherever appropriate.

Public Health/Climate change/carbon emissions implications

34. Increased walking and cycling, where it replaces motorised forms of transport such as the car, will improve air quality and reduce carbon emission levels.
35. Transport is responsible for one third of carbon emission in Surrey. Surrey's Local Transport Plan has a target to reduce carbon emissions from (non-motorway) transport by 10% (absolute emissions) by 2020, increasing to 25% reduction by 2035 from 2007 baseline of 2,114k tonnes.
36. Increased walking and cycling has a positive impact on personal health. The NHS identifies cycling as an activity which provides significant health benefits.
37. It is expected that increased levels of walking and cycling will have a positive effect on the local economy with recent studies suggesting that pedestrians and cyclists actually spend more on a trip into a town than does a motorist.

WHAT HAPPENS NEXT:

38. As the Local Transport Strategies and Forward Programmes form part of the statutory Local Transport Plan, this decision will be referred to full Council,

following which the 8 Local Transport Strategies and Forward Programmes will be adopted as part of the Surrey Transport Plan. The Surrey Transport Plan is the county's third Local Transport Plan (LTP3).

39. The remaining three Local Transport Strategies and Forward Programmes (Waverley, Guildford and Runnymede) will be developed subject to adoption of the relevant District/Borough Local Plans. This will ensure that the strategies capture the outcomes of the Local Plans and address their development aspirations.
40. The Local Transport Strategies and Forward Programmes will be 'live documents'. Particularly the Forward Programmes which will be reviewed on an annual basis in partnership with officers across the County Council, in the relevant District and Borough Councils and with Local and Joint Committees. Schemes which have been completed will be removed from the Forward Programmes and new schemes will be incorporated into the Forward Programme as and when they are identified and agreed by the Local/Joint Committees.
41. This process is being refined so as to be carried out in a manner which will ensure all relevant parties are consulted in the revision of the Forward Programmes in the most efficient way possible.
42. The Local Transport Strategies and Forward Programmes can be used as a crucial evidence base for future funding opportunities, such as the Local Enterprise Partnerships. The strategies will provide a commentary of the current transport issues and problem areas in each District and Borough, whilst the forward Programme provides a list of schemes which we would like to see implemented should the funding be available, subject to feasibility assessments.
43. Where funding opportunities arise schemes will be developed through the Local/Joint Committee process to enable implementation on site.
44. The Local Transport Strategies and Forward Programmes will be 'live documents' which will be revised and updated in order to remain relevant and useful as a tool and evidence base.

Contact Officer:

Lyndon Mendes, Transport Policy Team Manager, tel: 020 8541 9393

Consulted:

Trevor Pugh, Strategic Director, Environment and Infrastructure
Jason Russell, Assistant Director, Highways and Transport

Details of external consultation and future consultation arrangements are covered in the Consultation section of this paper.

Annexes:

Annex 1: Decision by Local Committees

Sources/background papers:

Surrey Transport Plan (LTP3)

All 8 of the Local Transport Strategies and Forward Programmes can be seen online on the Surrey Transport Plan pages, or at:

<http://new.surreycc.gov.uk/roads-and-transport/surrey-transport-plan-ltp3/surrey-transport-plan-consultations-on-the-plan/local-transport-strategies-and-forward-programmes>

Annex 1**Details of Joint/Local Committee approvals of Local Transport Strategies and Forward Programmes**

Local Transport Strategy	Outcome	Date of Committee Decision
Elmbridge	Approved	Decision Notice of Elmbridge Local Committee Monday 8 September 2014 16:00
Epsom and Ewell	Approved	Decision Notice of Epsom and Ewell Local Committee Monday 15 September 2014 19:00
Mole Valley	Approved	Decision Notice of Mole Valley Local Committee Wednesday 10 September 2014 14.00
Reigate and Banstead	Approved	Decision Notice of Reigate and Banstead Local Committee Monday 1 December 2014 14.00
Spelthorne	Approved	Decision Notice of Spelthorne Local Committee Monday 29 September 2014 18.30
Surrey Heath	Approved	Decision Notice of Surrey Heath Local Committee Thursday 11 December 2014 18.30
Tandridge	Approved	Decision Notice of Tandridge Local Committee Friday 12 December 2014 10.15
Woking	Approved	Decision Notice of Woking Joint Committee Wednesday 24 September 2014 18.00

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SURREY COUNTY COUNCIL

CABINET

DATE: 24 MARCH 2015

REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING

LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR FOR CHILDREN, SCHOOLS AND FAMILIES

SUBJECT: CHILDCARE SUFFICIENCY ASSESSMENT (CSA)



SUMMARY OF ISSUE:

This paper asks for the Cabinet to note the content of the report on the sufficiency of childcare and early education places for children under five years, and for school aged children.

RECOMMENDATIONS:

It is recommended that the Cabinet notes the content of the Childcare Sufficiency Assessment report (CSA).

REASON FOR RECOMMENDATIONS:

The 2006 Childcare Act places a duty on Local Authorities (LAs) to make sure there are sufficient childcare places of high quality for parents that need them to allow them to work or to train. There also needs to be sufficient services for parents of eligible children to take up their offer of free early education, even for parents who are not working or training. Department for Education (DfE) Early Education and Childcare, statutory guidance for local authorities (September 2014) states that to secure sufficient childcare places, we should take account of the local childcare market, and the Children and Families Act 2014 places a duty to report annually to elected council members on how we are meeting this duty and to make the report available and accessible to parents.

DETAILS:

2014 Childcare sufficiency assessment: overview

1. The Childcare Sufficiency Assessment (CSA) identifies gaps in childcare provision in the county. This will be used to help assess the childcare market to ensure that duties can be fulfilled, that there are enough childcare and early education places, that childcare places are of high quality, that a range of childcare services are offered to meet parents' needs, that childcare and early education places are accessible and that enough information is available to parents and carers to allow them to make informed decisions about childcare and early years services. The full report is attached as Annex 1.

What the CSA takes into account

2. The CSA brings together data from various sources to effectively analyse the supply and demand for childcare services, and to identify gaps in provision. To measure the supply of childcare places in Surrey, account is taken of current provision, such as the number of childcare places that are available, opening hours, and Ofsted inspection outcomes. Data is used about the population of children, as well as other demographic data, such as ethnicity, and deprivation information.
3. To measure demand for childcare and early education services, results from surveys of Surrey parents are used, information is collected about needs for services and views about local provision, along with information from focus groups with parents of disabled children. Take-up rates of early education and childcare services are used as well as calculations for the projected number of early education places needed for the next five years.
4. Information collected from childcare settings, findings from consultations with parents, and projection calculations are all combined and data is analysed at ward level. Data is used on where people travel to and from to take up early education. This enables wards to be grouped together in a way that makes sense because ward boundaries do not necessarily define childcare and early education use. The data reveals that people use early education services close to where they live, but sometimes this means crossing ward boundaries. There are 206 wards in Surrey, and these have been grouped into 73 clusters.

Key findings

5. The CSA finds that, overall, 29% of parents in Surrey are not using as much childcare as they need to work or train. Parents are dissatisfied with the affordability of childcare. It is the main barrier for all parents, although particularly so for those on lower incomes. Although parents are generally satisfied with the availability, they would use more childcare and early education if more places were available, particularly sessional settings, including maintained nursery schools and classes, and before and after school care. Working parents would like day nurseries, and before and after school clubs to open earlier and stay open later. Parents of disabled children would use more provision if they knew about it, if it were more affordable and if there was more of it that could cater to their children's special needs.
6. Nearly three quarters (74%) of infant, junior and primary schools have access to before and/or after school group settings. Of the schools that do not have access to before and/or after school group settings, either on site or through a pick-up service, most (84%) have at least one childminder that picks up from the school. All schools in Elmbridge have either provision on site or a pick-up service offered by another group setting. Schools in Tandridge are significantly less likely to have access to before and/or after school group settings. More research needs to be carried out to measure the sufficiency of before and after school clubs and holiday playschemes.
7. When using free early education, parents often have to consider a range of information and their own preferences before reaching a compromise. While most parents (95%) who access free early education do so at their first choice of provider, 42% are dissatisfied with the choice of free early education sessions offered by providers. Some parents are prevented from taking up the

full 15 hours of free early education because of a lack of places. Some settings are not open long enough in the day. Parents would like free early education sessions that are longer.

8. Rising free early education take-up rates and population, pupil yields from planned housing developments, and the increased number of two year olds eligible for free early education mean that there will not be enough childcare and early education places in the future in some parts of the county. Nine areas (ward clusters) have been identified where current provision will not be able to meet future demand for early education, and a further 15 areas where current provision might not be able to meet future demand. These are detailed in Section 6 of the main report (Annex 1).

CONSULTATION:

9. There is no requirement for any formal consultation on the CSA.

RISK MANAGEMENT AND IMPLICATIONS:

10. Apart from provision delivered through maintained nursery schools and classes, Surrey County Council (SCC), does not deliver early education provision directly. It is largely delivered by the private, voluntary and independent (PVI) sector. While SCC's Early Years and Childcare Service (EYCS) supports the development of new provision in areas of need with a tendering process, expert advice and some start up funding, it is not always possible to identify suitable providers to deliver services. In some areas of the county, there is a lack of premises suitable for delivering childcare and early education. These factors may contribute to unduly raising expectations of parents and carers and risk the council not meeting its duty to ensure sufficient provision.
11. EYCS is working with borough and district councils, and other local, voluntary organisations to identify suitable premises. EYCS continuously improves the tendering process to recruit suitable providers, and work with current providers to identify where expansion of existing services can help to meet the need. EYCS also works with colleagues in the Schools Planning and Commissioning Team to identify additional pupil yields resulting from new housing developments, and request an appropriate community infrastructure levy from housing developers to help meet the cost for additional early education places.

Financial and Value for Money Implications

12. The County Council does not provide childcare provision directly, although some maintained schools and some children's centres managed by schools, do offer childcare provision. Where this is the case, the childcare provision is operated under a business model so that all costs are met by fees to parents. The vast majority of childcare provision is managed in the private, voluntary and independent sector, and these organisations operate under a business model to ensure all costs are met by the income they receive from fees paid by parents.
13. The County Council administers funding allocated from the DfE to enable parents to access the free early education entitlement of 15 hours a week for a maximum of 38 weeks for all three and four year olds and for eligible two year olds. The 2014/15 funding for this purpose was c.£38m. This will contribute to

the childcare costs for many parents. There is no further requirement for the County Council to provide financial assistance for the cost of childcare. The childcare market in Surrey is very vibrant and it is able to respond to the growing demand for places in most areas.

14. However, to ensure that there are sufficient places, particularly in areas of greatest need, as identified in the CSA, the Council has allocated EYCS capital resources of over £4m. This funding is used to create places identified in the CSA or to sustain provision in these areas, where a provider requires temporary support to continue to offer places. All allocations are provided following a rigorous process that requires a sound business plan to ensure that the provision will be sustainable in the medium to long-term.

Section 151 Officer Commentary

15. The capital and revenue resources currently prioritised for Early Years childcare provision is adequate for the provision of childcare across Surrey and the action plan will be delivered within existing resources.

Legal Implications – Monitoring Officer

16. The Childcare Act 2006, places a duty on local authorities to ensure there are sufficient childcare and early education places for children aged 0 – 14 years (up to 18 years for disabled children), to allow parents to work or train, and sufficient free early education places for all eligible two, three and four year olds. Under DfE Early Education and Childcare statutory guidance for local authorities (September 2014), there is a requirement to assess the state of the childcare market, including the supply and demand of childcare, affordability, accessibility and quality of provision. The Children and Families Act 2014, places a duty on local authorities to provide an annual report on this and detail how any gaps in childcare provision will be addressed, and present this to Elected Members and to parents and carers.

Equalities and Diversity

17. A full equalities assessment has not been undertaken for this as it is unlikely that it would have a negative impact on any groups with protected characteristics. The CSA and accompanying action plan particularly takes account of the needs of disabled children, children from families on low incomes, children aged two, three and four taking up early education places, school age children and children needing holiday care, in line with DfE guidance. In the assessment, particular attention is paid to lone parents, young parents (both parents or a lone parent aged 25 and under) and parents from black and minority ethnic (BME) groups.

Corporate Parenting/Looked After Children implications

18. There is a process in place to monitor the take up of free early education by Looked After Children, and work with Children's Services to ensure children have access to services, where appropriate.

Safeguarding responsibilities for vulnerable children and adults implications

19. No significant implications arising from this report.

Public Health implications

20. No significant implications arising from this report.

Climate change/carbon emissions implications

21. No significant implications arising from this report.

WHAT HAPPENS NEXT:

22. The CSA has identified gaps in childcare and early education places across the county and EYCS will take action to address these gaps. The CSA will be updated each year.

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Consulted:

Finance service within Surrey County Council
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Annexes:

Annex 1 Childcare Sufficiency Assessment 2014 Report

Sources/background papers:

- Childcare Act 2006
- DfE Early Education and Childcare, Statutory guidance for local authorities (September 2014)
- Children and Families Act 2014

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Childcare sufficiency assessment 2014

Early years and childcare service

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1 Key findings

- Just over a quarter (29%) of parents in Surrey are not using as much childcare as they need to work or train.
- Affordability is the main barrier to accessing all types of childcare.
- Working parents would like day nurseries, and before and after school clubs to open earlier and stay open later.
- While most parents (95%) who access free early education do so at their first choice of provider, 42% are dissatisfied with the choice of free early education sessions offered by providers.
- There is a lack of sessional pre-school places in some parts of the county.
- Nearly three quarters (74%) of infant, junior and primary schools have access to before and/or after school group settings. Of the schools that do not have access to before and/or after school group settings, either on site or through a pick-up service, most (84%) have at least one childminder that picks up from the school.
- More research is needed to measure the sufficiency of before and after school clubs and holiday playschemes.
- Nearly two thirds of parents of children under three years would like to take up free early education across two, three or four days, while just under a quarter would like to use it across five days.
- Parents of disabled children would use more provision if they knew about it, if it were more affordable and if there was more of it that could cater to their children's special needs.
- Parents mostly find information about childcare and early education through word of mouth.

2 Introduction and background

The 2006 Childcare Act places a duty on Local Authorities (LAs) to make sure there are enough childcare places of high quality for parents that need them to allow them to work or to train. There also needs to be enough services for parents of eligible children to take up their offer of free early education, even for parents who are not working or training. Childcare is defined as any form of care for a child, that is paid for or is funded, including education and any other supervised activity (section 18 of the 2006 Childcare Act). This includes care registered with Office for Standards in Education (Ofsted) or care offered on a school site.

From 1 September 2013, the number of children eligible to take up free early education increased to include the 20% most disadvantaged two year olds, as well as all three and four year olds. In September 2014, this increased further to include the 40% most disadvantaged two year olds. This means that Surrey County Council needs to ensure that approximately 30,000 children can access a free early education place of 570 hours a year.

This document outlines the results of Surrey County Council's third full childcare sufficiency assessment. The assessment allows us to identify gaps in childcare provision in the county. This will be used to help us manage the childcare market and make sure that:

- There are enough childcare and early education places
- Childcare places are of high quality

- A range of childcare services are offered to meet parents' needs
- Childcare and early education places are accessible
- Enough information is available to parents and carers to allow them to make informed decisions about childcare and early years services

The report brings together data from various sources to effectively analyse the supply and demand for childcare services, and to identify gaps in provision.

- Supply of childcare places in Surrey
 - Details about childcare and early education services, such as the number of childcare places they provide and opening hours
 - Population and demographic information, such as population of children, ethnicity and deprivation
 - Data from Ofsted inspection outcomes for childcare and early education settings
- Demand for childcare services
 - Results from surveys of Surrey parents where we collected information about needs for childcare and early education services and views about local provision
 - Information from focus groups with parents of disabled children to collect in depth information about their views about local childcare provision
 - Take-up rates of early education and childcare services
 - Projected number of early education places needed for the next five years

- Mapping supply to demand and identifying gaps
Information collected from childcare settings and findings from our consultation with parents are combined and data is analysed at ward level. There are 206 wards in Surrey, but we look at clusters of wards that define neighbourhoods. We know that most parents take up early education near where they live, but that some parents access services away from where they live too.

Gaps in provision affecting specific groups who have lower take-up rates of childcare are discussed in detail, including parents of disabled and special needs children, lone parents, parents with lower incomes (with a total annual household income under £25,000), young parents (both parents or a lone parent aged 25 and under), and parents from black and minority ethnic (BME) groups.

2.1 Previous research and development of the sector in the last three years

Nationally, nearly one in five parents (17%) of children aged under 15 years were unable to work as much as they would like because of a lack of available and affordable childcare (35% and 31%, respectively)¹. This report also highlights that the cost of childcare is higher for parents of children aged under three.

In our 2010 Childcare Sufficiency Assessment (CSA), we found that over a third of parents (35%) were not using as much childcare as they needed to allow them to work or train. Again, affordability was an issue in accessing childcare. Parents told us that they would use more day nurseries and holiday playschemes if they were more affordable. We also found a need for additional sessional pre-school places in certain areas of the county and for before and after school care. Parents wanting more before and after school clubs wanted them where their children attend school, on the school site.

¹ Department for Education (2013) *Parents views and experiences of childcare* London

Our 2010 assessment showed that there was a need for more childcare provision for parents of disabled children, particularly before and after school care and holiday playscheme places. Parents told us that they wanted their children to use mainstream provision as well as specialist provision to help their children integrate and to help them work or train.

We found that lone parents, parents in households with lower incomes, parents from BME groups and young parents were significantly less likely to access formal childcare services. Affordability was an issue for these groups, particularly for parents on lower incomes, for lone parents and for younger parents.

Based on these findings, Surrey's Early Years and Childcare Service has been working with childcare providers to expand existing and develop new provision where it is needed. We have been focusing on increasing the quality of provision and helping existing providers to make their services more accessible to disabled children and children with special needs. We have continued to raise awareness of childcare and early education provision to parents through our Family Information Service, and we have developed information about the local offer for parents of disabled children and children with special needs.

We have also been helping childcare and early education providers to deliver free early education for two, three and four year olds more flexibly to make it easier for parents to pay for childcare and reduce associated costs.

This updated assessment identifies:

- areas where the supply of current free early education is too low to meet the increasing demand for services,
- the childcare and early education needs of groups of parents who are less likely to access services, because of affordability or other barriers.

3 Current supply of childcare and early education

We collect and provide information on the provision of childcare and early education services on a regular basis. Information from group providers in the private, voluntary and independent sector (PVI) is collected annually as part of the Surrey childcare and early education practitioner census. The census provides information on the number of places offered and for which ages, occupancy rates and information about whether settings are unable to meet parental demand. We collect this information from childminders annually as well as part of a survey to find out their views on the childcare market.

In Surrey, there are a total of 586 PVI group settings offering 23,517 pre-school places, 428 PVI group settings offering 17,247 out of school places, 71 maintained nursery schools and classes offering 3,721 places, and 1,883 childminders in Surrey offering a total of 9,077 childcare places (as at 04 October 2013).

3.1 Penetration rates

Every year, we carry out an audit of childcare and early education provision in Surrey. The numbers of childcare settings and places are reported for pre-school, early education and out of school settings separately. For each of these, figures are broken down by childcare type. For example, for pre-school settings, figures for pre-school playgroups, extended day pre-school playgroups, nursery units of independent schools, day nurseries and childminders are provided separately. We calculate the childcare penetration rate, using the number of childcare places in a geographic area and the number of children in that same geographic area. Pre-school, early education and out of school childcare penetration rates are calculated separately, by dividing the total number of childcare places by the number of children of the appropriate age group and multiplying by 100. For pre-

school and early education calculations population figures are based on live birth data from the Office for National Statistics (ONS) and for out of school calculations population figures are based on the number of children aged 5-14 years reported in 2011 Census data. The number of childcare settings and childcare places, and the childcare penetration rates used here are correct as at 04 October 2013. The audit of childcare and early education provision is available on our website at: www.surreycc.gov.uk/learning/early-years-and-childcare-service/starting-up-an-early-years-or-playwork-business/research-into-early-years-and-childcare

Penetration rates for pre-school childcare and out of school care are described in more detail below. Overall, penetration rates are lower in disadvantaged areas². Maintained nursery schools and classes are more likely to offer pre-school provision in these areas than other types of pre-school provision, with a quarter of their places being offered in disadvantaged areas.

3.2 Occupancy rates

Occupancy rates for the PVI sector are collected annually, in January, as part of the childcare and early education practitioner census. Settings calculate their occupancy rates by dividing the total number of hours attended by all children per week by the total number of available hours per week, and multiplying by 100. Occupancy rates for maintained nursery schools and classes are calculated differently, by dividing the number of children who attend by the pupil admission number (PAN) for the school or class. This assumes that each child takes up the full entitlement, which is the case for the majority of children in maintained nursery schools and classes. When categorising occupancy rates, 'full' is an occupancy rate of 100%, 'busy' is an occupancy rate of between 85% and 99%, 'healthy' is an occupancy rate between 70% and 84%, and 'not busy' is an occupancy rate below 70%. Occupancy rates are correct for the 2014 spring term for group settings and for the 2014 summer term for childminders.

Occupancy rates are generally high, and have either remained steady or increased over the last three years.

² We define disadvantaged areas as lower layer super output areas (LSOA) that rank in the 30% most disadvantaged for the Income Deprivation Affecting Children Index (IDACI) 2010, English Indices of Multiple Deprivation, Department for Communities and Local Government

Table 1 Occupancy rates by childcare type

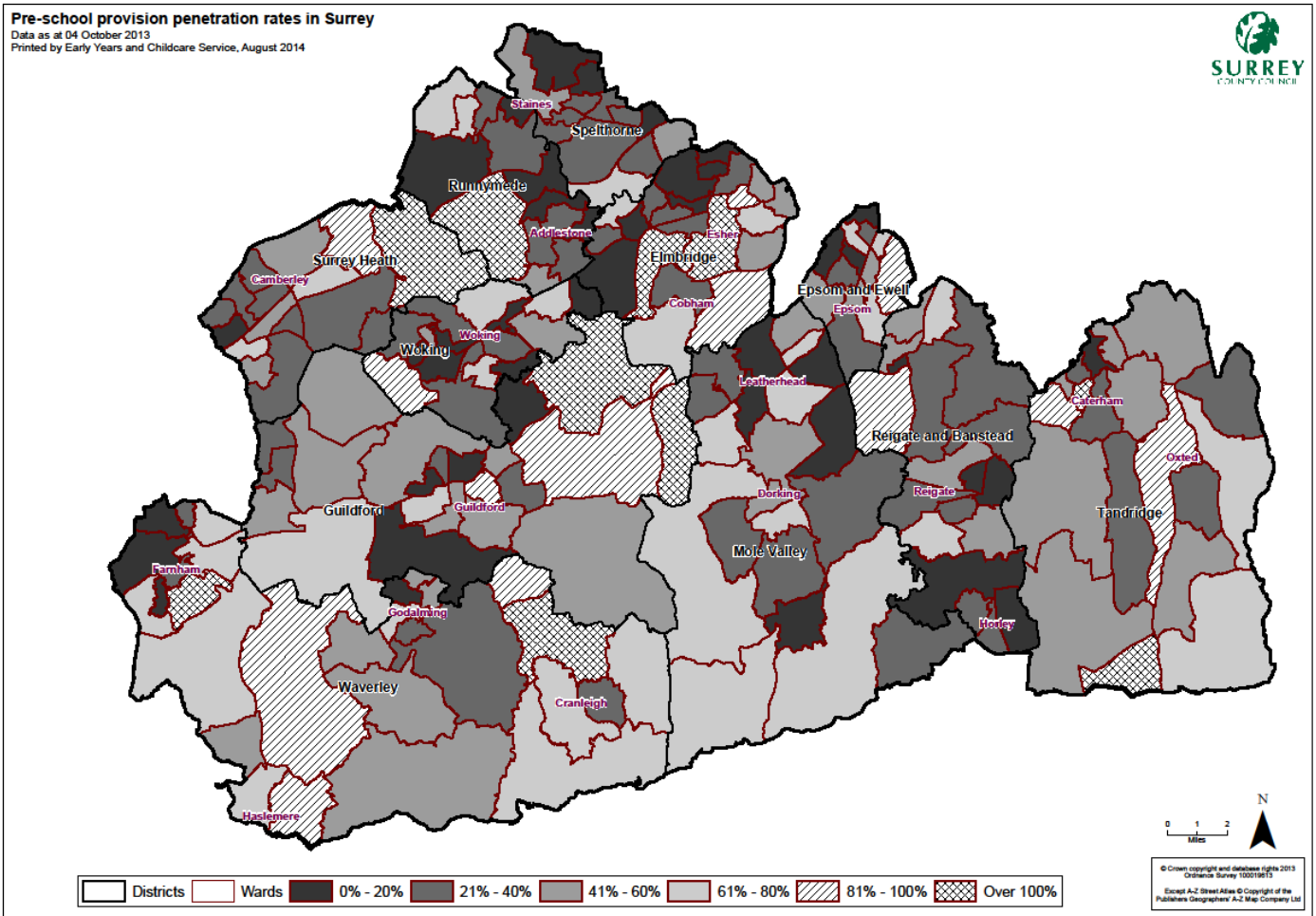
Childcare type	Average occupancy rate for the day	Average occupancy rate for the morning session	Average occupancy rate for the afternoon session	Overall average occupancy rate 2014	Overall average occupancy rate 2013	Overall average occupancy rate 2012
Before school club		84% (33)		84% (33)	84% (36)	73% (33)
Before & after school club		72% (74)	77% (74)	76% (148)	73% (138)	76% (118)
Out of school (after school club)			70% (65)	78% (65)	74% (74)	70% (54)
Holiday play scheme	78% (58)			78% (58)	80% (67)	72% (58)
Day nursery	70% (174)			70% (174)	72% (163)	71% (164)
Extended day playgroup		87% (118)	72% (93)	82% (221)	81% (220)	82% (213)
Pre-school playgroup		84% (213)	79% (80)	83% (293)	86% (321)	89% (310)
Nursery unit of independent school	75% (62)			75% (62)	74% (65)	73% (67)

Note: Figures in brackets indicate sample sizes

3.3 Pre-school provision

Overall, there are 2,430 pre-school settings in the PVI sector in Surrey offering 28,113 pre-school childcare places. This includes places provided by day nurseries, sessional pre-school playgroups, childminders, and nursery units of independent schools. Since 2007, the number of pre-school settings has steadily decreased but the number of places offered has steadily increased. The overall pre-school penetration rate for Surrey is 40%. That means for every 100 children aged under five years, there are 40 childcare places available. The penetration rate for children under two years is lower at 29%. Across Surrey, nearly half (46%) of pre-school settings are full or busy, and nearly a quarter (23%) more are healthy. A similar proportion of pre-school settings (43%) have waiting lists for immediate places. However, in January 2014, 17% of day nurseries, 14% of extended day pre-school playgroups, and 22% of pre-school playgroups, reported that they were experiencing a lack of demand for places. This highlights the complexity of the childcare market; it is localised and must be analysed bearing this in mind.

Figure 1 Pre-school penetration rates in Surrey by ward



3.4 Day nurseries

There are 178 day nurseries in Surrey offering a total of 10,435 places. The penetration rate in Surrey for day nurseries is 15%. The overall occupancy rate for day nurseries in Surrey is 70%. There are 3,406 places in day nurseries for children aged under 2 years, and the penetration rate for this age range is 12%.

Nearly all (95%) day nurseries in Surrey are open for 10 hours a day, from 8am to 6pm, or longer. Just under half (45%) of day nurseries are open before 8am, and just over half (54%) open at 8am. The remaining 2% open after 8am but not later than 9am. Nearly two thirds (64%) of day nurseries close at 6pm, and nearly a third (32%) close after 6pm, including 4% that close at 7pm or later. The remaining 4% close before 6pm.

3.5 Sessional pre-school childcare

There are 408 settings offering 13,082 sessional pre-school places in Surrey. This includes places in extended day pre-school playgroups, pre-school playgroups, and nursery units of independent schools. The penetration rate in Surrey for sessional pre-school childcare is 31%. The penetration rate for sessional pre-school childcare is calculated by dividing the total number of places at sessional settings by the total number of children ages two to four years. The overall occupancy rate in Surrey for sessional settings is 82%.

3.6 Maintained nursery provision

There are 70 maintained nursery schools or classes (MNSC) offering 3,721 places in Surrey. These places are offered through four nursery schools and 60 classes in primary, infant and first schools. The total number of MNSC places excludes the six classes offered through special schools, as the

number of places offered in these classes depends on the needs of the children attending. About two thirds of maintained nursery schools and classes are full.

3.7 Out of school care

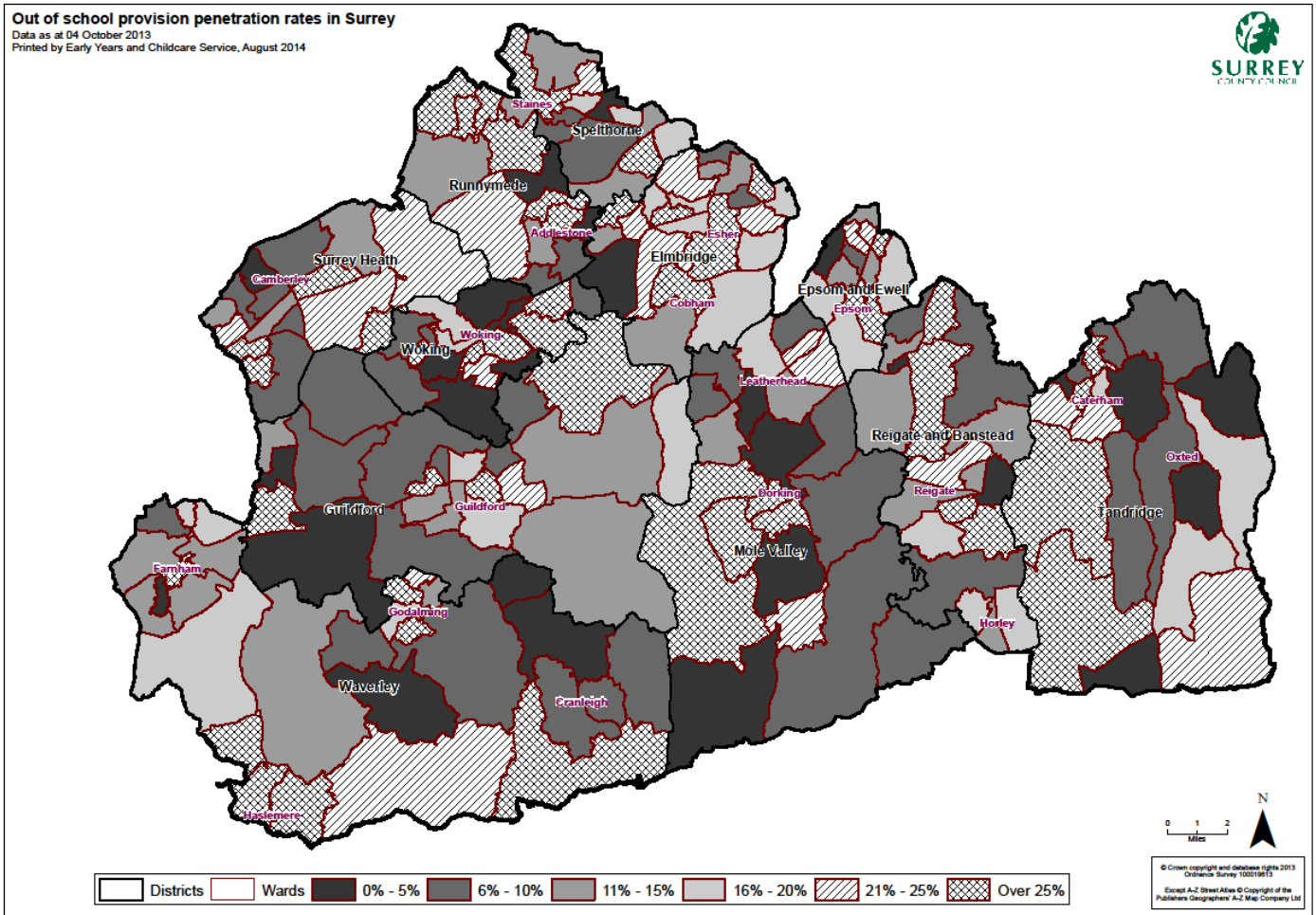
There are 269 settings offering 8,685 places for before and/or after school care. The penetration rate for before and/or after school care at group settings is 7%. That means for every 100 children aged five to fourteen years, there are six before and/or after school places. There are 159 holiday playschemes offering 8,562 places, including specialist holiday playschemes. The penetration rate for holiday care is also 7%. Childminders offer a further four out of school places (before and/or after school and holiday care) for every 100 children aged five to fourteen years. Childminding places will be discussed in more detail later.

Nearly three quarters (74%) of infant, junior and primary schools have access to before and/or after school group settings. All schools in Elmbridge have either provision on site or a pick-up service offered by another group setting. Schools in Tandridge are significantly less likely to have access to before and/or after school group settings. Of the schools that do not have access to before and/or after school group settings, either on site or through a pick-up service, most (84%) have at least one childminder that picks up from the school.

Nearly two thirds (63%) of before school clubs in Surrey open before 8am. A third (34%) open at 8am and 3% open after 8am and up to 8.30am. Over half (58%) of after school clubs close at 6pm. A third (32%) close before 6pm, with most of these closing at 5.30pm or later. Nine percent close later than 6pm, with five settings opening until 8pm.

Over a third (39%) of holiday playschemes in Surrey open at 8am or earlier, a similar proportion (37%) open after 8am and before 9am, and a quarter (24%) open between 9am and 10am. Over a third (40%) close at 6pm and 29% close between 5pm and before 6pm. Over a quarter (28%) close before 5pm, and one of these closes as early as 1pm. Three percent close later than 6pm.

Figure 2 Out of school penetration rates in Surrey by ward



3.8 Childminders

There are 1,883 childminders in Surrey offering a total of 9,077 childcare places. The penetration rates for childminding places for pre-school care is 7% and for out of school care is 4%. Overall, the penetration rate for childminding places is 5%. That means for every 100 children aged nought to fourteen years, there are five childminding places. The overall, and the out of school penetration rate for childminders are underestimates; childminders do not have to register places for children over eight years so these are not included when calculating penetration rates.

Due to the flexible working structure of childminders, we ask them to tell us how full their setting is rather than calculating an occupancy rate. Nearly half (44%) of childminders estimate that their setting is full and nearly a third (32%) estimate that their setting is three quarters full. Nearly three quarters (73%) of childminders have had requests from parents for childcare places that they had to turn down in the last 12 months. Of those that have turned down childcare requests in the last 12 months, more have turned down requests for places for pre-school aged children (79%) than school aged children (57%). The most common reason childminders are unable to meet requests from parents is that, although they offer the hours requested, they had no spaces available (63%). Just over a fifth (21%) currently working as a childminder are having problems filling childcare places. More childminders are having problems filling childcare places for pre-school aged children (82%) compared to school aged children (42%). Just over half (53%) of childminders having problems filling their childcare places report that there are too many other kinds of childcare available in the area and similar proportions report that there are too many registered childminders in the area and parents use friends and/or family for childcare (52% and 50%, respectively). One in ten childminders (10%) have been unable to accept childcare requests in the last 12 months and are

currently having trouble filling childcare places. Again, this highlights the complexity of the childcare market as well as the personalised service offered by childminders.

3.9 Free early education for three and four year olds and flexibility of the offer

All parents can access free early education from the term after their child turns three. Parents can access 15 hours of early education per week for 38 weeks of the year. There are about 24,000 early education places available, giving a penetration rate of 88% for three and four year olds. That is, there are 88 places for every 100 children aged three and four years in Surrey in all sectors (PVI and maintained sectors).

A very small percentage of settings (4%) offer less than 15 free early education hours a week. Over half (58%) of these are pre-school playgroups and over a third (38%) are childminders that are not open every weekday.

Nearly one third (29%) of settings offer free early education from 15 hours to less than 19 hours a week. Over two thirds (68%) of these settings are pre-school playgroups, where sessions generally range between three and four hours, five days a week. For other childcare settings in this group, most sessions also range between three and four hours, although there are some longer sessions where settings are not open five days a week.

Settings that offer free early education from 19 hours to less than 25 hours a week (11%) have limited flexibility due to varying session length throughout the week, generally between three and six hours, or because the setting is not open every weekday. Over half (55%) of these settings are pre-school playgroups.

Where settings offer free early education from 25 hours to less than 30 hours a week (12%), sessions are generally between five and six hours.

Nearly one third (32%) of settings offer free early education from 30 hours to less than 50 hours a week. Almost half (41%) of these settings are day nurseries. These settings offer anything from six hours, up to ten hour sessions and the majority are open every weekday.

Thirteen percent of settings offer 50 hours or more free early education a week. This is almost evenly split between childminders and day nurseries. All of these settings offer free early education for ten hours a day, every weekday.

Table 2 Flexibility of the free early education offer

	Percentage of settings
Settings offering less than 15 free early education hours per week	4%
Settings offering from 15 but less than 19 free early education hours per week	29%
Settings offering from 19 but less than 25 free early education hours per week	11%
Settings offering from 25 but less than 30 free early education hours per week	12%
Settings offering from 30 but less than 50 free early education hours per week	32%
Settings offering 50 or more free early education hours per week	13%

n = 695

Table 3 Flexibility of the free early education offer by setting type

Settings offering free early education	Day nursery	Extended day playgroup	Network childminder accredited	Nursery units of independent Schools	Pre-school playgroup
Less than 15 hours per week	4%	0%	38%	0%	58%
From 15 but less than 19 hours per week	6%	4%	9%	13%	68%
From 19 but less than 25 hours per week	1%	36%	7%	1%	55%
From 25 but less than 30 hours per week	21%	38%	14%	10%	17%
From 30 but less than 50 hours per week	41%	21%	24%	10%	3%
50 or more hours per week	50%	2%	45%	1%	1%

3.10 Free early education for two year olds (FEET)

There are 431 group settings that provide FEET places and 355 childminders (as at July 2014). Most of these provide flexible hours to allow parents to work. In the 2014 spring term there were almost 1,300 children accessing FEET.

3.11 Quality of childcare settings (and occupancy rates)

Most (85%) childcare settings in Surrey are rated as good (70%) or outstanding (15%) by Ofsted. Overall, pre-school settings are more likely than out of school to be rated as good or outstanding (89% compared to 79% respectively).

Table 4 Ofsted outcomes by childcare type

Childcare type	Count	Outstanding	Good	Satisfactory/ Requires improvement	Inadequate
Childminder	1366	12%	72%	15%	1%
Day nursery	175	18%	67%	11%	4%
Extended day playgroup	118	30%	62%	6%	3%
Pre-school playgroup	202	16%	71%	11%	1%
Nursery unit of independent school	67	58%	37%	4%	0%
Before and/or after school care	137	13%	63%	20%	4%
Holiday playscheme	82	10%	74%	16%	0%
Total	2147	15%	70%	14%	1%

Note: As at 17 July 2014

There are 35 PVI settings in our most disadvantaged areas, including childminders and group providers. Almost all of these are rated good or outstanding by Ofsted. Almost all of the maintained nursery schools and classes in disadvantaged areas are rated good and outstanding in their school

inspection for the quality of provision in the foundation stage. This contrasts the national trend of poor quality settings in disadvantaged areas³.

As found in previous years, occupancy rates are related to Ofsted outcomes, with settings rated as good or outstanding more likely to be full or busy when compared to those that are rated as requiring improvement or inadequate. Settings that receive good or outstanding outcomes are more likely to have occupancy rates of 85% or higher, than settings that with a satisfactory, requires improvement or inadequate inspection outcome. However, for sessional settings, this difference is not as pronounced as in previous years.

Table 5 Occupancy rates and Ofsted outcomes

Childcare type	Settings rated good or outstanding		Settings rated satisfactory/requires improvement or inadequate			
	Count of settings	Settings with an occupancy rate of 85% and above	Settings with an occupancy rate below 85%	Count of settings	Settings with an occupancy rate of 85% and above	Settings with an occupancy rate below 85%
Day nursery	144	32%	68%	26	15%	85%
Sessional settings	347	60%	40%	37	54%	46%

Note: For sessional settings, only morning occupancy rates are included

3.12 Childcare costs

Different settings organise their charges in different ways. Below is an average cost by type, based on the most common way that childcare type charges.

Table 6 Average childcare costs by setting type

Childcare type	Average cost per hour	Average cost per day	Average cost per session	Average cost per week
Day nursery		£58.68 (259)	£32.98 (180)	£270.31 (137)
Extended day playgroup	£5.66 (76)		£17.13 (100)	
Pre-school playgroup			£14.23 (202)	
Holiday playscheme		£23.99 (78)	£24.58 (33)	£108.51 (44)
Before & after school club			£7.09 (155)	
Before school club			£3.15 (43)	
After school club			£10.83 (69)	
Childminders	£5.41 (1574)			

Note: Figures in brackets indicate sample sizes

³ Ofsted (2014) *Sector report: Early years Manchester*

3.13 Pressures on supply

It is estimated that the population of nought to four year olds in Surrey will rise slightly over the coming years, peaking in 2021 before levelling out. This projection assumes that recent population trends will continue. The graph below shows estimated projections for nought to four year olds by year.

Chart 1 Population projections for 0 – 4 year olds in Surrey



As well as the slight, projected population rise, there are also a number of housing developments planned throughout the county which are likely to result in an increased pressure for childcare. We collect information about planned housing developments from each borough and district council. Based on permissions for dwellings with two or more bedrooms, over 800 new properties will be built in Horley between 2013 and 2016. In the same timeframe, over 400 new properties will be built in and around Staines, over 200 in both the Chertsey and Ash areas, over 150 in Sunbury, around the Old Woking area, and in Godalming, and around 100 in Redhill, Burgh Heath, Farnham, Westway, Leatherhead, and Dorking. These are the largest developments but there are another 13 wards where there are developments of around 50 or more new properties. In total, nearly 5,500 new properties with two bedrooms or more have been given permission between 2013 and 2016. These new properties mean approximately 385 extra early years places will be required across Surrey because of housing increases.

As well as increases in population, the government scheme for Free Early Education for Two year olds (FEET) puts extra pressure on the availability of free early education places. From September 2014, the eligibility criteria for FEET expanded to include families receiving Working Tax Credit and Income related Employment and Support Allowance. For Surrey, this means almost 3,000 two year olds are eligible.

In order to predict the number of places we will need in the future, we use population projections, estimated pupil yields from planned housing developments, estimated numbers of eligible two year olds, and estimated early education take-up rates (based on current take-up rates). We analyse this data at ward level, and cluster wards together, taking into account natural boundaries and where families go to take up free early education, because of the localised nature of childcare. The resulting, identified gaps are described further in section 6.

4 Current demand and take-up of services

4.1 Parents' use of childcare and early education

Nationally, 17% of parents of children under 15 years old report that they are unable to work as much as they would like because of childcare. Of these 35% say it's due to lack of available places, and 31% say it's due to the cost of childcare. The cost of childcare is higher for parents of children aged under three years⁴.

Our 2010 Childcare Sufficiency Assessment similarly shows 35% of parents were not using as much childcare as they would have liked to work or train, with affordability being a particular barrier especially to day nurseries and holiday play schemes.

The following table shows the number of children attending settings registered to offer early education in private, voluntary and independent settings in Surrey in January 2014.

Table 7 Number and percentage of children using group childcare settings in the PVI sector

	Under 1 year olds	1 year olds	2 year olds	3 year olds	4 year olds	Total
Day nursery	481	2,767	3,998	4,145	1,442	12,833
Extended day playgroup	2	51	1,721	3,089	1,178	6,041
Nursery unit of independent school	0	1	357	1,116	1,428	2,902
Pre-school playgroup	2	4	2,083	3,943	1,466	7,498
Total number of children	485	2,823	8,159	12,293	5,514	29,274
Percentage of all children	3%	21%	57%	86%	40%	42%

Note: Collected as part of the Surrey childcare and early education practitioner census, January 2014. Children may be attending multiple settings. Attendance with home-based childcarers is not included. Attendance of three and four year olds in the maintained sector is not included. Base population figures used are from Office for National Statistics, Live births by postcode for academic years 2008/09 to 2012/13

4.2 Take-up of free early education

In the 2014 spring term 27,423 Surrey three and four year old children accessed free early education in Surrey settings (in the PVI and maintained sectors). This equates to about 98% of all three and four year olds living in Surrey. We know that some children access their free early education in neighbouring local authorities and that about 1% don't access it at all. From a survey of parents not accessing free early education prior to reception year, we know that half of them wanted to but couldn't because the setting they used was not registered for free early education or because the free early education sessions were not flexible enough.

In the 2014 spring term, there were almost 1,300 children accessing FEET. As more families have become eligible for FEET from September 2014, not all of these have been able to access a childcare place straight away. There are certain areas in Surrey with higher proportions of eligible

⁴ Department for Education (2013) *Parents views and experiences of childcare*

two year olds. These are generally disadvantaged areas, where early education place penetration rates are lower. Free early education take-up rates are lower in disadvantaged areas than in non-disadvantaged areas. Maintained nursery schools and classes are more likely to be available in these areas and are less likely to provide a flexible offer of free early education and less likely to charge for additional services.

Most four year olds access the full entitlement of 15 hours a week of free early education, but about 8% access less than this. For three year olds the percentage accessing less than 15 hours a week is much higher at 33% (2014 spring term).

Of parents not using the full 15 hours of free early education, 65% report that this is through choice. Parents explain that using 15 hours is not appropriate for their child or doesn't suit them as a family. Parents of three year old children are significantly more likely to report that using the full 15 hours of free early education is not appropriate for their child, compared with parents of four year old children.

"I like a "day off" together before my child is in full-time education."

"I think 15 hours is too much. I was happy sending him for fewer hours and doing other things with the children myself."

"I wanted George to work up to attending nursery more as he is there for 2 years. His attendance will increase in September."

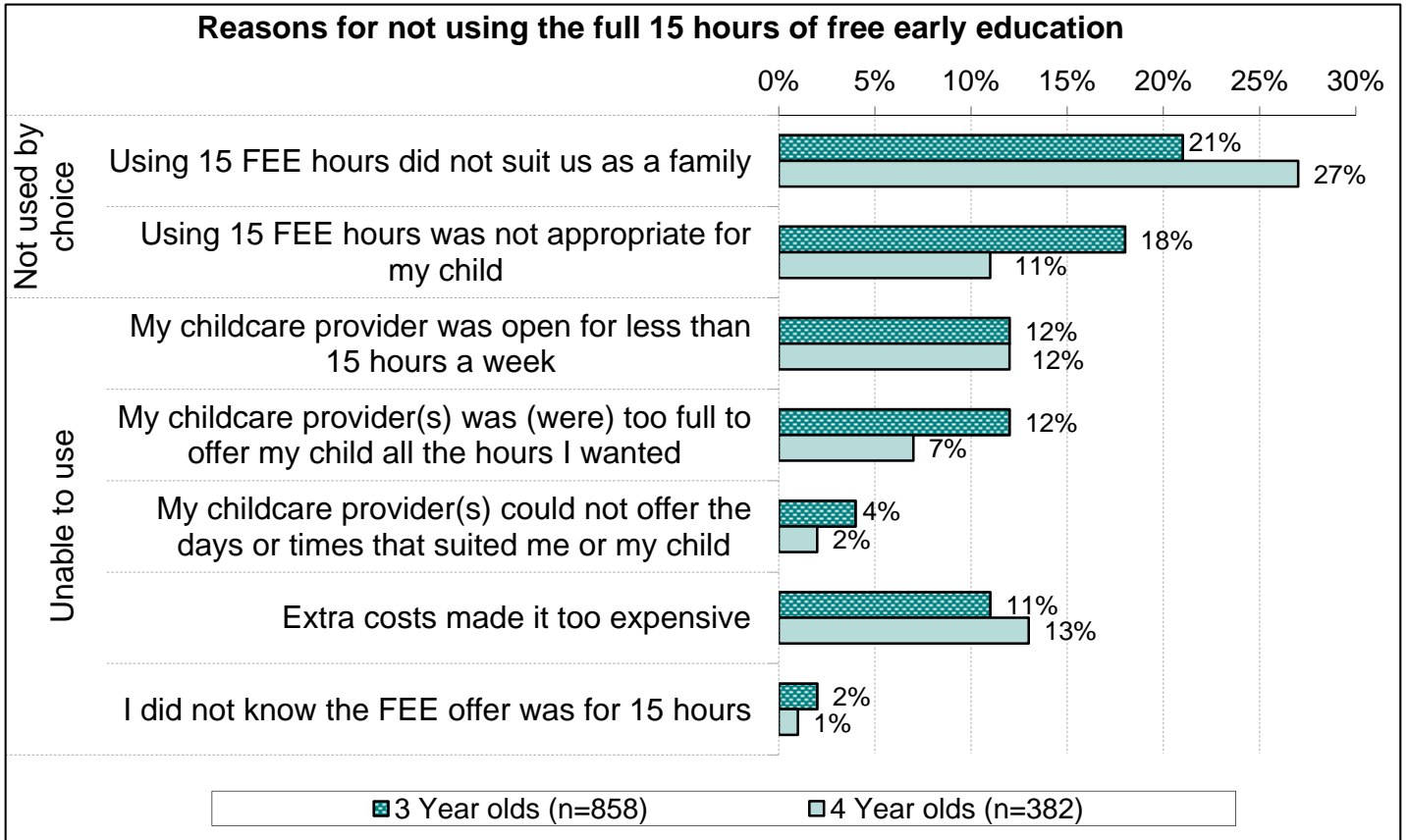
For 32% of parents not using the full 15 hours, it is not through choice. For most of these parents, it is because their preferred provider is too full to offer the hours they want, they are not open for 15 hours a week or because associated costs are unaffordable for them.

"I would have liked the option for a longer day i.e. past 12:30 but the provider was more important than the hours offered."

"Was told only could have three hours free in mornings if wanted more would be £9 hourly which I cannot afford."

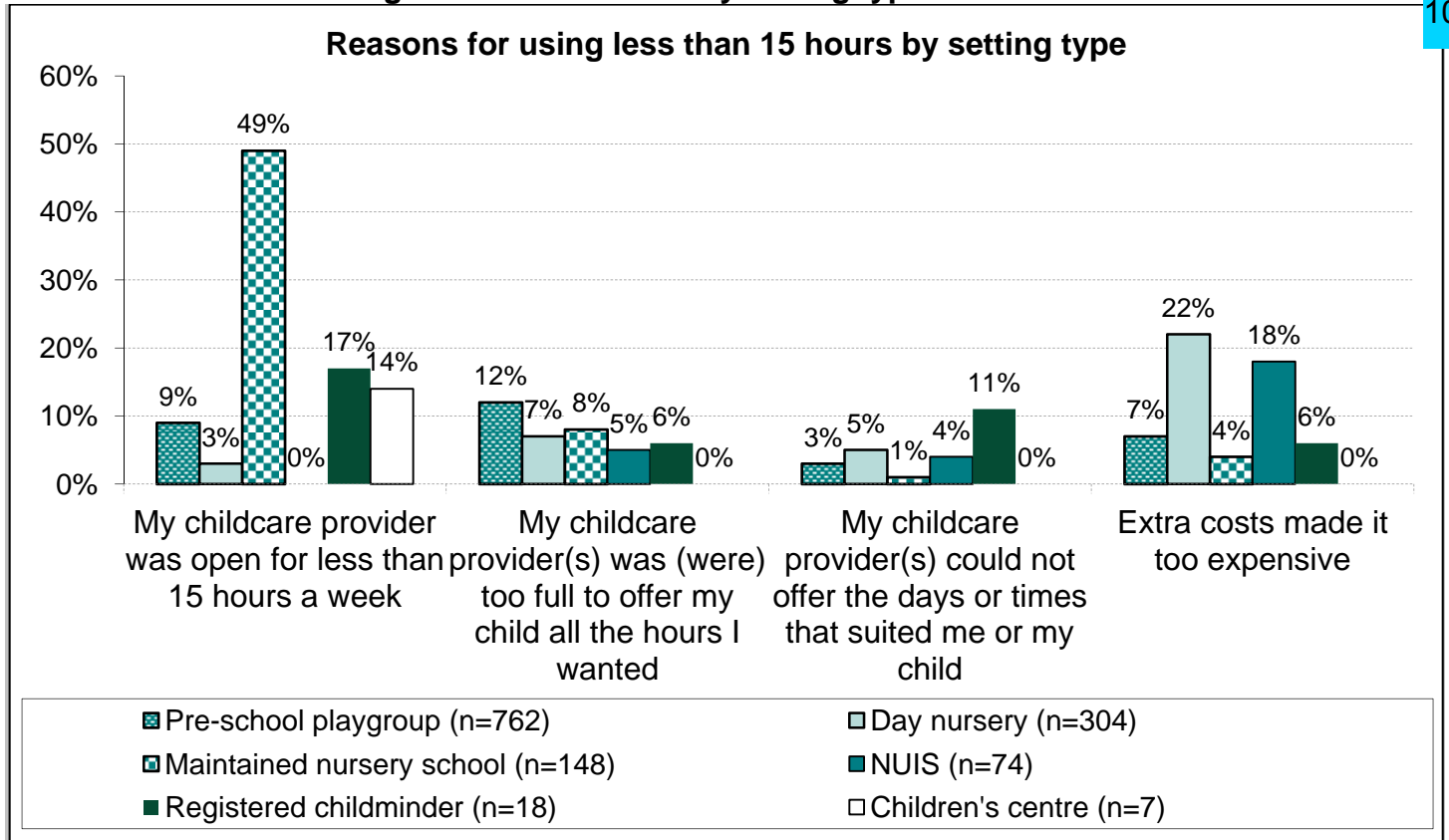
"The length of sessions at the playgroup was slightly less than 15 hours, but we were already sending her 5 times a week ..."

Chart 2 Reasons for not using the full 15 hours of free early education



Almost half of parents (49%) not accessing the full 15 hours at maintained nursery schools or classes report being limited by their opening hours. Parents not accessing the full hours at a day nursery or nursery unit of an independent school report being limited by extra costs.

Chart 3 Reasons for using less than 15 hours by setting type



A small percentage of three and four year olds access their free early education at more than one setting. In the 2014 spring term, this was 5%. Almost two thirds (64%) of parents using more than one provider to access their free early education do so by choice, because it fits in with the family’s working arrangements or because they feel it benefits their children. For some parents, their preferred childcare provider is too far away to use them as much as they would like.

“Day nursery as pre-school [alone is] not suitable to cover working hours. [I use a] Pre-school so that my daughter could meet children going to her primary school.”

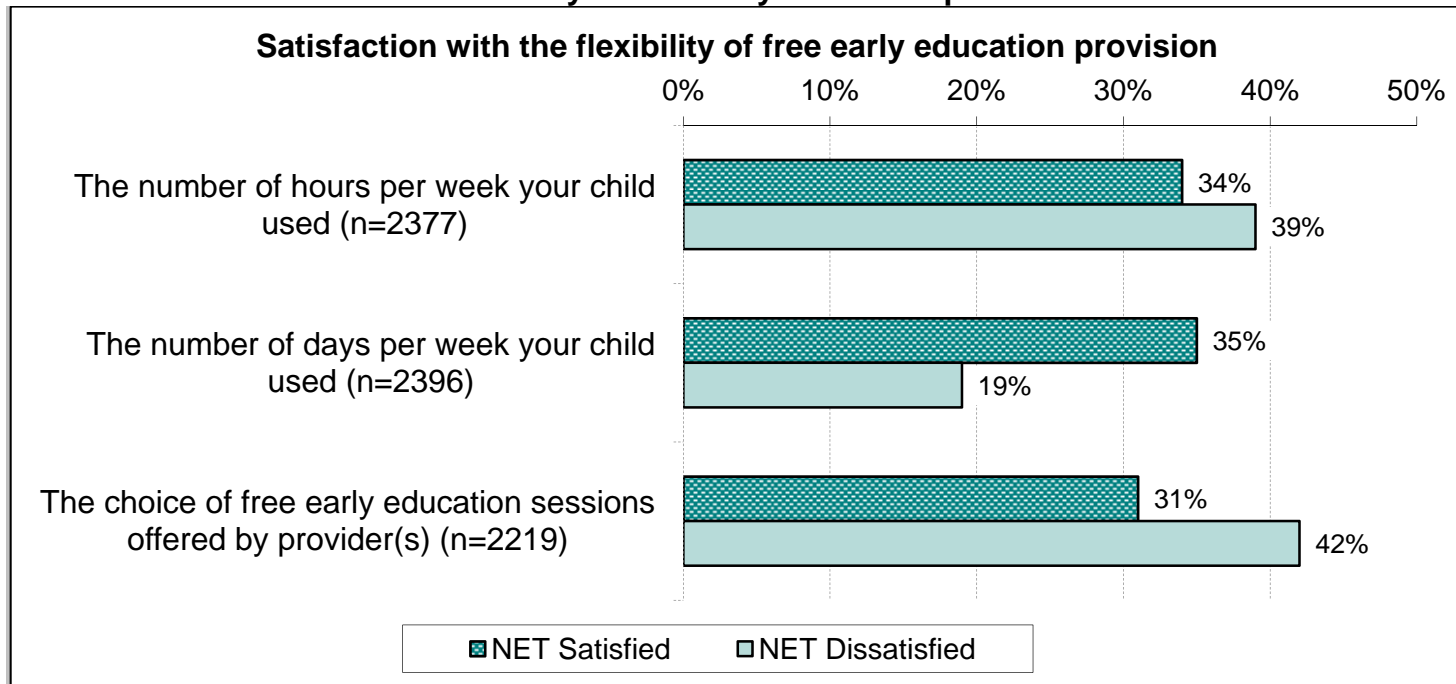
4.3 Parents’ satisfaction with the free early education provision

Most parents (95%) access free early education at their first choice of provider. However, just over a third of parents report being satisfied or very satisfied with the their child’s use of early free education, with regards to the number of hours used, number of days per week used and the choice of sessions offered by providers (34%, 35% and 31% respectively).

“Free Early Education is a good concept for the children. They are getting prepared for what lays ahead in their education and it's free!”

Significantly more parents are dissatisfied with the choice of free early education sessions offered (42%) and the number of hours per week (39%) compared with the number of days per week the child used free early education (19%).

Chart 4 Satisfaction with the flexibility of free early education provision



NET Satisfied=Satisfied or very satisfied; NET dissatisfied= dissatisfied or very dissatisfied. Neither satisfied nor dissatisfied is not reported.

4.4 How parents would like to take up free early education

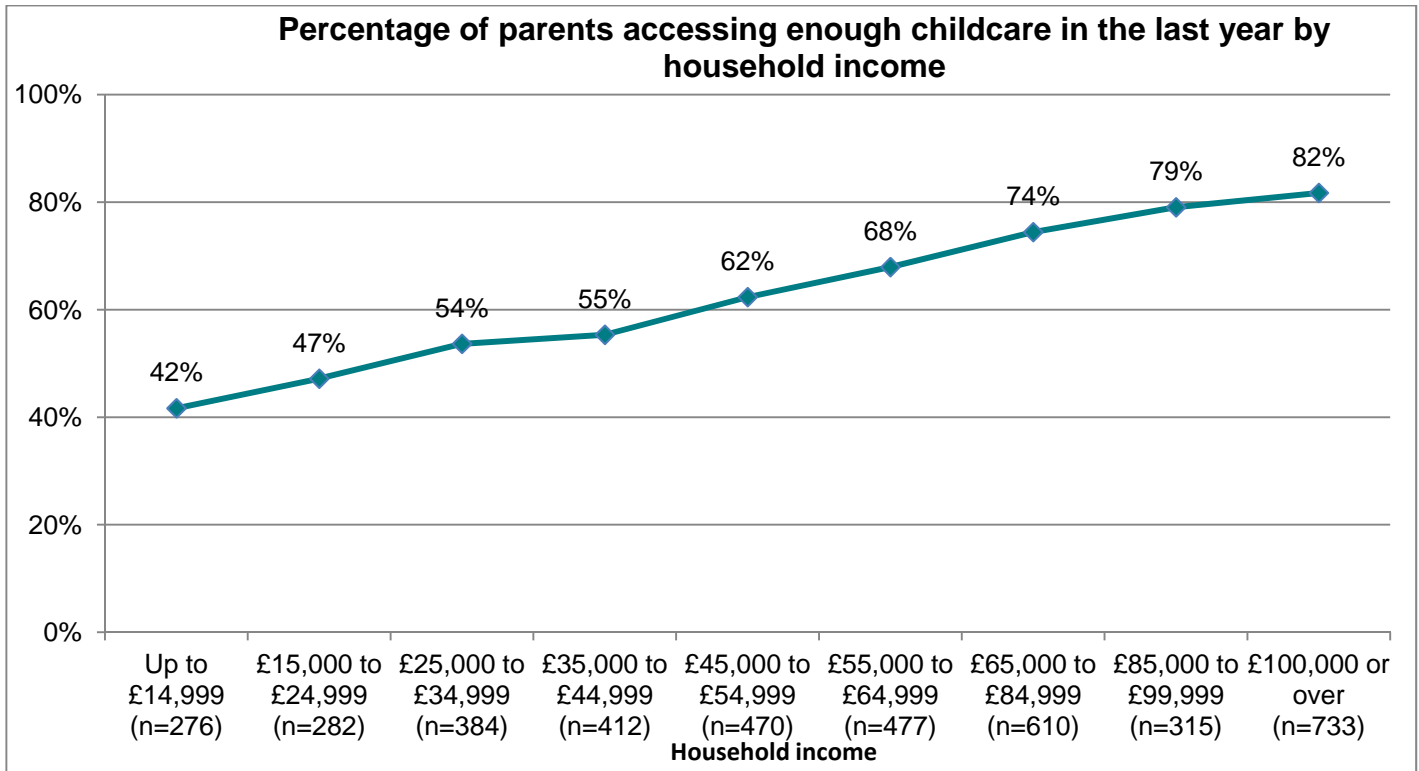
Just over a third of parents of children under three years would like to take up free early education across three days, while just under a quarter would like to use it across five days. A further 13% of parents of under threes would like to use the free early education across two days, and the same percentage would like it across four days. The remaining 16% of parents are unsure.

4.5 Are parents using as much childcare as they need to allow them to work or train?

Overall, just over a quarter (29%) of parents are not using as much childcare as they need to work or train. This is 6% lower than in 2010 (35%). This is more likely to be the case for lone parents, young parents, parent in non-white households, parents in households where one parent is not working or both parents are not working, parents with household incomes less than £45,000 (increasing for household incomes under £25,000), and parents living in disadvantaged areas.

There is a significant relationship between income and using enough childcare. When looking at all income brackets, the percentage of people accessing enough formal childcare increases with income.

Chart 5 Percentage of parents able to access enough childcare in the last year by household income



Parents are unable to access enough childcare mostly because it is too expensive. Parents report this for all types of childcare.

“Affordability - childcare is too much per day. When working it out with my daughter going to nursery and my son in after school club, I will be earning £20 a day. You cannot live and pay a mortgage or feed a family of four on £40 per week!”

“The childcare cost below 5 years old are very expensive. There is a fine balance working to earn enough and working to pay for childcare.”

Parents are also concerned about the lack of available childcare and long waiting lists.

“All the pre-schools I spoke to said they were oversubscribed.”

“Waiting lists too long for private places and too expensive.”

Some parents, including those that commute, shift workers, and parents that work long days, feel that childcare is not flexible enough, and they are limited by the hours offered.

“A lot of nursery places open 8-6 p.m. which does not suit commuters.”

“Availability of places for shift workers (emergency services) is terrible. We were lucky to find a place that offered ad hoc hours. However, this is at a premium.”

“We moved to Dorking [from a London Borough sic] in January. Since moving here I have found it much more difficult to access suitable childcare...I have had to postpone returning to work as I could not find space in a day nursery, all day nurseries also much more expensive.”

“Our nursery is open from 7.30 a.m. until 6 p.m. which is better than most, but if it could be open until 6.30 that would be more helpful to allow for travelling home from London.”

Chart 6 and table 8 provide more detail.

Chart 6 Reasons parents are not using enough childcare

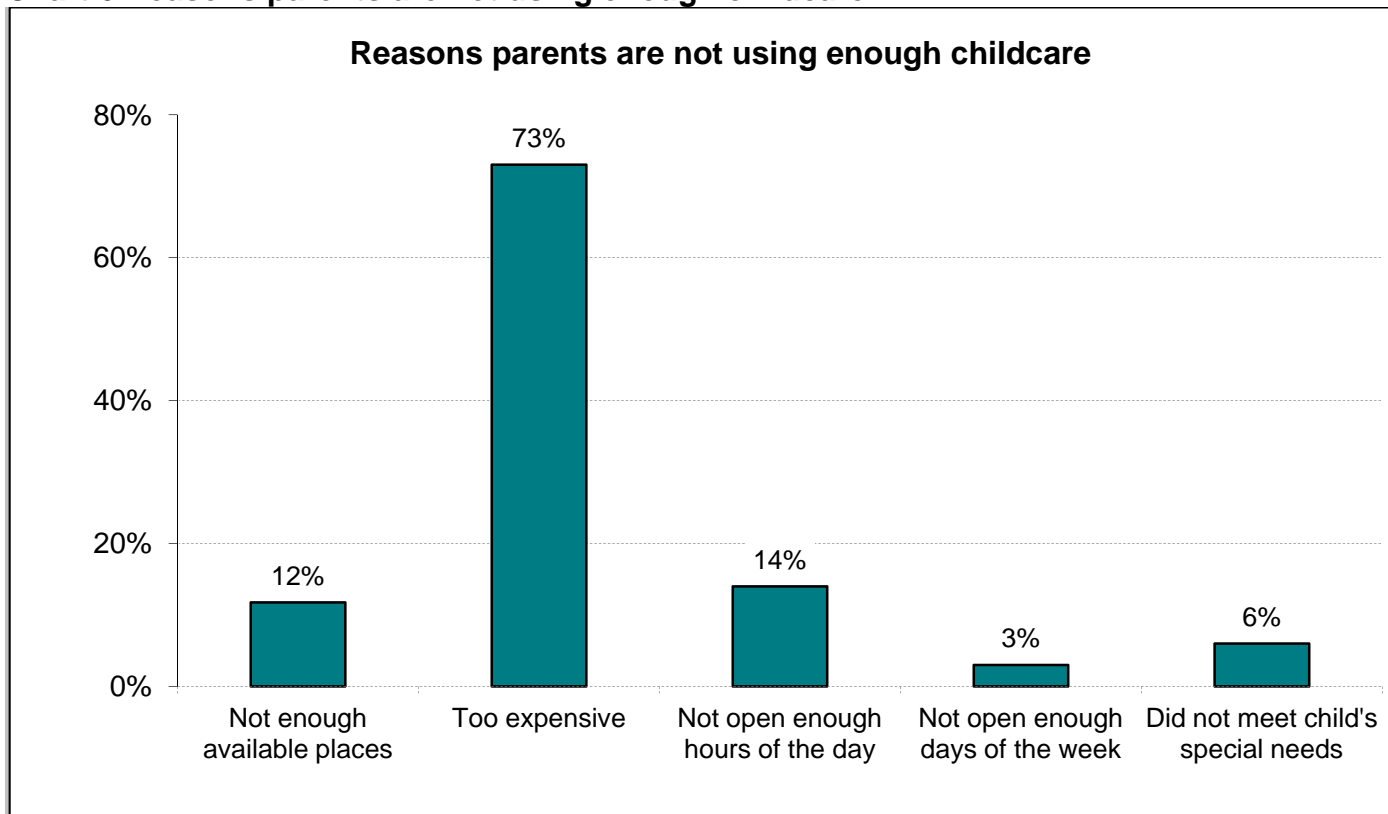


Table 8 Reasons parents are not using enough childcare by childcare type

	Not enough available places	Too expensive	Not open enough hours of the day	Not open enough days of the week	Did not meet child's special needs
All (n=2626)	12%	73%	14%	3%	6%
Registered childminder (n=406)	9%	85%	8%	2%	3%
Day nursery (n=605)	10%	86%	10%	2%	3%
Pre-school playgroup (n=347)	21%	44%	40%	5%	4%
Maintained nursery schools and classes (n=211)	22%	48%	26%	5%	8%
After school club (n=191)	19%	56%	15%	4%	13%
Breakfast club (n=171)	16%	57%	14%	3%	14%
Nanny or au pair (n=283)	1%	94%	1%	0%	6%
Nursery unit (independent school) (n=202)	5%	81%	8%	0%	9%
Holiday playscheme (n=204)	7%	73%	8%	3%	13%
Holiday playscheme for disabled children(n=6)*	17%	50%	0%	17%	17%

*Only including respondents who have a disabled child

Table 9 summarises the barriers to different types of childcare faced by specific groups of parents.

Table 9 Reasons respondents of different demographic groups are significantly more likely not to use specific types of childcare

Demographic group	Specific childcare type and reason they are significantly more likely to be prevented from accessing
Respondents from disadvantaged areas (n=86*)	Childminders are too expensive.
Young parents (n=79*)	Pre-school playgroups are too expensive.
Neither parent in work or training (n=95*)	Day nurseries are too expensive (compared to one full time and one not working). Childminders are too expensive (compared to both full time). After school and breakfast clubs do not have enough places (compared to at least one being full time).
Lone parents (n=109*)	No significant difference in reasons for being unable to use childcare.
Household income less than £25,000 (n=250*)	Childminder, after school clubs, breakfast clubs, and holiday playschemes are too expensive. Breakfast clubs do not have enough places.
Household income between £25,000 - £44,999 (n=307*)	After school clubs and breakfast clubs are too expensive. Holiday playschemes are not open enough hours of the day.
Household income is £45,000 or more (n=578*)	Childminder, pre-school playgroups, maintained nursery classes, nursery units of independent schools and holiday playschemes are not open enough hours of the day. Holiday playschemes are not open enough days of the week. After school and breakfast clubs do not have enough places.
Ethnicity: all non-white household (n=92*) (compared to all white households)	Day nurseries and pre-school playgroups do not meet child's special needs.
Ethnicity: mixed households (n=80*)	Day nurseries, pre-school playgroups, after school clubs, and nursery units of independent schools do not meet child's special needs (compared to all white households). Holiday playschemes do not have enough places (compared to all white households).
Ethnicity: all white households (n=1037*) (compared to all non-white households).	Day nurseries are too expensive.
Parents with a disabled child (n=25*)	Childminders, day nurseries, pre-school playgroups, and nursery units of independent schools do not meet child's special needs.
Urban areas (n= 1009*)	After school and breakfast clubs are not open enough hours of the day.
Rural areas (n=154*)	Breakfast clubs do not have enough places.

*n is the number of respondents in the named demographic category who are not using enough childcare, a total sample of 1505. Significant differences are against the alternative in their category, for example parents with a disabled child were compared to those without, and where there is more than one alternative for comparison the group is named.

Parents who need more childcare for nought to one year olds would use more day nurseries (35%) and registered childminders (24%) as well as nannies or au pairs (12%). Parents of two year olds would also use more day nurseries (32%), as well as pre-school playgroups (19%), registered childminders (16%). Parents of three and four year olds would use more day nurseries (23%), pre-

school playgroups (20%), registered childminders (12%), maintained nursery classes (10%) and holiday playschemes (9%). Parents of school aged children would use more after school clubs (29%), breakfast clubs (21%) and holiday playschemes (25%).

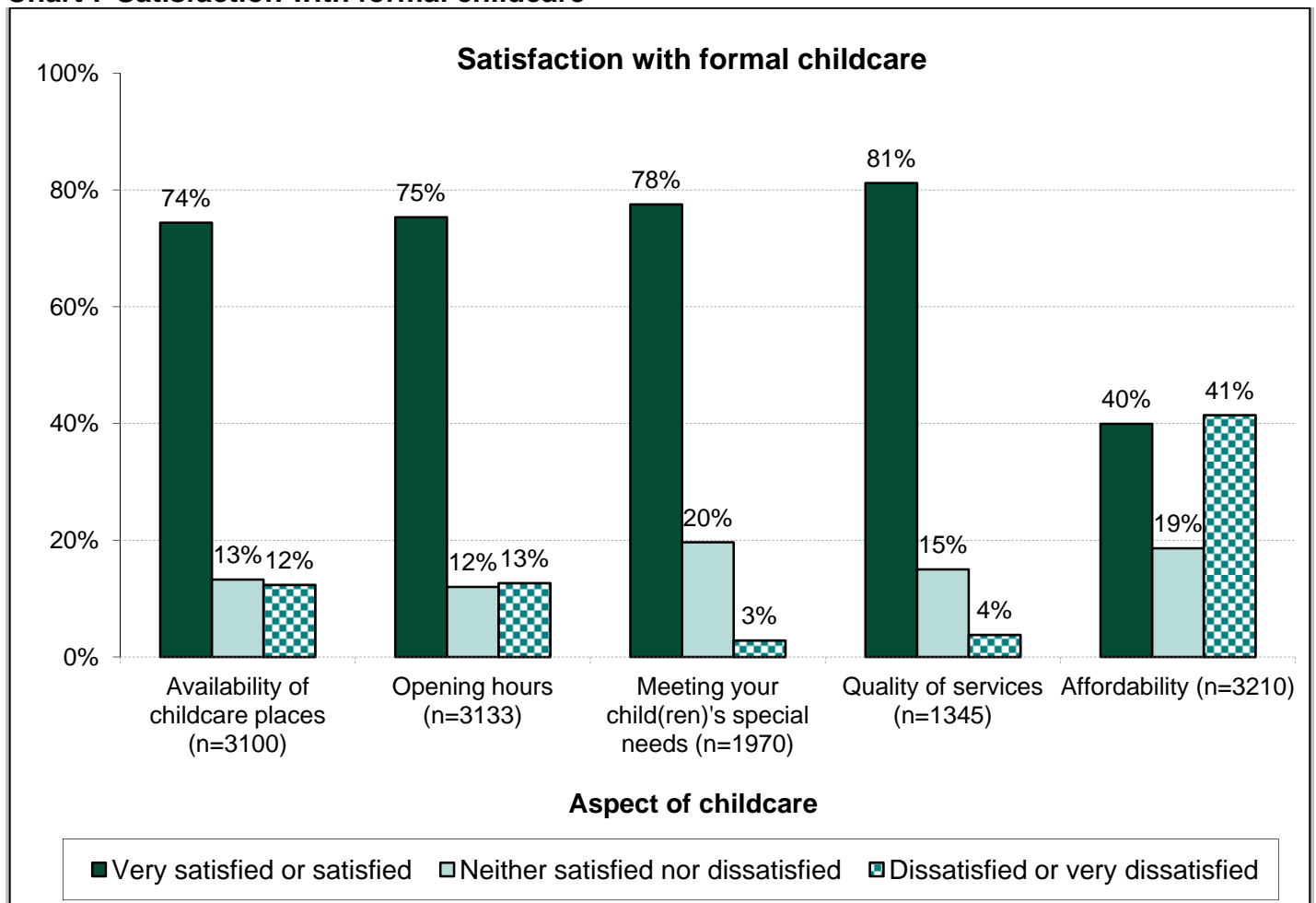
4.6 Satisfaction with formal childcare

Many parents are positive about their experiences of childcare.

“The nursery my little one is at is brilliant.”

For most aspects of formal childcare, around three quarters of respondents are very satisfied or satisfied regarding the availability of places (74%), opening hours (75%), meeting children's special needs (78%) and the quality of services (81%). However, chart 7 clearly shows that affordability of childcare is an issue with only 40% of parents being satisfied or very satisfied, and 41% dissatisfied or very dissatisfied.

Chart 7 Satisfaction with formal childcare



Note: Quality of services was only asked of parents of children under three.

Satisfaction is significantly associated with whether parents are able to access enough formal childcare to allow them to work or train. Parents who are able to access enough are more likely to be very satisfied or satisfied. Those who are not able to access enough childcare are more likely to be neutral, dissatisfied or very dissatisfied across all aspects of childcare asked about.

Table 10 shows how different groups of parents feel about childcare. For example parents of disabled children are significantly more likely to be dissatisfied or very dissatisfied with the availability of childcare places.

Table 10 How different groups of parents feel about childcare

Level of satisfaction	Availability of childcare places	Affordability	Opening hours	Meeting your child(ren)'s special needs	Quality
Very satisfied	Lone parents Age >35 years All-white household Income >£45,000 Child's age 3-7 years	Lone parents Age >35 years Child's age 3-4 years	Lone parents Age >35 years All-white household Child's age >1 years	Parents of disabled children Lone parents All-white household Income <£25,000 Child's age 3-4 years	Income <£25,000 or >£45,000 Child age >1 and <8
Satisfied	Income >£45,000 Child's age >1 years	Age >35 years Income >£45,000 Child's age >1 years	Age <46 years Income <£25,000 Income >£45,000 Child's age 3-7 years	All non-white household Child's age >1 years	Income >£45,000 Child age >1
Neither satisfied nor dissatisfied	Age <20 years Income <£45,000 Parents in disadvantaged areas		Age <20 years	Age <20 years All non-white household Child's age 0-1 or 5-7 years	Age <20 years Child age 0-1 or 5-7
Dissatisfied	Age <20 years Parents of disabled children		Age >46 years Income >£45,000	Parents of disabled children	
Very dissatisfied	All non-white household Parents of disabled children	Age <36 years Income <£25,000 Child's age 0-1 year			Age <20 years Income <£25,000

4.7 Childcare for disabled children

As for parents in general, parents of disabled children are prevented from using as much childcare as they need because it is too expensive. But as mentioned above, this group of parents also report a lack of available places, especially when children require one-to-one supervision.

"I feel it's greedy otherwise. Because I know there's so many people with special needs wanting to get on it. And to get one is quite an achievement...because there's a lot of people needing it - needing the one-to-one places."

Parents of disabled children would use more before and after school care if provision were available that met their children's special needs, in order to work a full day during term-time. Where services are available, accessing them is not as straightforward as for non-disabled children. Specialist schools often have a large catchment area and children are provided transportation because they can be far from home. If children stay after school to access childcare or extracurricular clubs,

transport is not provided for the return journey home. This means the benefit of using childcare to allow parents to work or train is negated by the time taken to travel to collect from after school activities. This is exacerbated when specialist after school provision finishes earlier than mainstream after school provision.

Parents of disabled children report that out of school care at mainstream schools does not always provide the right kind of support. Some disabled children attend mainstream schools that offer after school clubs, but they are unable to access it because the one-to-one care cannot be provided for extra-curricular activities.

“They have clubs that are available to everyone after school - for sports, or anything else - but the one-to-one stops at 3:15.”

Specialist care is not always ideal either. Parents acknowledge that providing childcare for a variety of disabilities and special needs is difficult due to the different needs of each disability and each child. Parents feel that this may impact on the care provided to children.

“I mean [local provider] is absolutely brilliant and offers lots of different things but the problem is the range of children that go there, the range of disabilities is absolutely huge.”

A barrier exclusive to parents of disabled children is accessing services that require a referral. There are few childcare services that do this, but those that do are critical because of the services they provide on top of childcare, such as healthcare services. Some participants use extended family for informal childcare, either on a regular or ad hoc basis. However, this kind of care is not necessarily reliable because of its informal basis and other commitments.

Some parents have had to alter working hours, resign, or have been unable to commit to work or train after time away from employment because they can't access regular childcare. Going to work and having a job allows parents an opportunity to interact with other adults and provides an identity aside from parent of a disabled child⁵. One parent summarises this sentiment.

“I felt when I worked, I felt a lot better in myself because I had something that was away from being a Mum. My kind of mental health was a lot better when I was working...Because you get bogged down with all of the stuff and the appointments and the...you know. Even lack of sleep, I seem to be able to cope better with it working because I kind of look forward to going to work and being myself and going into an office and saying this is me I have got a job. I'm not the mother of a disabled child.”

The use of childcare means more to parents of disabled children than purely enabling to them work and they want to use it for other reasons. For example, some parents want their children to spend time with other children, who are not disabled, either of a similar age or slightly older.

“It is very important for her to be with typical children of her age so she has got some positive role models of her age.”

Accessing childcare allows the children to interact with their peers and interact with a range of people outside of the family. It also has an intrinsic effect by building confidence. Parents of disabled children also want to use childcare so that they can have a break from the caring responsibilities and to give their other children a break from having to cater to their sibling's needs.

⁵ Stiehl, B., Shipton, L., Yeandle, S., (2006) *Caring for Sick or Disabled Children: Parents' experiences of combining work and care*

Parents feel their non-disabled children are affected by their disabled sibling, either directly through caring responsibilities or indirectly affecting attitudes, behaviour and opportunities. Parents want a break for themselves too.

One participant would like to use childcare to allow him to socialise, although he sees this as a selfish reason.

“From a personal point, my need would be to, er, to do more socially and to, um, access more work, you become very insular looking after disabled or special needs kids, um, and it's very difficult to break out of that.”

Not accessing information about childcare can be a barrier to using provision. Although parents of disabled children are likely to be involved with a range of agencies, few were aware of Surrey's Family Information Service (FIS). However, many would like a service like the one provided by FIS, offering a central point of contact for all information, not just for childcare but all the services related to the care of disabled children and their families.

“A website - a central website, which, unlike leaflets - they can get out of date, and you can - it is updated, with all of these things feeding into it. So you go, and - whatever your need - sorry I feel we're a bit autism-heavy here, but a bit - no matter what the problem is on the website, that you can go, and you can access that.”

Participants whose children went to specialist schools were grateful of the support network it provided in terms of staff knowledge and information sharing.

“At least if you are in a special school you have got teachers who understand and you know, you can get information from school nurses and people like that. They will refer you and tell you where to go.”

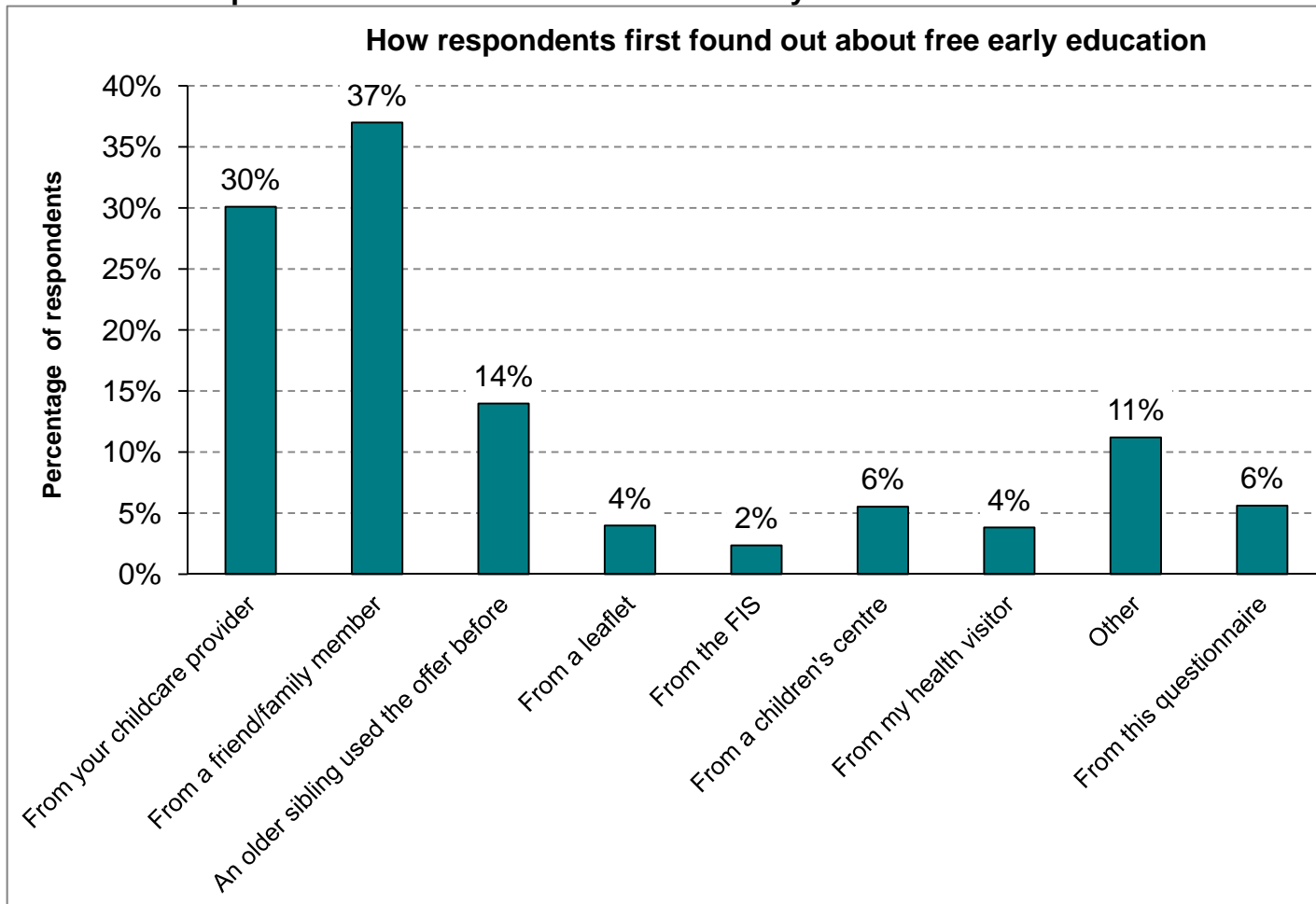
Finding out information from other parents is one of the most popular ways of finding out about childcare. However, some parents comment that using transport to access specialist schools minimises their ability to meet other parents in similar situations.

5 Information about childcare provision and free early education

Just over a quarter of parents (28%) know about the Surrey Family Information Service (FIS). We estimate that the actual percentage of parents that know we provide information about childcare and early education is more than this because, while they may be unaware of the FIS branding, they contact the council.

We know that parents commonly find out information about childcare provision through word of mouth, including other parents and childcare providers. When asked about free early education particularly, most parents initially found out about it from a friend or family member (37%) or a childcare provider (30%). Other ways parents found out about free early education include through an employer or training provider, online or through their own research.

Chart 8 How respondents first found out about free early education



Parents would like to find out about free early education in advance of their child becoming eligible. Although many parents would like to be told about it before their child is two, many parents also recognise that they need the information much sooner than this, so that they can make arrangements and register on a waiting list.

“I would like to receive information via post or email when my child is two, so I can plan future childcare arrangements for the following year.”

“As soon as possible in order to look at all the options and make an informed decision.”

Most parents would like to find out about free early education through the post, or online. Other popular methods include through their health visitor or other healthcare professionals, advertising campaigns using leaflets, information packs and adverts, or through childcare providers.

6 Identified gaps

Overall, 29% of parents in Surrey are not using as much childcare as they need to work or train. Parents are dissatisfied with the affordability of childcare. It is the main barrier for all parents, although particularly so for those on lower incomes. Although parents are generally satisfied with the availability, they would use more childcare and early education if more places were available, particularly sessional settings, including maintained nursery schools and classes, and before and after school care. Working parents would like day nurseries, and before and after school clubs to open earlier and stay open later. Parents of disabled children would use more provision if they knew

about it, if it were more affordable and if there was more of it that could cater to their children's special needs.

Nearly three quarters (74%) of infant, junior and primary schools have access to before and/or after school group settings. Of the schools that do not have access to before and/or after school group settings, either on site or through a pick-up service, most (84%) have at least one childminder that picks up from the school. All schools in Elmbridge have either provision on site or a pick-up service offered by another group setting. Schools in Tandridge are significantly less likely to have access to before and/or after school group settings. More research needs to be carried out to measure the sufficiency of before and after school clubs and holiday playschemes.

When using free early education, parents often have to consider a range of information and their own preferences before reaching a compromise. While most parents (95%) who access free early education do so at their first choice of provider, 42% are dissatisfied with the choice of free early education sessions offered by providers. Some parents are prevented from taking up the full 15 hours of free early education because of a lack of places. Some settings are not open long enough in the day. Parents would like free early education sessions that are longer. Rising free early education take-up rates and population, pupil yields from planned housing developments, and the increased number of two year olds eligible for free early education mean that there will not be enough childcare and early education places in the future in some parts of the county. These issues are discussed in more detail below and section 7 summarises how we will address the identified gaps.

6.1 Affordability of childcare

Parents are significantly less likely to be using enough childcare to allow them to work or train if either one parent is not working or both parents are not working, their household incomes are less than £45,000 and especially if less than £25,000, and if they live in disadvantaged areas. There is a significant relationship between household income and using enough childcare; as household income increases, so does the likelihood of using enough childcare. Parents report that all types of childcare are too expensive, but this is particularly the case for day nurseries, registered childminders, nursery units of independent schools and holiday playschemes. While parents are generally satisfied with the quality of childcare provision, opening hours and availability, nearly half (41%) are dissatisfied or very dissatisfied with the cost of services.

6.2 Opening hours

Parents would like sessional settings, including maintained nursery schools and classes, to be open for longer hours in the day. It is evident that parents would like free early education to be offered flexibly. Nearly two thirds of parents of children under three years would like to take up free early education across two, three or four days, while just under a quarter would like to use it across five days. Parents with household incomes of £45,000 or more would like childminders, sessional settings, nursery units of independent schools and holiday playschemes to be open longer hours. Working parents comment that they would like day nurseries and before and after school clubs to be open longer hours also.

6.3 Childcare for disabled children

The use of childcare is important to parents of disabled children. They need it for more than to allow them to work. These parents want to use services:

- For themselves, to work, to socialise, and for personal identity
- For their disabled child to socialise with children their own age, to find role models, and to build self confidence
- For the family, to allow siblings wider opportunities

Parents of disabled children feel that childcare is too expensive and that there is not enough provision that can cater to their children's needs. They would use more before and after school care if it were available or can be coordinated well with specialist schools and transportation. These parents would also use more pre-school provision if it met their children's special needs. They are more likely to be dissatisfied or very dissatisfied with the availability of childcare. Regarding specialist provision, parents of disabled children acknowledge that providing childcare for a variety of disabilities and special needs is difficult due to the different needs of each disability and each child.

6.4 Need for free early education places across Surrey

We consider a wide range of information to identify areas in Surrey with insufficient childcare and early education. We take into account increases in population and planned housing developments, as well as looking at:

- Pre-school penetration rates
- Early education penetration rates
- Occupancy rates for sessional pre-school setting (for the PVI and maintained sectors) and day nurseries
- Information about waiting lists for settings offering free early education
- Take-up rates for early education
- Projected need for early education places
- The need for FEET places
- Demographic information
- Relevant information about surrounding areas

For occupancy rates, and early education take-up, we use information from the spring term because settings are generally less busy in the autumn and most busy in the summer term. Information from the spring term is more reliable because it reduces the likelihood of over or under estimation. Using spring term year on year allows us to compare data to monitor change.

We analyse this data at ward level. We also look at where people travel to and from to take up early education. This helps us group wards together in a way that makes sense because ward boundaries do not necessarily define childcare and early education use. We know that people use early education services close to where they live, but sometimes this means crossing ward boundaries. There are 206 wards in Surrey, and we have grouped them into 73 clusters. The identified geographical gaps listed in this report are correct as at 31 December 2014, and use information collected in 2014.

We have identified that for nine of these clusters, current provision will not be able to meet future demand for early education. These clusters are:

- Molesey North, Molesey South, and Molesey East wards in Elmbridge borough
- Burpham, and Merrow wards in Guildford borough
- Stoke, Stoughton, and Westborough wards in Guildford borough
- Earlswood and Whitebushes, Meadvale and St. John's, and South Park and Woodhatch wards in Reigate and Banstead borough
- Bletchingley and Nutfield, Merstham, Redhill East, and Redhill West wards in Reigate and Banstead borough and Tandridge district
- Addlestone Bourneside, Addlestone North, and Chertsey South and Row Town wards in Runnymede borough
- New Haw, and Woodham wards in Runnymede borough
- Egham Hythe, and Thorpe wards in Runnymede borough
- Byfleet, West Byfleet, and Pyrford wards in Woking borough

In some clusters, current provision might not be able to meet future demand. These are:

- Walton North, Walton Central, Walton Ambleside, Walton South, and Hersham North wards in Elmbridge borough
- Onslow, Friary and St Nicolas, Holy Trinity, Christchurch, and Shalford wards in Guildford borough
- Holmwoods and Beare Green in Mole Valley district
- Horley Central, Horley East, and Horley West wards in Reigate and Banstead borough
- Reigate Hill, and Reigate Central wards in Reigate and Banstead borough
- Tattenhams, and Preston wards in Reigate and Banstead borough
- Chertsey Meads, and Chertsey St Ann's wards in Runnymede borough
- Ashford East, Ashford Common, and Ashford Town wards in Spelthorne borough
- Laleham and Shepperton Green, Shepperton Town, Halliford and Sunbury West, Sunbury East, and Sunbury Common wards in Spelthorne borough
- Staines, Staines South, and Riverside and Laleham wards in Spelthorne borough
- Stanwell North, and Ashford North and Stanwell South wards in Spelthorne borough
- Old Dean, and St Paul's wards in Surrey Heath borough
- Watchetts, Town, and St Michaels wards in Surrey Heath borough
- Godstone ward in Tandridge district
- Farnham Upper Hale, Farnham Hale and Heath End, and Farnham Weybourne and Badshot Lea wards in Waverley borough

7 Next steps and recommendations

Since the last CSA, we have supported the development of childcare and early education places in areas where this was needed. We continuously monitor the market and the take-up of childcare and early education services to measure the sufficiency and accessibility of provision. Over the coming year, we will continue to address the need for more childcare places and other issues identified in section 6.

7.1 Affordability of childcare

To improve parents' and carers' access to childcare services we will:

- Promote flexibility funding to settings registered to offer free early education so that more settings deliver a flexible offer and fewer families pay for additional hours.
- Promote national childcare voucher scheme to settings through EYCS delivery channels and improvement advisors so that more settings are registered to accept childcare vouchers and more parents are aware and use them.
- Promote free early education for two, three and four year olds, highlighting the opportunities to access free early education flexibly so that more parents are aware of how they can take up free early education.
- Continue to promote ways parents can reduce childcare costs including national and local schemes so that more parents and carers can access childcare.

7.2 Opening hours

To help parents and carers access childcare services when they need it, we will:

- Encourage and help maintained schools that offer free early education in nursery classes to offer it flexibly so that they are a real option to parents and carers.
- Provide sound business advice to settings regarding sustainability when considering increasing opening hours so that more settings are open for the hours that parents and carers need them.

7.3 Childcare for disabled children

To help parents of disabled children access the childcare services they need, we will:

- Promote the support and funding we offer to settings to help them cater for disabled children (including 15 hours funding) so that more settings are confident in catering for them.
- Promote to parents mainstream settings that have experience with special needs and disabilities, as well as specialist schemes, and other support available to them through Childcare Finder, EYCS Early Support Service, and the local offer so that parents and carers feel more informed and are able to access the childcare services they need.

7.4 Need for free early education places across Surrey

To make sure there are enough free early education places across Surrey, we will:

- Use capital strategy funding to develop free early education places in the maintained and PVI sector
- Develop places in the maintained and PVI sector in the clusters that have been identified with a shortfall of places (see section 6.4)

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SURREY COUNTY COUNCIL

CABINET

DATE: 24 MARCH 2015



REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING

MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES

LEAD OFFICER: PETER- JOHN WILKINSON, ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING

JOHN STEBBINGS, CHIEF PROPERTY OFFICER

SUBJECT: ST FRANCIS CATHOLIC PRIMARY SCHOOL, CATERHAM

SUMMARY OF ISSUE:

To approve the Business Case for the expansion of St Francis Catholic Primary School from a 1.5 Form of Entry primary (315 places) to a 2 Form of Entry primary (420 places) creating 105 additional places in Caterham to help meet the basic need requirements in the Caterham area from September 2016.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 16 in Part 2 of this agenda, the business case for the provision of an additional 0.5 Form of Entry (105 places) primary places in Caterham be approved.

REASON FOR RECOMMENDATIONS:

The proposal supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Caterham area.

DETAILS:

Background

1. The provision of additional school places within the Caterham area is vital in order to ensure that the Local Authority fulfils its statutory duty of providing sufficient school places and meet the demands of a rising population. The provision of additional places at St Francis Catholic School is also essential in providing specific faith based school places to retain and enhance a diversity of provision in the School estate and to meet the specific demands of a rising catholic population as evidenced by increased baptisms.
2. As with other areas of the County, there is increasing pressure for primary school places in Tandridge. In addition to the demand generated by an increasing birth

rate, there is a need to provide more school places in the District of Tandridge as a result of additional housing and net inward migration.

3. Within the Redhill Deanery there are two Catholic primary schools providing places for Catholic children, St Francis Catholic Primary School, Caterham, Parish of the Sacred Heart (Caterham, Whyteleafe and Godstone) and St Joseph's Catholic Primary School, Redhill, Parish of the Nativity of the Lord (Redhill, Merstham and Reigate).
4. There is a demonstrable need for an increase in school places for families with a Catholic background. Across the deanery the average number of baptisms over the 10 year period is 166 per year. This is approximately 38% above the combined published admission numbers of the Catholic primary schools in the deanery which is 120 inclusive of the increase at St Francis Catholic Primary School.
5. The School is currently judged by Ofsted as 'Requiring Improvement'. This is a recent judgment from June 2014. A monitoring visit has been undertaken by Her Majesty Inspectorate in September 2014. It indicated that, "Senior leaders and governors are taking effective action to tackle the areas requiring improvement identified at the recent section 5 inspection".
6. The proposal is to provide extensions to the existing building to create 2 new classrooms and a small studio space with internal remodeling to provide a further classroom, group room and larger library.
7. The access loop road from Whyteleafe Road serves St Francis Catholic Primary School, Audley Primary School and Sunnydown SEN School. The loop road becomes very congested at school peak times and can impact on the access from Whyteleafe Road. In order to mitigate this congestion, the proposal includes significant highways improvements works, which will benefit all three schools and local residents. These works include: alterations to the entrance to the loop road from Whyteleafe Road, changes to the loop road to provide 12 additional waiting spaces for parents and 9 additional parking spaces on the St Francis Catholic Primary School site.

CONSULTATION:

8. The Head teacher and School Governors have been fully consulted on the expansion proposals.
9. As part of the pre-planning application process two consultations were undertaken, one with staff and governors and one with the public, these were well attended.
10. The planning application received 1 formal objection and 22 representations. These centered on the traffic and highway implications of the proposed scheme. Planning and Highways Officers considered, as part of the report to the Planning and Regulatory Committee, "that the measures proposed in the application to mitigate potential traffic and parking impacts will have a positive effect on the capacity of the loop access road such that there will not be a severe residual impact". The scheme was granted planning permission on 12 December 2014.
11. As a Voluntary Aided School the increase in admission number has been confirmed by the School through their School Admissions arrangements consultation. The consultation was conducted by the school from November 2013

to January 2014 and was distributed to local admissions authorities and the Surrey Schools Admissions forum. The admission number of 60 was confirmed by the School Governors in February 2014 and the full co-ordinated admissions arrangements for Surrey County Council were determined by full Council on 18 March 2014.

RISK MANAGEMENT AND IMPLICATIONS:

12. There are risks associated with the project and a project risk register has been compiled and is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

13. The project will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses. Further financial details are set out in the report circulated in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity in the interests of securing best value.

Section 151 Officer Commentary

14. Section 151 Officer confirms that this scheme is included in the 2015/20 Medium Term Financial Plan.

Legal Implications – Monitoring Officer

15. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

16. The expansion of the school will not create any issues, which would require the production of an Equality Impact Assessment.
17. The new school building will comply with Disabilities Discrimination Act (DDA) regulations. The expanded school will provide employment opportunities in the area.
18. The school will be for children in the community served by the school. The Admissions arrangements will give the highest priority to Looked After Children and pupils on the Special Educational Needs (SEN) register and/or those who would benefit from a statement of educational need, thus supporting provision for our most vulnerable children. Children with siblings will receive the next priority, followed by those children living closest to the school. There is no proposal to amend the admissions criteria which is fully compliant with the Schools Admissions Code.
19. The school will be expected to contribute towards community cohesion and will be expected to provide the normal range of before and after school clubs as are provided in a typical Surrey County Council school.

Corporate Parenting/Looked After Children implications

20. This proposal would provide increased provision for primary Catholic places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any Looked After Children who will attend the school.

Climate change/carbon emissions implications

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

WHAT HAPPENS NEXT:

If approved, to proceed to complete tenders and subsequent contract award through delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
Oliver Gill, School Commissioning Officer – tel: 020 854 17383

Consulted:

Tony Samuels, Cabinet Associate for Assets and Regeneration Programmes
John Orrick, Local Member, Caterham Hill - Tandridge
Julie Fisher, Strategic Director for Business Services
Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda as item 16

Sources/background papers:

- The Education Act 1996
- The School Standards Framework Act 1998
- The Education Act 2002
- The Education and Inspections Act 2006
- Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version

SURREY COUNTY COUNCIL**CABINET****DATE: 24 MARCH 2015****REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICER: PETER- JOHN WILKINSON, ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING****JOHN STEBBINGS, CHIEF PROPERTY OFFICER****SUBJECT: THE GREVILLE PRIMARY SCHOOL, ASHTEAD****SUMMARY OF ISSUE:**

To approve the Business Case for the expansion of The Greville Primary School. The school currently provides 90 infant places (Key stage 1) and 360 junior places (Key Stage 2) to give a total of 450 primary places. The expansion will increase infant places (Key stage 1) to 180 and increase junior places (key stage 2) to 480 to give a total of 660 primary places. This creates 210 additional primary places in Ashtead to help meet the basic need requirements in the area from September 2015.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 17 in Part 2 of this agenda, the business case for the provision of an additional 1 form of entry (210 places) primary places in Ashtead be approved.

REASON FOR RECOMMENDATIONS:

The school is a vital part of the Council's education offer in the local area. Increasing the number of school spaces within Ashtead is essential to ensure that the County Council performs its statutory duty of educating all resident pupils who request a school place.

DETAILS:**Background**

1. Demand for primary school places has been rising in Ashtead. Much of the rise is as a result of the increase in the birth rate locally but some is due to housing development and a significant amount is a result of inward migration of families moving to existing housing in the area.

2. Births have increased across Mole Valley in excess of 11% since a low point in 2002. In order to provide for all children, the Council has provided additional temporary provision at a number of schools. There is a clear requirement to now provide permanent provision in this area.
3. The Ashtead Planning area includes the following Schools: St Peter's Catholic Primary School currently providing 30 reception places per year and subject to a separate expansion proposal; West Ashtead Primary School providing 30 reception places per year and an additional 30 junior places per year; St Giles CE Infant School providing 40 reception places per year, and Barnett Wood Infant School providing 52 reception places per year. Combined these schools currently provide places for 182 pupils. It is currently forecast that The Greville Primary School and all other Ashtead schools will continue to be full.
4. The school is on an attractive site close to pupil demand. The school, is currently rated by Ofsted as 'Good', and is oversubscribed for entry places. For September 2012, the school received 36 first, 70 second and 51 third preference applications for only 30 planned places. For entry in 2013, these figures were 35, 63 and 53, and for 2014 were 48, 65 and 43 respectively. Additionally, applications have increased in the wider planning area.
5. This proposal, by providing 210 additional primary places within Ashtead, will enable the authority to meet the rising demand as part of school organisation changes in the area. This also includes supporting the expansion of St Peter's Catholic Primary School to cater for an increase in demand of catholic faith based places in the wider area.
6. The work will comprise the installation of a classroom modular block, cloakrooms and storage with areas of hard standing. Removal and temporary relocation of external stores. The reinstatement of the original full size dining hall and relocation of staffroom to a room formerly used as a classroom. There will be a six new classroom modular block including a learning resource centre, cloakrooms and storage. The block will be divided into 2 sections with a canopy between. Externally, there are new areas of hard standing, relocated soft play area, equipment and external storage sheds. The main hall is to be extended in addition to substantial internal adaptations. It is anticipated that there will also be associated off-site Highways works in mitigation of planning conditions; these have been allowed for within the scheme. The head teacher at the school is also working with a stakeholder group to map out effective measures and procedures for responding to the increased travel to the school site.
7. The planning application will be considered by the Planning and Regulatory Committee at its meeting on the 25 March 2015.

CONSULTATION:

8. A pre-notice consultation was undertaken by Surrey County Council with relevant stakeholders including the issuing of consultation documentation and the holding of a public meeting, which was well attended.
9. School Governors and the local Members have been regularly consulted, both during the consultation process and throughout the development of proposals.

10. Responses to this consultation were considered by the Cabinet Member for Schools and Learning on 17 July 2014 and relevant Statutory Notices were published 17 October 2014 in the local paper and displayed at the school gate. No formal responses were received against this notice. One representation was made at the Cabinet Member meeting opposing the increase of the school.
11. The statutory notice was determined and approved by the Cabinet Member for Schools and Learning on 21 November 2014.

RISK MANAGEMENT AND IMPLICATIONS:

12. There are risks associated with the project and a project risk register has been compiled and is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

13. The project will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses. Further financial details are set out in the report circulated in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity in the interests of securing best value.

Section 151 Officer Commentary

14. The Section 151 Officer confirms that the funding for this scheme is included within the 2015/20 Medium Term Financial Plan.

Legal Implications – Monitoring Officer

15. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

16. The expansion of the school will not create any issues, which would require the production of an Equality Impact Assessment.
17. The new school building will comply with Disabilities Discrimination Act (DDA) regulations. The expanded school will provide employment opportunities in the area.
18. The school will be for children in the community served by the school. The Admissions arrangements will give the highest priority to Looked After Children and pupils on the Special Educational Needs (SEN) register and/or those who would benefit from a statement of educational need, thus supporting provision for our most vulnerable children. Children with siblings will receive the next priority, followed by those children living closest to the school. There is no proposal to amend the admissions criteria which is fully compliant with the Schools Admissions Code.

19. The school will be expected to contribute towards community cohesion and will be expected to provide the normal range of before and after schools clubs as are provided in a typical Surrey County Council school.

Corporate Parenting/Looked After Children implications

20. This proposal would provide increased provision for primary places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any looked after children who will attend the school.

Climate change/carbon emissions implications

21. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The school will be built to the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT:

If approved, to proceed to complete tenders and subsequent contract award through delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
Oliver Gill, School Commissioning Officer – tel: 020 8541 7383

Consulted:

Tony Samuels, Cabinet Associate for Assets and Regeneration Programmes
Chris Townsend, Local Member for Ashtead
Julie Fisher, Strategic Director for Business Services
Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda as item 17

Sources/background papers:

- The Education Act 1996
- The School Standards Framework Act 1998
- The Education Act 2002
- The Education and Inspections Act 2006
- Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version

SURREY COUNTY COUNCIL

CABINET

DATE: 24 MARCH 2015

REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING

MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES

LEAD OFFICER: PETER- JOHN WILKINSON, ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING

JOHN STEBBINGS, CHIEF PROPERTY OFFICER

SUBJECT: MANBY LODGE INFANT SCHOOL, WEYBRIDGE

SUMMARY OF ISSUE:

To approve the Business Case for the expansion of Manby Lodge Community Infant School from a two Form of Entry infant (180 places) to a three Form of Entry infant school (270 places) creating 90 additional places in Weybridge to help meet the basic need requirements in the Weybridge area from September 2016. This would be a major, phased building project which involves demolition and rebuilding of the oldest part of the school.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 18 in Part 2 of this agenda, the business case for the provision of an additional Form of Entry (90 places) infant places in Weybridge be approved.

REASON FOR RECOMMENDATIONS:

The proposal supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Weybridge area.

DETAILS:

Background

1. School rolls have been rising steadily across Elmbridge since 2003. Over this period the birth rate has risen by 24.6%; additionally families have chosen to move into the borough, in part due to housing development. Weybridge primary school pupil numbers have reflected this borough trend. In 2007 there were around 220 applications for Reception places; by 2020 this is predicted to rise to

270 places, or nine Forms of Entry (9FE); this is one more Form of Entry (or 30 Reception places) per year than is currently provided.

2. The Weybridge primary school planning area is served by four schools delivering the infant curriculum: Oatlands Infant School (which was recently expanded from two forms of entry to three). Manby Lodge Infant School (2FE), St James Church of England Voluntary Controlled Primary (2FE) and St Charles Borromeo Roman Catholic Voluntary Aided Primary (1FE); providing 8FE in total. The shortfall is currently being met by some schools accepting Reception 'bulge' classes and this has been the case since 2009. There are junior places available at Cleves Junior Academy, which currently admits five forms of entry.
3. To consistently provide the requisite nine Reception forms of entry, or an additional 210 primary places to meet the ongoing demand in Weybridge, Surrey County Council needs to provide an additional form of entry.
4. Officers have looked at the viability for expansion at all of the five schools in the Weybridge planning area and have concluded that Manby Lodge would be the best option to supply the additional one more form of entry from Reception to Year Three and the equivalent junior places to be added to Cleves, subject to the academy's agreement.
5. Details of the other schools other sites in this planning area, which have been considered for expansion and the reason for discounting each are detailed below:
 - St Charles Borromeo RC Primary: this is currently a very popular one form entry school which provides a catholic education and is Voluntary Aided. As such it sets its own admissions criteria and places are allocated to catholic children. The site is small and for these reasons it would not be an appropriate school to expand at present.
 - St James C of E Primary: this school took a junior 'bulge' class last year and is now at capacity. The school is currently two forms of entry and is popular. However, we have ruled out expansion here at present as the opportunity to develop here is severely restricted due to the following constraints.
 - i) A significant part of the site is in the Green Belt requiring the demonstration of very special circumstances for any development.
 - ii) The site is heavily tree covered, with substantial Tree Preservation Orders.
 - iii) The site is of high archaeological importance as it includes 'The Weybridge Grotto' restricting development opportunities.
 - iv) The site is on very narrow residential roads presenting potential traffic and parking congestion issues.
 - Alternative non-educational sites in the area were also reviewed, but there were none that were found to be suitable.

The school has also recently been judged to require improvement by OFSTED. However, it may be that, in future, we would look again at this school, if we are able to overcome the site constraints. This will take a number of years and could not meet the current need. Standards will also need to improve and if there is a change in the forecast data which

indicates a demand for even more primary places.

- Otlands Infant School: this highly successful and popular infant school was expanded to three forms of entry in the recent past. The site is now at capacity and cannot be expanded any further other than on a very temporary basis.
 - Cleves Junior Academy: this a four form of entry junior school serving Weybridge. Walton on Thames children have also had historical links with the school. The school is popular and academically successful. The Local Authority is currently in discussion with the Governing Body of Cleves about establishing closer, more formal 'feeder school' links between Cleves and the two infant schools in Weybridge in order to secure a greater degree of certainty for parents in terms of securing Year 3 places in the town. Cleves governors have now agreed to this in principle.
6. Manby Lodge Infants, as it stands, has permanent accommodation for up to 240 pupils. It is situated in a residential area adjacent to the Weybridge cricket green and has limited parking and vehicular access. It also has a number of tree preservation orders within its grounds.
 7. The main building, known as 'the Lodge', was built in 1919 and used as a doctor's house and surgery in the 1930s. Since the development of the site as an infant school various other buildings have been added, some intended as temporary structures to accommodate increasing pupil numbers in the area.
 8. The Lodge houses the school's caretaker, the administration block, the reception area and Head Teacher's office (which are both very small). The classrooms, which are on two floors, are not ideal teaching spaces due to the construction of the Lodge as a house, rather than a school.
 9. The site has been developed in phases over the past years in order to provide the required number of places; however the age and diversity of buildings does not lend itself to providing cohesive educational learning accommodation.
 10. The Government expects Local Authorities to expand successful and popular schools wherever possible, and this proposal meets that expectation. Manby Lodge Infants was judged as 'good' by OFSTED at its last inspection in October 2011 and it is a popular school with parents. It has recently appointed a new Head Teacher who is keen to lead the school in its next phase of development, as is its Governing Body.
 11. In the past two consecutive years Manby Lodge Infants has taken a 'bulge' class; admitting three forms of entry as a temporary measure and the Council now believes this arrangement should become permanent.
 12. The current building at Manby Lodge Infants can only accommodate 2FE in every year group, and more classrooms will be needed if it is to permanently provide 3FE. The site covers 7,339 square metres which, although not large, is considered sufficient to support a 3FE infant school based on Department for Education (DfE) guidelines. The school is on a narrow site with difficult access arrangements. It is proposed that the new classrooms will be based on or near the existing footprint of the school and the building will encroach as little as possible on the playground area and outdoor space.
 13. The scheme has needed a comprehensive overview to address the complexity of the site and the significant accommodation changes that are required. The

project will be delivered in phases in view of the restrictive nature of the site and in order to minimize disruption to the school.

14. The proposal consists of the demolition of the Lodge building, removal of temporary classrooms, new extensions to the existing building to provide 7 additional classrooms, associated learning spaces, improved infrastructure, amenities and circulation, increased car parking and improvements to the main entrance from Queens Road.
15. Planning permission was granted by the Planning and Regulatory Committee at its meeting on 25 February 2015.

CONSULTATION:

16. Public consultation was undertaken on this proposal between 27 January and 28 February 2014. A consultation document was published and all statutory stakeholders including parents and local residents were informed. In addition, a public meeting was held at the school on 25 February 2014.
17. The results of the public consultation were summarised in the report to the Cabinet Member for Schools and Learning on 14 May 2014.
18. Since the publication of notices there have been no formal representations on this proposal.

RISK MANAGEMENT AND IMPLICATIONS:

19. There are risks associated with the project and a project risk register has been compiled and is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

20. The project will be subject to robust cost challenge and scrutiny to drive optimum value as they progress. Further financial details are set out in the report circulated in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity in the interests of securing best value.

Section 151 Officer Commentary

21. The Section 151 Officer confirms this scheme is included within the 2015/20 Medium Term Financial Plan

Legal Implications – Monitoring Officer

22. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

23. The expansion of the school will not create any issues, which would require the production of an Equality Impact Assessment.
24. The new school building will comply with Disabilities Discrimination Act (DDA) regulations. The expanded school will provide employment opportunities in the area.
25. The school will be for children in the community served by the school. The admissions arrangements will give the highest priority to Looked After Children and pupils on the Special Educational Needs (SEN) register and/or those who would benefit from a statement of educational need, thus supporting provision for our most vulnerable children. Children with siblings will receive the next priority, followed by those children living closest to the school. There is no proposal to amend the admissions criteria, which is fully compliant with the Schools Admissions Code.
26. The school will be expected to contribute towards community cohesion and will be expected to provide the normal range of before and after school clubs as are provided in a typical Surrey County Council school.

Corporate Parenting/Looked After Children implications

27. This proposal would provide increased provision for infant places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any Looked After Children who will attend the school.

Climate change/carbon emissions implications

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

WHAT HAPPENS NEXT:

If approved, to proceed to complete tenders and subsequent contract award through delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
Melanie Harris, School Commissioning Officer – tel: 020 8541 9556

Consulted:

Tony Samuels, Cabinet Associate for Assets and Regeneration Programmes
Mr Christian Mahne, SCC Local Member – Weybridge - Elmbridge
Julie Fisher, Strategic Director for Business Services
Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda as item 18

Sources/background papers:

- The Education Act 1996
 - The School Standards Framework Act 1998
 - The Education Act 2002
 - The Education and Inspections Act 2006
 - Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version
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SURREY COUNTY COUNCIL**CABINET****DATE: 24 MARCH 2015****REPORT OF: N/A****LEAD OFFICER: ANN CHARLTON, DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES****SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING****SUMMARY OF ISSUE:**

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

RECOMMENDATIONS:

It is recommended that the Cabinet note the decisions taken by Cabinet Members since the last meeting as set out in Annex 1.

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by Cabinet Members under delegated authority.

DETAILS:

1. The Leader has delegated responsibility for certain executive functions to the Deputy Leader and individual Cabinet Members, and reserved some functions to himself. These are set out in Table 2 in the Council's Scheme of Delegation.
2. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
3. **Annex 1** lists the details of decisions taken by Cabinet Members since the last Cabinet meeting.

Contact Officer:

Anne Gowing, Cabinet Committee Manager, 020 8541 9938

Annexes:

Annex 1 – List of Cabinet Member Decisions

Sources/background papers:

- Agenda and decision sheets from the Cabinet Member meetings (available on the Council's website)

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CABINET MEMBER DECISIONS**FEBRUARY / MARCH 2015****(i) APPROVAL TO AWARD A CONTRACT FOR THE PROVISION OF INFRASTRUCTURE AND SECURITY FOR THE MAGNA CARTA EVENT BEING HELD ON 15 JUNE 2015****Details of decision**

That the Assistant Chief Executive be authorised to enter into a contract with Apollo Events Consultants Limited to a maximum value as set out in the submitted report, in order to provide the appropriate infrastructure and security for the Magna Carta Event which will take place on 15 June 2015.

Reasons for decision

Surrey County Council is leading on the arrangements for the State Occasion on 15 June 2015 and working in partnership with the National Trust. Due to the nature of the environment on the Runnymede Meadows, it will be necessary to build a specially designed arena which needs to give the required infrastructure and security for the occasion. This report is asking for approval to award the contract to provide this.

(Decision of Leader of the Council – 17 February 2015)

(ii) MANAGED STATIONERY & MARKETING PRINT SERVICES

This item was withdrawn

(iii) INVESTMENT IN THE SPINNEY CHILDREN'S CENTRE TO ENABLE TWO YEAR OLD CHILDREN TO ACCESS THE FREE EARLY EDUCATION ENTITLEMENT**Details of decision**

That the action to move forward with the plans for capital investment in the Spinney Children's Centre so that two year old children can access the free early education entitlement be approved.

Reasons for decision

The Department of Education requires all local authorities in England to secure free early education places for two year old children who meet the eligibility criteria based on household income. This report will ensure that plans are in place to make provision for such places in the Westborough area of Guildford in Surrey where there is a current shortfall in provision.

(Decision of Cabinet Member for Schools and Learning – 12 March 2015)

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of the Local Government Act 1972.

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