

Cabinet



SURREY
COUNTY COUNCIL

Date & time

Tuesday, 13
December 2016 at
2.00 pm

Place

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

Contact

Vicky Hibbert or Anne
Gowing
Room 122, County Hall
Tel 020 8541 9229 or 020
8541 9938

vicky.hibbert@surreycc.gov.uk c
anne.gowing@surreycc.gov.uk



Chief Executive

David McNulty

We're on Twitter:

@SCCdemocracy

Cabinet Members: Mr David Hodge, Mr Peter Martin, Mrs Helyn Clack, Mrs Clare Curran, Mr Mel Few, Mr John Furey, Mr Mike Goodman, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Richard Walsh

Cabinet Associates: Mr Tony Samuels, Mr Tim Evans, Mrs Kay Hammond and Mrs Mary Lewis

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

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.

***Note:** This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.*

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

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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 22 NOVEMBER 2016

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

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 PROCEDURAL MATTERS

a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (*7 December 2016*).

b Public Questions

The deadline for public questions is seven days before the meeting (*6 December 2016*).

c Petitions

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

d 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 SCRUTINY BOARDS, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL

None

CORPORATE PRIORITIES: 1. WELLBEING

6 SALESIAN SCHOOL, CHERTSEY: BASIC NEED EXPANSION PROJECT

(Pages 1
- 6)

To approve the Business Case for the expansion of Salesian Catholic Secondary School from 220 admissions per year (1,100 places) to 270 admissions per year (1,350 places) creating 250 additional places in Runnymede and the Elmbridge Catholic Deanery to help meet the basic need requirements in the Runnymede and Elmbridge area from September 2018.

N.B. an annex containing exempt information is contained in Part 2 of the agenda – item 21.

[The decision on this item may be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

7 ACCOMMODATION WITH CARE AND SUPPORT PROGRAMME - EXTRA CARE

(Pages 7
- 32)

The Accommodation with Care and Support Programme is a programme of work looking at all accommodation-based adult services that we commission and provide for residents of Surrey who have care and support needs. The Accommodation with Care and Support Strategy was approved by Cabinet in December 2015, giving a commitment to the direction of travel.

Surrey residents are actively choosing to make accommodation choices which are suitable for the longer term and their future care need, with an increase in people being supported to live independently. The predicted trend for accommodation needs in Surrey shows a declining demand for Residential Care with a growing popularity in Extra Care type accommodation. However, we also know that the population of Surrey is growing, people are living longer and living with more complex needs, and so despite the trend towards more independent living, we are also expecting to see a growth in demand for dementia specialist residential and nursing care.

The Accommodation with Care and Support Programme aims to increase the options available for residents needing accommodation with care and support, by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.

Through the programme, the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well. The strategic vision is to stimulate the market to deliver an additional 600 Extra Care apartments across the county by 2025.

N.B. There is a Part 2 report containing exempt information – item 22.

[The decision on this item may be called in by either the Council Overview Board or the Social Care Services Scrutiny Board]

8 THE PROVISION OF MENTAL HEALTH SERVICES - FIRST STEPS AND COMMUNITY CONNECTIONS IN SURREY - APPROVAL OF CONTRACTS (Pages 33 - 58)

This report seeks approval from Cabinet to award six contracts for the provision of two Mental Health Services (First Steps and Community Connections) in Surrey to commence on 1 April 2017 as the current arrangements end on 31 March 2017.

These contracts will enable Surrey County Council to fulfil its statutory duties under the Care Act 2014 to prevent, reduce and delay the care and support needs of those with mental health and emotional health issues. The Care Act gave Surrey County Council new duties to promote wellbeing. Adult Social Care, Public Health and the Clinical Commissioning Groups in Surrey have worked together to maximise the opportunities to ensure the outcomes of people with mental health needs are met in the most cost effective way. By recommending the contract awards of these two co-produced, evidence based and robustly evaluated mental health services, the County Council will effectively demonstrate its support for parity of esteem for mental health and improve the mental wellbeing of Surrey citizens.

N.B. There is a Part 2 report containing exempt information – item 23.

[The decision on this item may be called in by either the Council Overview Board or the Social Care Services Scrutiny Board]

9 THE PROVISION OF INDEPENDENT ADVOCACY SERVICES IN SURREY - APPROVAL TO AWARD A CONTRACT (Pages 59 - 94)

This report seeks approval to award a contract for the provision of Independent Advocacy Services in Surrey as detailed in the recommendations to commence on 1 April 2017. The service is jointly funded by Adult Social Care, Public Health and Surrey Clinical Commissioning Groups.

Awarding the contract for Independent Advocacy Services will allow Surrey County Council to meet its statutory requirements under the Care Act 2014 and the Mental Health Act 1983 across a range of age groups, needs and settings. This includes young people in transition to adult services, older people, adults with disabilities, including carers, those with sensory impairments, learning difficulties, autism, physical disabilities, mental health issues and individuals with limited capacity, for example, with dementia or head injury.

The report provides details of the procurement process, including the results of the tender evaluation, engagement and consultation and, in conjunction with the Part 2 report, demonstrates why the recommended contract award delivers best value for money and contributes to the strategic goals of Wellbeing, Economic Prosperity and Resident Experience to ensure Surrey's economy remains strong and sustainable

and the service meets the needs of residents in Surrey.

N.B. There is a Part 2 report containing exempt information – item 24.

[The decisions on this item may be called in by either the Council Overview Board or the Social Care Services Board]

CORPORATE PRIORITIES: 2. ECONOMIC PROSPERITY

10 FINANCE AND BUDGET MONITORING REPORT TO 30 NOVEMBER 2016 (Pages 95 - 98)

The Council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the Council's financial position as at 30 November 2016 (month eight).

Given the large forecast variance reported as at 30 September 2016 and despite the improvement reported as at 31 October 2016, the Section 151 Officer remains of the view that the financial situation facing the Council is serious and has instigated a series of actions by each service director to get the budget back into balance.

The annex to this report gives details of the Council's financial position and will be circulated separately prior to the Cabinet meeting.

[The decisions on this item can be called in by the Council Overview Board]

11 RUNNYMEDE ROUNDABOUT SCHEME (Pages 99 - 110)

In their Strategic Economic Plans (SEPs), the two Local Enterprise Partnerships (LEPs) covering Surrey, Enterprise M3 (EM3) and Coast to Capital (C2C), have set out their proposals for supporting economic development in their areas. The County Council has worked with them to develop these plans, which include improvements to transport infrastructure to provide economic benefits. Funding for the schemes included in the SEP comes from the Local Growth Fund, and the arrangements require a local contribution be made to the cost for the transport schemes.

The prioritised transport infrastructure schemes are a key element of the Strategic Economic Plan (SEPs), submitted by the Local Enterprise Partnerships (LEPs) to Government in March 2014, which set out how they will support the economic development and regeneration of their areas.

Runnymede Roundabout was one of the prioritised schemes selected during 2014. This major scheme is in a strategic location, with immediate connections to M25 (Junction 13 including to Heathrow Airport), Staines-upon-Thames, Egham and Windsor. All roads connected to the roundabout experience significant traffic bottlenecks at peak times, and this junction is considered to be one of the worst congested areas in the

county.

N.B. There is a Part 2 report containing exempt information – item 26.

[The decision on this item may be called in by the Economic Prosperity, Environment and Highways Scrutiny Board]

12 INVESTMENT OF PROGRAMME FUNDING TO EXTEND SUPERFAST BROADBAND INFRASTRUCTURE TO SURREY PREMISES. (Pages 111 - 118)

Surrey County Council's investment in fibre broadband infrastructure over the past four years through the contract with BT has had a very significant impact on the well-being and economic prosperity of thousands of residents and businesses around the county. All of the contractual targets in the main phase of the contract have been achieved.

In 2012, commercial broadband providers advised that current and future fibre broadband rollout plans excluded approximately 20% of Surrey premises. Now, as a result of the County's investment into broadband infrastructure, more than 96% of all Surrey premises are able to access fibre download speeds of 15mbps or above. According to Think Broadband, Surrey county council is currently the best connected county in England.

Due to the County's very successful demand stimulation campaigns, take-up of the fibre broadband services by residents and businesses is significantly higher than projected in the contract finance model resulting in additional clawback funding flowing into the contract. BT have offered Surrey County Council an advance against this clawback funding of £3.8 million, known as 'Gainshare'.

Achieving a very high level of broadband availability throughout the county remains a priority for the council and is something that supports the council's strategic goals. This report proposes to utilise this Gainshare funding for the deployment of additional Next Generation Access (NGA) broadband infrastructure, using the existing BT contract, to as many of the remaining 15,300 Surrey premises as possible that are not included in any commercial plans and are unable to access fast broadband speeds.

N.B. There is a Part 2 report containing exempt information – item 25.

[The decisions on this item may be called in by the Council Overview Board]

13 SUPPORTING ECONOMIC GROWTH THROUGH INVESTMENT IN TRANSPORT AND HIGHWAYS INFRASTRUCTURE - SCHEMES FOR STAINES AND LEATHERHEAD (Pages 119 - 126)

Improving transport infrastructure is a key part of the Council's strategic goal of economic prosperity.

Approval is sought to retrospectively submit a business case to the EM3 Local Enterprise Partnership for Staines STP (Phases 1A and 1B) (EM3 LEP) and approval is also sought to submit a business case to the C2C Local Enterprise Partnership for Greater Leatherhead STP (C2C LEP), as additional schemes for the 2016/17 Strategic Economic Plan (SEP)

programme of EM3 and C2C Local Enterprise Partnerships (LEP's).

The Council has been in discussions with the relevant Borough and District Councils to secure local contributions. It is a requirement that the County Council confirms that the specified local financial contribution is available when it submits the business cases.

[The decision on this item may be called in by the Economic Prosperity, Environment and Highways Scrutiny Board]

14 M3 ENTERPRISE ZONE

(Pages
127 -
140)

Enterprise Zones (EZs) are an initiative to support business growth, create new jobs and attract private sector investment to specific areas. Within the designated EZ boundaries newly located or expanded businesses are able to benefit from financial incentives, including reduced business rates. Business rate growth accruing from these new businesses is used for investment to support the EZ.

The Government announced applications for a new round of EZs in July 2015. This was aimed at ensuring that all Local Enterprise Partnership (LEP) areas could benefit from an EZ and local authorities were encouraged to work with LEPs to develop bids.

Enterprise M3 LEP, in partnership with Basingstoke Borough Council, Runnymede Borough Council and East Hampshire District Council, submitted a successful application to Government for a multi-site EZ covering: Basing View in Basingstoke, Longcross Park in Chertsey, and Whitehill and Bordon's Louisburg Barracks.

The M3 EZ will start in April 2017 and last for 25 years. Government require a 5 year Implementation Plan setting out an investment programme to accelerate growth in the area and enable a greater business rates uplift. There is a Programme Steering Group overseeing the development of the EZ of which Surrey County Council is a voting member.

[The decision on this item may be called in by the Economic Prosperity, Environment and Highways Scrutiny Board]

15 DEVELOPING A SINGLE WASTE APPROACH

(Pages
141 -
154)

Surrey County Council (SCC) and the Surrey Waste Partnership (SWP) have identified that significant savings and improvements for residents can be made by changing the way in which waste is managed in Surrey. A business case developed by the SWP proposes that waste services are delivered via a new partnership arrangement which is collectively owned by SCC and Surrey's district and borough councils. This would mean the benefits gained by working together would be shared across all authorities.

Four district and borough councils in Surrey have already made a step towards this by jointly procuring a waste collection contract. As a next step, it is proposed that this arrangement is expanded to include some of SCC's functions in order to deliver further benefit. More work will then be carried out to develop the optimum solution for other district and borough councils, and SCC's remaining waste functions.

The Medium Term Financial Plan requires that SCC makes savings from its waste budget in the short term, therefore this report also outlines a proposal for changes to financial transfers to district and borough councils in 2017/18, in anticipation of more fundamental changes from 2018/19 onwards.

[The decision on this item may be called in by the Economic Prosperity, Environment and Highways Scrutiny Board]

CORPORATE PRIORITIES: 3. RESIDENT EXPERIENCE

16 PUBLIC SAFETY PLAN 2016 - 2025 (Pages 155 - 262)

Surrey Fire and Rescue Authority is required to produce an Integrated Risk Management Plan (IRMP) which considers all the fire and rescue related risks that could affect our communities. This planning process helps us to identify longer term priorities, to make sure we have an up to date assessment of risk, and how to mitigate it effectively.

We set out our IRMP in our Public Safety Plan (PSP), which is currently valid until 2020. However within a constantly changing environment, new threats and opportunities have emerged. This new document provides a framework for how we will respond and adapt to these changes.

The PSP refresh document covers the period 2016-2025. The PSP was consulted on from 27 April – 7 June 2016 and the feedback was supportive of our proposals. The survey data and qualitative comments are found at Annexes D and E to this report.

The refreshed PSP 2016 – 2025 will remain as a ‘draft’ until final approval by Cabinet.

[The decisions on this item can be called in by the Resident Experience Board]

17 APPROVAL FOR THE FIRE AND RESCUE SERVICE TO TRIAL THE USE OF INITIAL RESPONSE VEHICLES AND AWARD A CONTRACT FOR THE PROVISION (Pages 263 - 278)

Changes to how Surrey Fire and Rescue Service (SFRS) respond to incidents need to be implemented to achieve targets within the Medium Term Financial Plan (MTFP). SFRS are therefore proposing to trial the introduction of a different response method using Initial Response Vehicles (IRV) that can be sent to specified incident types in place of a traditional fire appliance.

Subject to the results of the trial, the intention would be to recommend purchase of additional IRVs to replace and/or support part of the current fleet. This will provide options for increased flexibility and speed of delivery, whilst maintaining quality and potentially reducing cost by over £4m per IRV over its expected 10-year life.

This report also seeks approval to award a contract for an IRV ‘package’ as detailed in Part 2 (item 27).

[The decisions on this item can be called in by the Resident Experience Board]

- 18 CHANGES TO HOW SURREY FIRE & RESCUE SERVICE RESPONDS TO AUTOMATIC FIRE ALARMS** (Pages 279 - 310)

This report explains the current procedure for attending incidents notified through Automatic Fire Alarms and explores changes that Surrey Fire and Rescue Service are proposing. Surrey Fire and Rescue Service (“SFRS”) is seeking to expand its ‘call challenge’ policy in three Phases. Expansion of the policy will enable SFRS to determine more accurately whether emergency attendance is needed following a notification from an Automatic Fire Alarm or if the response can be a non-emergency response or stood down. SFRS will manage its response to calls from Automatic Fire Alarms based on the information received from the caller.

[The decisions on this item can be called in by the Resident Experience Board]

- 19 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 311 - 312)

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

The annex for this item will be circulated prior to the Cabinet meeting.

- 20 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

- 21 SALESIAN SCHOOL, CHERTSEY: BASIC NEED EXPANSION PROJECT** (Pages 313 - 320)

This is a part 2 annex relating to item 6.

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 decision on this item may be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

- 22 ACCOMMODATION WITH CARE AND SUPPORT - EXTRA CARE** (Pages 321 - 328)

This is a part 2 annex relating to item 7.

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 decision on this item may be called in by either the Council Overview Board or the Social Care Services Scrutiny Board]

- 23 THE PROVISION OF MENTAL HEALTH SERVICES - FIRST STEPS AND COMMUNITY CONNECTIONS IN SURREY - APPROVAL OF CONTRACTS** (Pages 329 - 336)

This is a part 2 annex relating to item 8.

Exempt: Not for publication under Paragraph 3

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

[The decision on this item may be called in by either the Council Overview Board or the Social Care Services Scrutiny Board]

- 24 PROVISION OF INDEPENDENT ADVOCACY SERVICES IN SURREY - APPROVAL TO AWARD A CONTRACT** (Pages 337 - 342)

This is a part 2 annex relating to item 9.

Exempt: Not for publication under Paragraph 3

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

[The decision on this item may be called in by either the Council Overview Board or the Social Care Services Scrutiny Board]

- 25 INVESTMENT OF PROGRAMME FUNDING TO EXTEND SUPERFAST BROADBAND INFRASTRUCTURE TO SURREY PREMISES** (Pages 343 - 358)

This is the Part 2 annex for 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 decision on this item may be called in by the Council Overview Board]

- 26 RUNNYMEDE ROUNDABOUT SCHEME** (Pages 359 - 366)

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 decision on this item may be called in by the Economic Prosperity, Environment and Highways Scrutiny Board]

- 27 APPROVAL FOR THE FIRE AND RESCUE SERVICE TO TRIAL THE USE OF INITIAL RESPONSE VEHICLES AND AWARD A CONTRACT FOR THE PROVISION** (Pages 367 - 370)

This is the Part 2 annex relating to item 17.

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 Resident Experience Board]

- 28 PROPERTY TRANSACTIONS - DISPOSAL** (Pages 371 - 378)
- Property disposal**

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 decision on this item may be called in by the Council Overview Board]

- 29 PROPERTY TRANSACTIONS - ACQUISITION** (Pages 379 - 406)
- 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 decision on this item may be called in by the Council Overview Board]

- 30 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, 5 December 2016

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

SURREY COUNTY COUNCIL

CABINET

DATE: 13 DECEMBER 2016



**REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS,
SKILLS AND EDUCATIONAL ACHIEVEMENT
MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS
SERVICES AND RESIDENT EXPERIENCE**

**LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER
LIZ MILLS, ASSISTANT DIRECTOR FOR SCHOOLS AND
LEARNING**

SUBJECT: SALESIAN CATHOLIC SECONDARY SCHOOL, CHERTSEY

SUMMARY OF ISSUE:

To approve the Business Case for the expansion of Salesian Catholic Secondary School from 220 admissions per year (1100 places) to 270 admissions per year (1,350 places) creating 250 additional places in Runnymede and the Elmbridge Catholic Deanery to help meet the basic need requirements in the Runnymede and Elmbridge area from September 2018.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion as set out in Part 2 of this agenda, the business case for the provision of 250 additional Catholic secondary places 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. Additionally this proposal expands an outstanding secondary school and adds to the diversity of provision within Surrey.

DETAILS:

Background

1. The provision of additional secondary school places within the Runnymede and Elmbridge 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 Salesian 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.
2. As with other areas of the County, there is increasing pressure for secondary school places in Runnymede and Elmbridge. In addition to the demand generated by an increasing birth rate, there is a need to provide more school

places in the area as a result of additional housing and net inward migration. Providing faith spaces maintains and enhances a diversity of provision. In addition as faith schools recruit from a wider geographic area, in this instance Salesian school recruits widely from within the Borough of Elmbridge, this enables the Authority to meet basic need demands across two areas where there are demonstrable needs for additional school places.

3. Salesian School falls within the Weybridge Deanery. The Deanery is the umbrella group for Catholic Parishes in North West Surrey. It includes the parishes of Addlestone, Chertsey, Englefield Green, Esher, Hersham, Molesey, Sunningdale, Thames Ditton, Walton on Thames and Weybridge. Within the Deanery there is only one Catholic secondary school providing places for Catholic children. There is a demonstrable need for an increase in school places for families with a Catholic background. The school is consistently oversubscribed receiving in excess of 270 first preference applications for 220 places. Furthermore the Council has expanded St Alban's Catholic Primary, in Elmbridge Borough and within the Deanery that is accommodated by Salesian School, by 30 places. There are now a total 330 places in Catholic primary schools within the relevant Deanery area for Salesian School. The Council would not be able to provide sufficient catholic secondary school places without a consequent expansion at an appropriate secondary school.
4. The Catholic Diocese of Arundel and Brighton have fully supported the proposed expansion of the Salesian School and have apportioned part of their Locally Controlled Voluntary Aided capital budget to the scheme reducing the overall capital cost to Surrey County Council.
5. The school is currently judged by Ofsted as 'Outstanding'. Officers have a high level of confidence that the school will be able to manage the additional number of pupils without detriment to current educational outcomes.
6. The proposal consists of both new build and refurbishment works. The new build will be a 2 storey 12 classroom modular block with associated group rooms, toilet, cleaning and storage facilities. Refurbishment works will take place in the current English block, turning current general teaching classrooms and office space into 2 science classrooms on the ground floor.
7. A planning application will be submitted by end of November 2016 with a planning decision expected by April 2017.

CONSULTATION:

8. The Headteacher and School Governors have been fully consulted on the expansion proposals.
9. A pre-planning public consultation was held at the school on 11 July 2016. All relevant information and comments were compiled in order to add to and revise the planning application that is anticipated to be submitted in November 2016. The planning application will be subject to approval from the Planning and Regulatory Committee.
10. The school has recently become an Academy school and has changed status from previously being a Catholic Voluntary Aided School. As an Academy it retains its ability to set its own admissions arrangements and acts as its own admission authority. The Governing Body of the Multi-Academy Trust will be undertaking the appropriate consultation and the Council will ensure that effective consultation takes place.
11. The increase in the admission numbers will be confirmed by the school through their School Admissions arrangements consultation. The consultation is conducted by the school from November 2016 to January 2017 and will be distributed to local admissions authorities and the Surrey Schools Admissions forum. The admission will be confirmed by the School Governors in February and the full coordinated admissions arrangements for Surrey County Council will be determined by full Council in March.

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 County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. Although this planned expenditure has been included within the current Medium Term Financial Plan, agreeing to this recommendation will reduce the Council's options to create a balanced and sustainable budget in the future.

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. The Council also has a duty, as an admissions authority, to have due regard to a parent's religious beliefs in allocating school places.

16. This report concerns one project that would assist in meeting those duties. Given the Council's current financial position, Members will wish to be satisfied that it will be effective in doing so and provide value for money.

Equalities and Diversity

17. The expansion of the school will not create any issues, which would require the production of an Equality Impact Assessment.
18. The new school building will comply with Disabilities Discrimination Act (DDA) regulations. The expanded school will provide employment opportunities in the area.
19. The Admissions arrangements give the highest priority to Baptised Looked after Children (LAC) and Baptised children with identified Special Educational Needs (SEN), thus supporting provision for the County's most vulnerable children. Baptised Catholic children receive the next priority, followed by non-Catholic LAC and children with SEN. Priority is then given (in order) to children of other faiths; siblings; and distance from home to school. There is no proposal to amend the admissions criteria, which are fully compliant with the School Admissions Code.
20. 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

21. 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

22. 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
Nicholas Smith, School Commissioning Officer – tel: 020 8541 8902

Consulted:

Tony Samuels, Cabinet Associate for the Built Environment
Chris Norman, Local Member, Chertsey, Runnymede
Julie Fisher, Deputy Chief Executive and Strategic Director for Children, Schools and Families

Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda.

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

This page is intentionally left blank

SURREY COUNTY COUNCIL

CABINET

DATE: 13 DECEMBER 2016

**REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE,
WELLBEING AND INDEPENDENCE**

**MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS
SERVICES AND RESIDENT EXPERIENCE**

**LEAD OFFICER: HELEN ATKINSON, STRATEGIC DIRECTOR FOR ADULT
SOCIAL CARE & PUBLIC HEALTH**

**SUBJECT: ACCOMMODATION WITH CARE AND SUPPORT – EXTRA
CARE**



SUMMARY OF ISSUE:

The Accommodation with Care and Support Programme is a programme of work looking at all accommodation-based adult services that we commission and provide for residents of Surrey who have care and support needs. The Accommodation with Care and Support Strategy was approved by Cabinet in December 2015, giving a commitment to the direction of travel.

Surrey residents are actively choosing to make accommodation choices which are suitable for the longer term and their future care need, with an increase in people being supported to live independently. The predicted trend for accommodation needs in Surrey shows a declining demand for Residential Care with a growing popularity in Extra Care type accommodation. However, we also know that the population of Surrey is growing, people are living longer and living with more complex needs, and so despite the trend towards more independent living, we are also expecting to see a growth in demand for dementia specialist residential and nursing care.

The Accommodation with Care and Support Programme aims to increase the options available for residents needing accommodation with care and support, by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.

Through the programme, the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well. The strategic vision is to stimulate the market to deliver an additional 600 Extra Care apartments across the county by 2025.

A glossary of key terminology used in this paper is available as Annex 1.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Agrees to the use of Surrey County Council assets, as appropriate, as part of the business case and offer to the market as outlined and described in Part 2 of this paper.
2. Agrees to delegate responsibility for the exact sites that will be used as part of the offer to the market to the Strategic Director for Adult Social Care and Public Health, in consultation with the Leader of the Council, the Cabinet Member for Adult Social Care, Wellbeing & Independence and the Cabinet Member for Business Services & Resident Experience.
3. Notes that the Council will be going to market in the Spring of 2017 to identify a development partner to begin delivery of the strategic ambition for Extra Care housing.
4. Notes that further engagement with the market and a competitive tendering process will be taking place, with the appropriate delivery model and award of contract being subject to further Cabinet consideration at a later date.

REASON FOR RECOMMENDATIONS:

With changing demographics, increasing financial challenges, and a joint health and social care strategy to support people to live independently in their homes for as long as possible, we need to commission the right accommodation options to meet our resident's health and wellbeing needs. To do this, the Council will need to work with partners and the private sector to shape the market for accommodation with care and support and to meet the strategic aims of the Accommodation with Care & Support strategy. By approving the approach to market to stimulate additional capacity within Extra Care housing market, the Cabinet sets out a clear direction of travel and message to the market in relation to future needs and our commitment to work in partnership. Further detail on this recommendation can be found in Paragraph 14.

DETAILS:

Background

1. Extra Care housing is an option of accommodation for older people which can offer a choice of independent living in a community setting, with care and support services delivered according to individual need.
2. Extra Care housing offers a way for people to continue to live as independently as possible when their care and support needs increase, without the need to move into more institutionalised forms of accommodation.
3. Extra Care housing is about living at home, not in an institution. Within Extra Care housing people have their own front doors and legal rights to occupy. There is a clear distinction between Extra Care housing and residential care as recognised by the Care Quality Commission.
4. The Council wishes to support personalised care and support based in communities, and to ensure that where possible residents receive the care and support they need in appropriate and flexible physical environments wherever they choose to live. The benefits of this being:

- Care and support services that can be flexed around the individual and their changing needs
 - Opportunities to develop accommodation further as hubs of the local community, for residents and non-residents alike
 - Individuals are able to live within and be part of thriving local communities and remain independent
 - Purpose built accommodation with a range of tenures and developed to a quality standard, including the ability for assistive technologies to be added on an individual basis
 - A range of activities and opportunities that support Surrey's Family, Friends & Community strategy.
5. The Council recognises that Extra Care housing is a valuable housing option, and represents a positive choice for people whose needs are not being met within standard accommodation. Extra Care housing can offer security, reassurance and appropriate and responsive support to facilitate the provision of home based care services. This style of accommodation can assist more vulnerable adults to live within their local community for their whole lives.
 6. Extra Care housing can provide a range of tenure options to meet the needs of potential residents. These options can include affordable rent, private rent, shared ownership models, outright sale on leasehold arrangements or any combination of tenure mix within one facility. Flexible arrangements concerning respite provision are also possible within an Extra Care setting.
 7. The Council recognises the importance of affordable housing to provide accommodation that is accessible to people on low or limited incomes; a demographic that would normally be eligible for SCC-funded services. Therefore maximising affordable provision as part of any offer to the market would increase the overall financial benefits referenced in Paragraph 39. For further information on affordable housing, please see Annex 2.
 8. There are 10 Extra Care housing schemes in Surrey which are provided by either registered housing associations or local housing authorities and offer affordable accommodation with care and support to older people. These schemes have provided a strong evidence base to support the proof of concept and resident feedback is positive on their experience. There is also evidence to support the whole system benefits in terms of reducing hospital admissions, quicker discharge and increased community support.
 9. Based on the current profile of needs, at least 1 in 4 of the residents we support in Residential Care, but possibly as many as 1 in 3, could have their needs met within an Extra Care setting. In Surrey, we do not currently have enough capacity of Extra care facilities to offer this choice. We want to work with and stimulate the market to develop the capacity needed to enable a 10% shift away from traditional residential care services, with the option to increase this percentage in the future.
 10. Given the demographic and legislative pressures, we face unprecedented financial challenges in meeting care and support needs in Surrey. However, a whole system's approach and the Cabinet's adoption of the Accommodation with Care & Support Strategy in 2015 has created opportunities for us to

examine and assess our role in the accommodation market. Working together, we have the chance to plan for the right types of accommodation for Surrey residents, provide services in key locations and maximise the use of Council assets whilst also maximising value for money.

11. It is recommended that SCC encourage and stimulate the market to increase the number of Extra Care units. Based on current population predictions and current provision in Surrey, the capacity of Extra Care will be 7 units per 1000 people aged 75+ by 2025. By comparison the current UK average is 11 (source: Housing LIN data). Our target of 600 additional units in Surrey would give Surrey a ratio of 10 / 1,000 people aged 75+ in 2025.

Market Intervention & Business Case

12. Analysis of planning applications shows that the private market is dominant in Surrey, with no affordable provision being put forward over the last 3 years. Surrey does not have the same number of providers present in the market when compared to nearby Local authorities, as discussed in Annex 3 – Other Local Authority Approaches.
13. A market engagement event held in August 2016 demonstrated that there is interest from Extra Care providers and developers in working in Surrey. However, there are challenges that are currently preventing the market from delivering new Extra Care schemes at the rate that the Council requires. Feedback from the market suggests that delivering 600 flats over 10 years is realistic if the Council is able to work with providers to overcome the current barriers.
14. The key barriers identified by the market at this event were land availability and uncertainty over full utilisation of facilities. The market's feedback was that they will require the Council to play a role in identifying and offering suitable parcels of land. The Council will also need to demonstrate its commitment to Extra Care in the long-term, with some guarantees on the number of hours of care the Council will purchase. These commitments may mean that providers are able to develop a scheme on the basis of fully affordable housing however it may still be the case that providers may require a mixed scheme in order to satisfy their own investment and business case criteria.

Routes to Market

15. From our current knowledge of the supplier market and the number of affordable Extra Care units currently available across the county, it is clear that an intervention by the Council is required if it is to meet its strategic ambition. The Council will need to provide assurances that there will be elements of block purchase of care and support with ongoing engagement to optimise the number of nominations from the housing functions of districts and boroughs for these units. The council will also be required to contribute to the initial capital investment either in the form of funding contributions or the use of appropriate council owned land.
16. A number of procurement models have been explored including a public private partnership, a joint venture, a fully commissioned design, build and deliver package, in house design and build with commissioned delivery.

17. The in house option to build and operate has been discounted due to concerns around the high level of capital investment required, and the limited professional and technical resources available within the council with knowledge of the Extra Care market and in line with the council's preference to commission care services. Two preferred options are being considered, a) the procurement of a Joint Venture partner and b) a fully commissioned model through a competitive tender exercise.
18. **Joint Venture** - a joint venture (JV) is a business arrangement in which two or more parties agree to come together for the purpose of accomplishing a specific project or business opportunity.
19. A joint venture for this project would involve a transfer of land on a long lease basis into a separate entity. However, should further analysis show that a site would only be developed on the basis of mixed tenure options alongside affordable provision, a joint venture may provide the Council with an opportunity to generate income through private tenancies or sales. Equally the Council would share the business risks of the joint venture company.
20. Creating a joint venture on terms agreeable to each party can be complex and this will have an impact on the project timescales. The market event indicated that a joint venture would not be as attractive to the market as a fully commissioned package however the Council will expect that sufficient value is being delivered in return for the contribution of its land assets.
21. **Fully Commissioned model through a competitive tender exercise** – In this model an outcomes focused specification is produced by the Council detailing expectations for accommodation with care and support without being prescriptive. The Council would engage a supplier who is a registered provider of social housing and is competent in the design, build, operation and management of a mixed tenure, extra care housing scheme. The Council's land would be offered to the market on a long leasehold basis in a similar way to the Joint Venture model.
22. The benefits to procuring a full design, build and ongoing service delivery model is that there is a clear single supplier relationship. Accountability clearly rests with the provider and therefore the likelihood of the project being delivered to time and cost is increased. Capital investment would be borne by the provider, therefore minimising the exposure to risk to the Council. The likely bidders would be expected to have the necessary sector insight.
23. Both procurement models will enable a supplier to be selected on their ability to meet the Council's commissioning objectives which are to secure affordable housing with care and support provision which is flexible and responsive to the needs of individuals requiring health and social care support.
24. The options will continue to be explored through market discussions to finalise the preferred procurement strategy. These discussions and further exploration will include the demographic detail in relation to home ownership, disposable assets and commercial sustainability including the opportunity to generate revenue for the Council. In both cases the Council will offer land on a long leasehold basis, and will therefore effectively be disposing of its assets, albeit retaining the freehold which provides the Council with a number of controls in the use of its assets over the longer term.

25. The final selected route to market will allow for innovation, improved outcomes for individuals, ensure the accommodation will support a flexible and responsive model for individuals and the Council, it will be integrated into the local communities, and take into consideration the needs of the wider health and social care agendas. There will be a focus on Social Value and long term sustainability, recognising that the Council would be entering into potentially long-term contracting arrangements and any arrangements would need to be future-proofed against demographic and legislative changes where possible. For example, considering the use of different timescales for care contracts when compared to potential leasing arrangements in order to ensure continuous value for money with regards to the commissioned services.

Shaping our offer to Market

26. The market has informally advised us that one of the key barriers to developing affordable Extra Care provision is the availability and affordability of appropriate sites. Site requirements for an Extra Care housing scheme are largely determined by the size of the proposed development, and are therefore difficult to predict in advance. Other local authorities have a minimum scheme size of 40 apartments established for each development as being necessary to secure its long term viability. No maximum size has been set for developments, being dependent upon land availability.
27. To deliver a scheme of this size, a site size of at least 1.5 acres has been identified to enable a range of communal facilities and usable external space to be provided. Exceptions to this are only likely to be considered in more urban areas where it is recognised that usable external space may be less commonly provided. Therefore the options that the Council has in its current portfolio of usable assets to offer to the market are limited.
28. In order for Extra Care housing developments in Surrey to meet the Council's strategic ambition and meet the requirements of older people, individual scheme location is very important. Any scheme needs to be both accessible to the local community whose needs they are aiming to meet and accessible for a range of key services.
29. The development of an Extra Care housing scheme should be seen as an opportunity to enhance the locality and existing services. For Extra Care housing schemes to operate as a community hub, additional consideration needs to be given to ensure that the schemes are located within a community setting and accessible by public transport.
30. Regard to the following site specific criteria is important when making decisions around scheme locations:
- The relationship of a scheme to the local community in which it is to be located
 - Level access to the scheme and surrounding facilities
 - Proximity to retail/GP/leisure facilities/places of worship
 - Links to existing services for older people
 - Proximity to other older people's accommodation
 - Easy access to GP/primary care and other community health services
 - Planning requirements constraints
 - Low crime/low risk neighbourhood
 - Easy access to local transport services

- Potential market for mixed tenure
31. The full details of the business case for the use of the Council's assets and the offer to market are found in Part 2 of the paper.

CONSULTATION:

32. All the CCGs in Surrey, as well as the districts and boroughs, have been consulted to date, have indicated their support from the direction of travel and have welcomed the opportunity to get involved from an early stage.
33. Health colleagues recognise the whole system benefits of this approach and see this as a key part of health and social care integration. A number of district and boroughs have also highlighted accommodation with care and support as a key element of their local plans in terms of future housing needs and are therefore keen to work with the Council on developing this market.
34. Further discussions have taken place with the Surrey Chief Housing Officers Group, Surrey Enabling Officers Group, Surrey Planning Working Group and the Surrey Planning Officers Group to discuss the council's strategic aim for Extra Care. This has enabled the Council to engage in detailed planning discussions for individual areas and the sharing of data and information on capacity, demand and need across the local areas.

RISK MANAGEMENT AND IMPLICATIONS:

35. There are risks in being able to identify council owned sites of a suitable size with close proximity to public transport, particularly when looking at Extra Care housing schemes which require more space. There are competing priorities for land, both internally and external to the council, which has the potential to impact on deliverability.
36. The government is moving forward with proposals to cap housing benefit to Local Housing Allowance (LHA) rates, but introducing a new funding regime to meet the increased costs associated with providing Extra Care housing and other supported accommodation business models. Government has stated that they will be deferring the application of this policy for supported housing until 2019/2020, when a new funding model is introduced, ensuring that the sector continues to be funded at current levels, and taking into account the effect of Government policy on social sector rents. There is a risk that this uncertainty may deter or limit the number of potential partners or responses to the planned procurement exercise. Any partnership arrangements established for the delivery of the strategic aim for Extra Care housing in Surrey will need to take these future changes into account when more information is made available.

Financial and Value for Money Implications

37. By focussing on ensuring a better understanding of future demand and developing the market sufficiently to meet those needs, whilst also maximising the use of our assets, additional capacity of Extra Care housing will contribute towards savings already planned for in the Medium Term Financial Plan (MTFP) and those required in future years.

38. In particular this programme of work will contribute towards achieving savings planned as part of the Adult Social Care whole systems demand management strategy as set out below.
- Improve wellbeing to manage increasing demand and care needs;
 - Shift in Older People care pathway;
 - Family, Friends and Community support.
39. Financial modelling shows that the average net amount saved on care costs per resident moving to Extra Care housing is £4,600 per annum when compared to the alternative care costs. Based on an Extra Care housing scheme of 50-60 flats, this equates to an average saving of about £280,000 per scheme. There is however an opportunity cost to the offer of the council's land and this has been taken into account in evaluating the suitability of each site. Further explanation about how this opportunity cost has been and will continue to be considered is included in the Part Two report.
40. The current MTFP assumes total savings of £1.985m per annum over the period to 2021 based on an initial assessment of the cost of Extra Care compared to alternative forms of care, future demand for care services and capacity of the market to develop new Extra Care housing schemes.
41. The Council will work with partners and the market to maximise any opportunities for additional savings as they arise, whilst recognising the challenging targets the service is already planning to deliver.

Section 151 Officer Commentary

42. The Section 151 Officer confirms that the proposal seeks to stimulate the market to deliver Extra Care accommodation. There is strong evidence that this leads to better outcomes for residents and delivers benefits to the whole health and social care system. Furthermore the average cost of care is reduced compared to other alternative models of care and therefore these proposals will assist in the delivery of savings assumed in the Medium Term Financial Plan.
43. The Council is able to consider offering land to stimulate the market in order to deliver social care outcomes. Potential sites have been evaluated to ensure that any alternative use value does not exceed the care cost savings. This potentially limits the number of sites that are suitable however ensures that the council is receiving value for money for its limited resources.
44. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. The proposals are expected to deliver savings and will therefore contribute to the council's ability to achieve a balanced and sustainable budget in the future. The benefits will be tested during the procurement to ensure that this remains the case.

Legal Implications – Monitoring Officer

45. A full procurement process for the selection of the Council's partner/supplier will be carried out. Doing this will both meet the Council's obligations under the

Public Contracts Regulations 2015 and ensure that the Council is obtaining the best consideration reasonably obtainable for the purposes of s123 of the Local Government Act 1972 (concerning the disposal of land).

46. Cabinet is not being asked to make any binding financial commitments at this stage. A further report will be brought back to Cabinet for approval once the procurement process has been carried out in accordance with the principles contained in this report.

Equalities and Diversity

47. An initial Equality Impact Assessment (EIA) is included as an Annex 4.

Safeguarding responsibilities for vulnerable children and adults implications

48. Improving the accommodation options available for people with care and support needs could have a positive impact in terms of safeguarding, ensuring that vulnerable adults can live within safe, secure environments with appropriate care and support services designed around them.

Public Health implications

49. Accommodation with care and support, including Extra Care housing, can positively impact on public health outcomes, including reductions in social isolation and/or loneliness; improved nutrition and hydration; increased wellbeing for residents participating in activities, such as exercise classes, and minimising the ill effects of fuel poverty and/or seasonal health risks.

WHAT HAPPENS NEXT:

50. If Cabinet approve the recommendations, the route to market will be finalised in early 2017 with an anticipated return to Cabinet to approve any contract award in second half of 2017.
51. The final list of suitable sites will be agreed prior to procurement by the Strategic Director for Adult Social Care and Public Health, in consultation with the Leader, the Cabinet Member for Adult Social Care, Wellbeing and Independence and the Cabinet Member for Business Services and Resident Experience.

Contact Officer: Rachel Crossley, New Models of Delivery Lead

Email: rachel.crossley@surreycc.gov.uk

Telephone: 020 8541 9993

Consulted:

Clinical Commissioning Groups in Surrey

Surrey Districts and Boroughs

Leader

Deputy Leader

Cabinet Member for Business Services and Resident Experience

Annexes:

Annex 1 – Glossary of terms

Annex 2 – Extra Care in Surrey: An Example

Annex 3 – Other Local Authority Approaches

Annex 4 – Equality Impact Assessment

Sources/background papers:

- Cabinet 27 March 2012, item 10 - Public Value Review Of Services For People With Learning Disabilities
- Cabinet 21 October 2014, item 16 - Surrey County Council Residential Care Homes for Older People
- Cabinet 12 March 2015, item 4 – Surrey County Council Residential Care Homes For Older People
- Cabinet 15 December 2015 item 15 – Accommodation with Care and Support
- Cabinet 18 October 2016, item 7 – Sustainability and Transformation Plans
- Care Act 2014

Glossary of types of care referred to in the report

Accommodation with Care & Support - A range of housing options where individuals live within private independent units but have care and support services available as required to support them.

Care home with Nursing/ Nursing Care - A care establishment which is able to provide care and nursing tasks. Registered nurses will be part of the staff. This type of home has to be registered with the Care Quality Commission (CQC).

Day Care - A non-residential facility that supports the health, nutritional, social support, and daily living needs of adults in professionally staffed, group settings.

Extra Care housing - Extra Care housing is an extension of traditional sheltered housing and allows adults to live as independently as possible, with the reassurance of onsite care support when they need it.

Reablement - Assistance with daily living activities and care tasks for a temporary period, usually up to six weeks, to enable a person to regain skills. This may often be someone who has been in hospital and needs some additional input for a short time to regain skills and confidence. This is sometimes referred to as a step down or intermediate care. This may be provided in a residential or nursing home environment, or through visits to people in their own homes.

Residential Care - An establishment where care is provided, rather than that care being provided in a person's own home. A residential care home has to be registered with the Care Quality Commission (CQC).

Respite Care - Short-term accommodation in a facility outside the home, often to provide carers with a break from caring.

Sheltered Housing - A traditional style of accommodation for older people consisting of private independent units of accommodation centred around communal facilities, with low level support available during working hours by an onsite scheme manager or floating support service.

Supported Housing - A style of accommodation suitable for all client groups consisting of private independent units of accommodation, sometimes centred around communal facilities, with support available during working hours by an onsite team of staff or floating support service.

Supported Living - An option of accommodation for people with learning disabilities. It offers a choice of independent living within a community where care and support can be delivered according to individual need across a range of settings.

This page is intentionally left blank

Extra Care Provider Market: An Example

Chestnut Court, 23 Mulberry Avenue, Stanwell TW19 7SF

Chestnut Court is a new build, purpose built Extra Care facility located in the Stanwell area of Spelthorne.

Chestnut Court has 45 flats, all offered at affordable rent. Facilities include a communal lounge, landscaped gardens, onsite hairdresser, laundry, restaurant, community centre space and assisted bathroom. There are shops and a local library in the vicinity.

Chestnut Court opened in July 2013. The Council has commissioned care and support services from A2 Dominion since November 2013.

The landlord is A2 Dominion who also provides care and housing-related support on site. The local housing authority is Spelthorne Borough Council. A2 Dominion Group is a Registered Provider (also known as a social landlord), and all of the profits the Group generates are reinvested into supporting its social purpose.

Registered providers are the bodies that own and manage social/affordable housing. Registered providers tend to be non-commercial organisations, such as lower tier housing authorities with statutory housing functions and their own housing stock, or independent housing associations. Housing associations are independent, not-for-profit organisations that can use any profit they make to maintain existing housing or to help finance new ones.

A key function of affordable housing is to provide accommodation that is affordable to people on low or limited incomes. Limits to rent increases set by law mean that rents are kept affordable and accessible. Registered providers are financially regulated and funded primarily through the Homes & Communities Agency, whilst the government department currently responsible for overseeing the affordable housing sector is the Department for Communities & Local Government.

The Council anticipates that the majority of potential bidders for the competitive tendering process will be registered providers.

This page is intentionally left blank

Other Local Authority Approaches to Extra Care

1. SCC is behind its statistical and regional neighbours in the number of Extra Care flats available within in the County. Hampshire has a similar population number to Surrey, yet it has over double the amount of units. Buckinghamshire has a smaller population but nearly double the amount of total units.
2. Extra Care has become increasingly popular amongst Local Authorities as Councils look to ensure choice and independence for older people. A number of Local Authorities have committed to stimulating the development of Extra Care in their areas. A variety of approaches have been used including offering parcels of land to the market, grant funding and commitments to purchase certain numbers of hours of care from providers.
3. We have undertaken detailed research on the approaches used by other Local Authorities in order to learn from their experiences. The most relevant examples for SCC were Lincolnshire, Hampshire and East Sussex County Councils.
4. Lincolnshire County Council is looking to facilitate the provision of 607 extra care units across the County by using funding of £8,000,000 available. The preferred option selected for the delivery of this programme is the award of public works concession contracts whereby extra care housing developers and providers will be assisted with the cost of providing extra care housing by way of a financial contribution. The contribution may be made through the provision of land and/or property, which will be accounted for at the current market value.
5. Hampshire County Council's second phase of Extra Care development began in 2013 with aim to have an Extra Care development in every major population centre by 2019. The Council used a framework approach, this framework will allow the Council to procure the design, construction and delivery of Extra Care schemes from 4 providers. Hampshire offered £45 million as a market stimulus package. The investment is a mix of finance derived from prudential borrowing and land value, the level of investment arrived at per site being subject to a scheme viability appraisal.
6. Hampshire County Council and the South East Hampshire Clinical Commissioning Group are also currently in the process of commissioning the development of a 'Health and Wellbeing Campus' on a c.1.9 hectare site in Havant. The Campus will include a nursing home of at least 60 beds and an Extra Care Housing Scheme of at least 50 apartments.
7. East Sussex County Council set out their 5 year Extra Care strategy in 2003, with the aim of a minimum 10% shift away from residential care, through the development of nearly 400 flats, plus 150 specialist flats for people with dementia. East Sussex now has 5 schemes, 1 in each Borough /District and there are 2 more schemes in the pipeline. The Council offered capital secured through a variety of sources in including the Homes and Communities Agency, Borough Councils, regeneration budgets and the county Council's capital programme.
8. An evaluation of Extra Care in East Sussex in 2012 revealed that the financial impact of Extra Care was considerable, indicating that the cost of extra care housing was on average half the gross cost of the alternative placements. The best impact and financial returns were delivered by clients who received between 10 to 14 hours per week of care.

This page is intentionally left blank

Annex 4

1. Topic of assessment

EIA title:	Accommodation with Care & Support – Extra Care
-------------------	--

EIA author:	Matt Lamburn – Adult Social Care Project Manager
--------------------	--

2. Approval

	Name	Date approved
Approved by¹	Helen Atkinson – Strategic Director ASC & PH	

3. Quality control

Version number	1.1	EIA completed	
Date saved	16.11.2016	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Matt Lamburn	Project Manager	Surrey County Council	Project Manager – Adult Social Care
Samantha Voyle	New Models of Delivery Manager	Surrey County Council	Project Lead – New Models of Delivery
Sarah Ferron	Senior Category Specialist	Surrey County Council	Procurement

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>This EIA examines the strategic ambition that Surrey County Council has for the delivery of 600 affordable Extra Care apartments by 2025 and its associated business case. This ambition has been developed as part of the Accommodation with Care & Support Strategy and agreed through the Accommodation with Care & Support Board.</p> <p>Extra Care housing is an option of accommodation for older people which can offer a choice of independent living in a community setting, with care and support services delivered according to individual need.</p> <p>Based on the current profile of needs, at least 1 in 4 of the residents we support in residential care, but possibly as many as 1 in 3, could</p>
--	--

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

7

	<p>have their needs met within an Extra Care setting. In Surrey, we do not currently have enough capacity of Extra Care facilities to offer this choice. We want to work with and stimulate the market to develop the capacity needed to enable a strategic shift away from non-specialist residential care services.</p> <p>Given the demographic and legislative pressures, we face unprecedented financial challenges in meeting care and support needs in Surrey. However, a whole system's approach and the Cabinet's adoption of the Accommodation with Care & Support Strategy in 2015 has created opportunities for us to examine and assess our role in the accommodation market. Working together, we have the chance to plan for the right types of accommodation for Surrey residents, provide services in key locations and maximise the use of Council assets whilst also maximising value for money.</p> <p>It is recommended that SCC encourage and stimulate the market to increase the number of Extra Care units through the use of SCC assets for development purposes.</p> <p>Where possible, this EIA will outline any potential impacts that are foreseen as a result of delivering the strategic ambition, recognising that the associated papers primarily provide information, proposals and a direction of travel concerning use of SCC assets. This EIA should be read in conjunction with the wider Accommodation with Care & Support EIA published in December 2015.</p> <p>Where potential impacts are identified, this EIA will seek and propose ways of enhancing them (positive impacts) or mitigating those (negative impacts) as far as possible. This EIA is important in ensuring all stakeholders have had their views considered and will inform future procurement and commissioning arrangements.</p>
<p>What proposals are you assessing?</p>	<p>The key proposal under consideration for this EIA is the use of SCC assets as part of an offer to the market in delivering against its strategic ambition for 600 affordable Extra Care apartments.</p> <p>A market engagement event held in August 2016 demonstrated that there is interest from Extra Care providers and developers in working in Surrey. However, there are challenges that are currently preventing the market from delivering new Extra Care schemes at the rate that the Council requires. Feedback from the market suggests that delivering 600 apartments over 10 years is realistic if the Council is able to work with providers to overcome the identified challenges to delivery.</p> <p>The challenges identified by the market at this event were land availability and uncertainty over full utilisation of facilities. The market's feedback was that they will require the Council to play a role in identifying and offering suitable parcels of land. The Council will also need to demonstrate its commitment to Extra Care in the long-</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

	<p>term, with some guarantees on the number of hours of care the Council will purchase.</p>
Who is affected by the proposals outlined above?	<p>In the main, the people who may be affected by the above proposals are:</p> <ul style="list-style-type: none">• Current Residents of accommodation with care and support• Families and Friends• Carers• NHS Clinical Commissioning Groups• Adult Social Care Locality Teams• Borough & District Housing Departments• Landlords & Providers of Existing Schemes & Services• Care Providers• Workforce

EQUALITY IMPACT ASSESSMENT TEMPLATE

7 6. Sources of information

Engagement carried out
Throughout 2016, there has been wide-ranging and ongoing engagement with existing users of accommodation with care and support, potential future users of services, Carers, Stakeholders, Surrey County Council staff, NHS Clinical Commissioning Groups, Borough & District Partners and Providers.
Data used
<ul style="list-style-type: none">• Improving Housing with Care Choices for Older People: An Evaluation of Extra Care Housing' – Netten, Darton, Baumker & Callaghan, 2011• Various Housing LIN (Learning & Innovation Network) Bulletins• Chestnut Court & Anvil Court Evaluation Report (2014 & 2015)• Individual Resident Feedback Forms• Group Consultation with Extra Care Residents (various schemes – 2012)• Surrey CC - Extra Care Pathway Comparison Report 2015• Surrey County Council Corporate Strategy 2015-2020• The Future Direction of Extra Care Provision in the South East Region – Housing LIN, March 2011• Accommodation with Care & Support Integrated Commissioning Statements (Older People) covering each of the 6 NHS Clinical Commissioning Groups

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

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>It is expected that increased provision of Extra care housing will provide a variety of positive impacts:</p> <ul style="list-style-type: none"> Improved outcomes for the individual Flexible Care & Support services that are self-sustaining and value for money Improved resident experience More Surrey residents with care and support needs remaining within their own home for longer Benefits to the wider health system and NHS Clinical Commissioning Groups, including reductions in hospital admissions and quicker hospital 	<ul style="list-style-type: none"> Consideration of resident's natural communities will need to be recognised, especially as these can cross over political/health boundaries. 	<ul style="list-style-type: none"> Chestnut Court & Anvil Court Evaluation Report (2014 & 2015) Surrey CC - Extra Care Pathway Comparison Report 2015
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			
Carers ³			

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

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

EQUALITY IMPACT ASSESSMENT TEMPLATE

	discharges		
--	------------	--	--

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	In this column you should identify the potential positive impacts arising from the proposal that could benefit staff with this particular protected characteristic.	In this column you should identify the potential negative impacts arising from the proposal that could harm staff with this particular protected characteristic.	In this column you should explain how you have identified the negative or positive impacts. It might be that this was identified as an issue in your workforce monitoring or as part of your engagement activities with staff. Remember to include information from the data and engagement you listed in section six.
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			

EQUALITY IMPACT ASSESSMENT TEMPLATE

Carers			
--------	--	--	--

EQUALITY IMPACT ASSESSMENT TEMPLATE

7

8. Amendments to the proposals

Change	Reason for change
It is anticipated that there will be amendments to the portfolio of suitable sites identified for Extra Care housing as evaluations and formal engagement with the market proceeds.	N/A

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Improved outcomes for the individual	Ensure the design, development and service specification used for the procurement exercise will deliver the best possible outcomes for Surrey residents.	February 2017	Matt Lamburn
Flexible Care & Support services that are self-sustaining and value for money	Robust and flexible contracting arrangements and management to be established prior to any new facilities opening	Ongoing	ALT, Finance, Legal & Procurement
Improved resident experience		TBC	TBC
More Surrey residents with care and support needs remaining within their own home for longer	TBC	TBC	TBC
Benefits to the wider health system and NHS Clinical Commissioning Groups, including reductions in hospital admissions and quicker hospital discharges	Develop and expand the Extra Care Pathway Comparison report to further highlight the benefits to the whole system and NHS CCG partners	Ongoing throughout 2017	Matt Lamburn / ASC & Finance

EQUALITY IMPACT ASSESSMENT TEMPLATE

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • Improving Housing with Care Choices for Older People: An Evaluation of Extra Care Housing’ – Netten, Darton, Baumker & Callaghan, 2011 • Various Housing LIN (Learning & Innovation Network) Bulletins • Chestnut Court & Anvil Court Evaluation Report (2014 & 2015) • Individual Resident Feedback Forms • Group Consultation with Extra Care Residents (various schemes – 2012) • Surrey CC - Extra Care Pathway Comparison Report 2015 • Surrey County Council Corporate Strategy 2015-2020 • The Future Direction of Extra Care Provision in the South East Region – Housing LIN, March 2011 • Accommodation with Care & Support Integrated Commissioning Statements covering each of the 6 NHS Clinical Commissioning Groups
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>It is expected that increased provision of Extra Care housing will provide a variety of positive impacts:</p> <ul style="list-style-type: none"> • Improved outcomes for the individual • Flexible Care & Support services that are self-sustaining and value for money • Improved resident experience • More Surrey residents with care and support needs remaining within their own home for longer • Benefits to the wider health system and NHS Clinical Commissioning Groups, including reductions in hospital admissions and quicker hospital discharges <p>At this stage, there are no negative impacts identified by increasing the number of affordable Extra Care apartments or the use of SCC land.</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

7

Changes you have made to the proposal as a result of the EIA	At this early stage, there have not been any significant changes or amendments to the development of the strategy.
Key mitigating actions planned to address any outstanding negative impacts	<ul style="list-style-type: none">• Consideration of resident's natural communities will need to be recognised, especially as these can cross over political/health boundaries.• Further development of a clear vision of the future market in Surrey for Extra Care housing for self-funder provision.
Potential negative impacts that cannot be mitigated	N/A

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE, WELLBEING AND INDEPENDENCE****MRS HELYN CLACK, CABINET MEMBER FOR WELLBEING AND HEALTH****LEAD OFFICER: HELEN ATKINSON, STRATEGIC DIRECTOR ADULT SOCIAL CARE AND PUBLIC HEALTH****SUBJECT: APPROVAL TO AWARD CONTRACTS FOR THE PROVISION OF MENTAL HEALTH SERVICES – FIRST STEPS AND COMMUNITY CONNECTIONS IN SURREY****SUMMARY OF ISSUE:**

This report seeks approval from Cabinet to award six contracts for the provision of two Mental Health Services (First Steps and Community Connections) in Surrey to commence on 1 April 2017 as the current arrangements end on 31 March 2017.

These contracts will enable Surrey County Council to fulfil its statutory duties under the Care Act 2014 to prevent, reduce and delay the care and support needs of those with mental health and emotional health issues. The Care Act gave Surrey County Council new duties to promote wellbeing. Adult Social Care, Public Health and the Clinical Commissioning Groups in Surrey have worked together to maximise the opportunities to ensure the outcomes of people with mental health needs are met in the most cost effective way. By recommending the contract awards of these two co-produced, evidence based and robustly evaluated mental health services, the County Council will effectively demonstrate its support for parity of esteem for mental health and improve the mental wellbeing of Surrey citizens.

Mental health services are significantly underfunded compared with physical health services. By commissioning these services, we will ultimately decrease the demand on and cost of the more complex mental health services, this is described in more detail from paragraph 19 of this report.

First Steps is the first level of the mental health pathway in Surrey and will include:

- Early Intervention for mild to moderate mental health problems via guided self-help, 'emotion-gyms' (guided group sessions) in community based settings, phone-line/email support and sign-posting people to relevant services.
- Mental health and suicide prevention training and professional development for staff and volunteers in contact with the Surrey population (in the public, voluntary, private sector and wider community)
- Active awareness-raising and anti-stigma campaigns for emotional and mental

health.

This service will actively support people in Surrey to continue to live healthy lifestyles, function in their daily lives and help prevent escalation of need.

Surrey Community Connections services are open access services, delivered by the voluntary sector, to support people (aged 16 and over) with mental health needs to stay well in their communities. Surrey County Council provides leadership for these jointly commissioned services, working with all the Clinical Commissioning Groups in Surrey. The services promote social inclusion, community participation, mental well-being and recovery by connecting people to 'mainstream' activities in their community by offering a variety of group activity and one to one support.

The outcomes delivered by Community Connections services include:

- enabling an individual's recovery;
- helping people develop and maintain a support network;
- and giving people personalised support to fit their needs.

Feedback from service users was that the service gives them the opportunity to get out and meet other people with similar issues. They are able to discuss problems in a safe environment and do not feel so isolated.

This report provides details of the procurement process, including the results of the tender evaluation, engagement and consultation. Parts 1 and 2 of this report demonstrate why the recommended contract awards deliver best value for money and contribute to the strategic goals of Wellbeing and Resident Experience.

Recommissioning and award of the First Steps contract to the recommended provider will help Council deliver savings.

Due to the commercial sensitivity involved in the contract award process, the detailed evaluation report and financial details of successful providers have been circulated as a Part 2 report.

RECOMMENDATIONS:

It is recommended that the background information set out in this report be noted and six contracts are awarded for three years from 1 April 2017, with an option to extend for two periods of one year each for:

- First Steps county wide service - one contract awarded
- Community Connections Services – five localised contracts are awarded.

Details of the awards and the contract values are in the Part 2 report.

REASON FOR RECOMMENDATIONS:

The current agreements will expire on 31 March 2017. A full tender process, in compliance with the requirements of Public Contract Regulations and Procurement Standing Orders, has been completed and the recommendations provide best value for money for the Council following a thorough evaluation process.

Both of the services will be delivered in Surrey from local bases. The recommended providers have committed to be proactive in providing apprenticeships and volunteering opportunities to Surrey residents whilst delivering efficiencies for the Council.

DETAILS:

Background:

1. Mental health is everyone's business: we all have mental health, just as we have physical health that can fluctuate at different points in our lives. Lifestyle factors, the communities in which we live, the local economy and the environment all impact on an individual's mental health.
2. 1 in 4 people in the UK will experience a mental health problem each year. These people often do not seek help due to the stigma that still surrounds mental illness hence the importance of widely available self-help information and anti-stigma interventions as well as open access, local support.
3. The World Health Organisation states that mental health problems can account for a greater impact on the individual than cardiovascular disease or cancer and have wide-reaching effects on people's education, employment, physical health, and relationships.

National and local imperatives

4. The Care Act (2014) consolidates and modernises the framework of care and support law; it sets out new duties for local authorities and partners, and new rights for service users and carers. It places new duties on local authorities to prevent, reduce and delay care and support needs. There is an emphasis on the wellbeing principle that underpins the Act and duties around integration and collaboration with other public sector organisations.
5. Community Connections services are jointly commissioned with Surrey's Clinical Commissioning Groups; the County Council leads this programme of work. This integrated approach is embedded in the commissioning of mental health services locally.
6. With Adult Social Care, Clinical Commissioning Groups and Public Health commissioners working collaboratively on these contracts, there is assurance that there is no duplication of work, that value for money is attained across the whole system and people with mental health needs can achieve the best possible outcomes.
7. The recently published All-Party Parliamentary group on social work report into adult mental health services found that funding for mental health services remains inadequate and is not at parity with physical health spending. The report also found that reductions in social care budgets are having a profoundly negative impact across adult mental health and partner services. Continuing to commission Community Connections services helps meet the recommendations for early intervention, working towards parity of esteem and integrating support across the system.

8. The Integrated Commissioning Strategy for Emotional Wellbeing and Mental Health identifies priority areas in Surrey including: early intervention, working as a whole system, crisis care, enabling recovery and working in partnership with service users and carers. The First Steps and Community Connections services have an integral role in the mental health pathway which helps contribute to the delivery of these priorities.
9. The Council's Joint Strategic Needs Assessment and evaluation of Community Connections Services in Surrey have identified a need to provide community based support for people with mental health needs to enable recovery and help to stay well.

What the services deliver.

10. The role that both First Steps and Community Connections services play in the mental health pathway is crucial.
11. First Steps is the first level of the mental health pathway in Surrey providing mental health promotion and anti-stigma services. First Steps directly promotes its services to the public by advertising in GP surgeries, libraries, pharmacies and community centres so people can self-refer. First Steps also raises awareness of the service with key health and social care staff who can then refer people.
12. The target audience for the First Steps service is residents of or working in Surrey aged 18+ who are experiencing mild-moderate emotional and/or mental health problems. First Steps recognise the needs around transition between CAMHS and adult services and engage with educational institutions to support people aged 16-18 via mental health information leaflets and booklets designed specifically for young people. First Steps will also link with CAMHS staff and youth advisors.
13. Community Connections services bridge the perceived gap between primary and secondary care mental health. They also act as a community based support network for individuals throughout their recovery journey, promoting independence, avoidance and management of crisis and a reduction in dependence on secondary and primary care services.
14. At the end of 2015/16, Community Connections services were supporting over 4,500 people at that point in time. Throughout the year there was a flow of new referrals and closures, illustrating that services were reaching new people with mental health needs, as well as enabling people to achieve a positive outcome from the service they had received and move on. Service users fed back that they don't feel so lonely and isolated when they use the service; Community Connections gave them new skills and confidence.
15. When Community Connections services delivered during 2014/15 were evaluated, it was clear that both flexibility and ability to design services to meet local needs and outcomes were significantly beneficial to service users. Therefore, the service specification reflects this and services are based around the outcomes they are expected to deliver. Key components of a successful Community Connections service are:
 - Listening to and involving people in the design and development of services.

- Partnership working and local connections/networks with other voluntary and statutory providers.
 - Helping people to make and maintain support networks.
 - Giving people a reason to get out and about.
 - Supporting self-help and recovery.
 - Providing a range of courses, groups and activities.
 - Having high quality staff and volunteers.
 - Providing a personalised approach and enabling people to be active in their own recovery.
16. Community Connections services are also key partners in the delivery of local safe havens, nationally recognised out of hours support for people experiencing a mental health crisis.
 17. There is strong evidence to suggest that investment in services such as First Steps that promote mental well-being (including early intervention and prevention) improves quality of life, life expectancy, educational achievement, productivity and economic outcomes; and reduces violence, antisocial behaviour and crime. Those that attended the Emotion Gym sessions experienced an improvement in individual mental wellbeing, a new level of awareness of mental health and a sense that they can start to gain control.
 18. Similarly, Community Connections services have a robust local evidence base which demonstrates that they provide excellent outcomes for individuals, are value for money and prevent escalation of needs.
 19. The Department of Health (DoH) states that *“Investment in the promotion of mental wellbeing, prevention of mental disorder and early treatment of mental disorder results in significant economic savings even in the short term”*. Due to the broad impact of mental disorder and wellbeing, these savings occur in a number of sectors including health, social care and criminal justice. The DoH report demonstrates that a range of costs to other public sector bodies can be avoided by delivering mental health promotion and prevention activities. For example, for every £1 spent on workplace health promotion programmes an annual return of investment of £9 can arise from reduced absenteeism and increased productivity.
 20. In addition, a report on the cost-effectiveness of anti-stigma campaigns identified that £421 per person with depression can be saved through stigma prevention campaigns. First Steps is an anti-stigma and mental health promotion service (which includes workplace wellbeing, mental health and suicide prevention training) and will directly deliver a service that supports such outcomes in Surrey.
 21. Community Connections services enable significant savings through whole system cost avoidance; supporting people with a mental health needs to reduce reliance on statutory mental health services, maintaining their recovery journey and crisis prevention. Service users often comment that it’s the social interaction that keeps them well.

22. An example of potential cost avoidance for Community Connections can be demonstrated as follows:

Under the current contracts the average cost to support an individual was £118.06 for a year. By supporting individuals to become less reliant on statutory mental health services savings will be delivered through avoiding use of services such as:

- acute psychiatric in-patient admission which typically costs £11,300; or
- a year's worth of Community Mental Health Recovery Service support which costs around £4,536 per year (which is a cost to the Council and the CCGs).

Just one in-patient admission avoidance equates to the cost of 96 individuals being supported by Community Connections services. Other cost avoidance for the County Council would be reducing the need for individuals to require supported living or other outreach services delivered by County Council staff.

Procurement Strategy and Options

23. The existing agreements for the provision of First Steps and Community Connections services will expire on 31 March 2017. The incumbent providers are Virgin Care Limited (delivering First Steps) and Catalyst, Richmond Fellowship, Mary Frances Trust, WWAG, Cornerhouse (delivering locally based Community Connections services).
24. A single stage 'open' tender procedure, compliant with the European Public Procurement Regulations and Procurement Standing Orders, has been carried out including advertising the contract opportunity in the Official Journal of the European Union (OJEU) on 25 July 2016.
25. Before going out to tender several commissioning options were reviewed by the project steering group. The new service specifications were informed by the evaluation of current First Steps and Community Connections services and concept days which were attended by a number of different agencies, service users and carers alongside CCG commissioners.
26. The commissioning models for those two Mental Health Services differ significantly; Community Connections services adopt a localised approach whereas First Steps is a Surrey wide service.
27. Several options were considered when completing the Strategic Sourcing Plan (SSP) prior to commencing the procurement activity, including the following:
- a. To commission an integrated mental health service with Public Health or
 - b. To undertake a joint procurement process with separate specifications for First Steps and Community Connections.
28. After a full and detailed options analysis it was decided to undertake a joint procurement process as the most efficient way to approach the provider market.

- a. Option (a) was rejected as although both services are universal, the ways in which they engage with the community are different. First Steps is an open broadcast provision of self-help information aimed at improving self-care, whereas Community Connections is an open access support provision for people with mental health issues. As a result, outcomes are measured in completely different ways. There is also an additional complexity of the differing funding streams and budget management.
- b. Option (b) was chosen as the one delivering best value for the Council through providing community based support networks for individuals throughout their recovery journey, promoting independence, avoidance and management of crisis and a reduction in dependence on secondary and primary care services with the associated savings (as outlined in paragraph 19 to 22). Due to the commonalities between the provider market, stakeholders and service outcomes the procurement of both First Steps and Community Connections was aligned. This allowed for a streamlined process, alleviated process demands placed on the providers and allowed for joined-up thinking across Adult Social Care and Public Health.

29. In the tender a Surrey-wide First Steps service was included as a separate lot whereas Community Connections was split into five lots, one for each CCG area.

30. A joint project team was set up to manage the process which included representatives from Adult Social Care, Public Health, Procurement, Clinical Commissioning Groups and the Surrey Coalition of Disabled People.

Use of e-Tendering and market management activities

- 31. An electronic tendering platform was used enabling the tender process to be as accessible as possible.
- 32. A provider engagement event was held on 25 July 2016 to stimulate interest, raise awareness of the services and explain the tendering process to be used.

Key Implications

- 33. By awarding a contract to the providers recommended for the provision of First Steps and Community Connections services to commence on 1 April 2017, the Council will be meeting its statutory duties under the Care Act 2014 to prevent, reduce and delay the care and support needs for those with mental and emotional health issues.
- 34. The management responsibility for these contracts lies with: the Public Health lead (First Steps); and the senior commissioning manager for mental health in Adult Social Care (Community Connections). Both services will be managed in line with the Contract Management Strategy and plan as laid out in the contract documentation.
- 35. Performance will be monitored through a series of Key Performance Indicators as detailed in the contracts and reviewed at quarterly monitoring meetings.
- 36. Social Value requirements were included in the tendering process. Bidders were asked in their tender submissions to provide details of how they would

implement and deliver the commitments made in their Employment and Skills Plan (ESP), including opportunities that would be offered within the local area and over the term of the contract via work experience placements, apprenticeships and work with priority groups including employment of those currently Not in Education, Employment and Training (NEET).

37. The providers recommended for contract award have given contractual commitments which include:
- Identifying a service user's and carer's goals and aspirations to provide access to a broad range of opportunities to contribute to the economic, social and environmental wellbeing of Surrey.
 - Developing the workforce from within by providing opportunities such as: placements, volunteering, mentoring, and peer work as a stepping stone to future qualifications and employment as well as enhancing wellbeing.
 - Working with local businesses to 'sponsor' activities, fundraise, or provide resources, (human and equipment) as part of a community development approach.
 - Providing Social Value by using local services, goods, facilities, and businesses within the Boroughs and Districts.

Competitive Tendering Process

38. A competitive tendering process was carried out. It was decided that the open tender procedure was appropriate in order to attract more providers to bid for the service. Providers were given 46 days to complete and submit their tender.
39. Tender submissions were evaluated against initial pass/fail criteria including Good Business Standing, Insurance Requirements and Financial Information, which all providers passed. Responses were then evaluated against the quality criteria and their weightings as shown below.

First Steps

Award Criteria	Weighting
Quality	80%
<i>Service Delivery and Operations</i>	37%
<i>Priority Groups</i>	10%
<i>Staffing</i>	6%
<i>Accessibility and Engagement</i>	17%
<i>Presentation</i>	10%
Value for Money	15%
Social Value	5%
Total	100%

Community Connections

Award Criteria	Weighting
Quality	80%
<i>More people have better mental health</i>	20%
<i>More people will recover</i>	30%
<i>People will have a positive experience of care and support</i>	30%
Value for Money	15%
Social Value	5%
Total	100%

40. Further information regarding tender evaluation and scoring is included in the Part 2 report.

CONSULTATION:

41. A number of stakeholders have been involved throughout the commissioning and procurement process. A multi-agency group was formed to steer the work which included representation from Adult Social Care, Public Health, the CCGs and Surrey Coalition of Disabled People. A concept day was held on 3 March 2016 for First Steps and 7 June 2016 for Community Connections. Both events were attended by a wide range of stakeholders. A market engagement event was held and the Independent Mental Health Group (Surrey's service user and carer network) was represented throughout. The evaluation panels included commissioners from health and social care, senior social workers, service users and carers as well as procurement.

RISK MANAGEMENT AND IMPLICATIONS:

42. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Services do not deliver quality outcomes expected to demonstrate increased value for money	The recommended bidders committed to increased levels of activity in their tender responses. Key Performance Indicators will be in place and monitored in quarterly review meetings. Finance have been engaged from the outset.
	Potential risk that during the contract life the providers will request an increase against the annual service delivery cost.	The annual cost of the contract is fixed for the duration of the contract.

	First Steps - The ring fence on the Public Health budget is removed in future years necessitating a renegotiation of the contract value	Ability to vary the contract is contained within the Terms and Conditions. The contract includes a 'Termination Clause' (Condition 36 of the contract) which will allow the Council to terminate the contract with six months' notice should priorities change.
	The budget for Community Connections could change over the contract period	We have included a standard break clause in the terms and conditions if the budget is removed or reduced. The 'Termination Clause' will allow the Council to terminate the contract with six months' notice should priorities change.
Reputational	New services do not establish in time for commencement date.	Three months have been set out for mobilisation activities. SCC will work with the successful providers to support them throughout this process.
	Data Protection or Safeguarding breach	The 'Termination Clause' will allow the Council to terminate the contract immediately in the event of a safeguarding or data protection breach.
Service Delivery	Quality of service delivered does not meet objectives and needs.	Strong contract management and quarterly contract review meetings.
	The successful providers go into administration and/or cease to exist therefore unable to deliver services.	All bidders successfully completed satisfactory financial checks. The contract includes an Exit Plan for commissioners to follow and ensure smooth transition to a new arrangement.

Financial and Value for Money Implications

43. Full details of the contract values and financial implications are set out in the Part 2 report.
44. The procurement activity has delivered within budget. Within the contracts it is clear that no overspend can occur and this will be included in performance monitoring meetings.
45. First Steps recommissioning has delivered a saving that is detailed in the Part 2 report.
46. The new First Steps specification includes integration with two additional preventative mental health services – Time to Change Surrey and Suicide

Prevention training – with a greater focus on driving efficiencies, reaching more people and innovation. This will empower the successful provider to deliver a better quality preventative mental health service to Surrey residents.

47. Community Connections contracts will be managed to ensure providers continue to deliver more value through increased numbers of referrals and improved outcomes which play an integral part of the mental health pathway. During 2015/16 4,500 people were referred to the community connections service and recommended bidders have agreed that this will continue to increase over the new contract period – detail of this is included in the Part 2 report. This trajectory is evidenced through the previous contract performance and will be monitored as part of performance monitoring going forward. Further detail of the cost avoidance Community Connections services deliver is included in paragraph 22 of this report.
48. The new contracts include specific Key Performance Indicators (KPI) reporting requirements to demonstrate increased numbers of referrals and improved outcomes.
49. Bidders were asked to detail any expected efficiencies, savings or financial benefits that could be realised if they were successful in being awarded more than 1 lot, to be agreed post award. One of the bidders have been successful in three lots and have agreed that further savings can be achieved through efficiencies.
50. Many of the savings derived from this service will benefit the health system rather than directly impacting on council expenditure. It is therefore appropriate that 28% of the Community Connections service will continue to be funded directly by Surrey's Clinical Commissioning Groups and a further 33% from Surrey's Better Care Fund. Further details about funding arrangements are outlined in Part 2 of the report.

Section 151 Officer Commentary

51. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. Although this planned expenditure has been included within the current Medium Term Financial Plan, agreeing to this recommendation will reduce the council's options to balance the budget in the future.
52. It is noted though that the award of these contracts is within the current budget envelope and allows for increased volume of services with associated cost avoidance savings. The services are also important aspect of collaborative joint working arrangements across Surrey's health and social care system, and the award of these contracts within existing resources will enable these arrangements to continue.

Legal Implications – Monitoring Officer

53. Following approval for route to market at the SGM, a full competitive tendering process has been undertaken by the Council using the open procedure in accordance with the Public Contracts Regulations 2015 and the Council's Procurement Standing Orders. Legal Services have advised on and prepared bespoke contracts for the Services in conjunction with the CCGs.

Equalities and Diversity

54. An equalities impact assessment has been written and is available as Annex 1 to this report. The contracts will be managed and monitored in line with Surrey's obligations under the equalities monitoring framework.

Other Implications:

55. We have negotiated a transfer of the First Steps Intellectual Property from Virgin Care (who is the incumbent provider) to Surrey County Council and any future new provider as part of a contract variation on the existing contract. Intellectual Property is addressed directly in the new contract terms and conditions.

Safeguarding responsibilities for vulnerable children and adults implications

56. The terms and conditions of the contract stipulate that the provider will comply with the Council's Safeguarding Adults and Children's Multi-Agency procedures, any legislative requirements, guidelines and good practice as recommended by the Council. This will be monitored and measured through the contractual arrangements.
57. The service will operate a client centred approach, working collaboratively with other Health and Social Care Services.

Public Health implications

58. First Steps is a Public Health funded service and contributes to the national Public Health Outcomes Framework (PHOF): Objective 2 'people are helped to live healthy lifestyles, make healthy choices and reduce health inequality',
59. Community Connections services link in with Public Health to provide tiered support for individuals with a focus on the priority areas in Surrey identified in the Integrated Commissioning Strategy for emotional wellbeing and mental health, including: early intervention, working as a whole system, crisis care, enabling recovery and working in partnership with service users and carers. The Community Connections services are an integral part of the mental health pathway which helps achieve these priority areas.

WHAT HAPPENS NEXT:

60. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including 'call in' period)	19 December 2016
'Alcatel' Standstill Period	19 – 29 December 2016
Contract Signature	1 March 2017
Contract Commencement Date	1 April 2017

61. The Council has an obligation to allow unsuccessful providers the opportunity to challenge the proposed contract award. This period is referred to as the 'Alcatel' standstill period.

62. The Council will work closely with the successful providers to ensure a smooth transition from current provisions of the services.
63. The new providers will be required to work with the current providers with regards to the transfer of staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006 to ensure the continuity of staff for current service users and the successful transfer of the services.

Contact Officer:

For queries relating to Community Connections the contact officers are:

Nicola Sinnett, Category Specialist, Procurement – Adult Social Care, 020 8541 8746
Jane Bremner, Senior Commissioning Manager, Adult Social Care, 020 8541 9559

For queries relating to First Steps the contact officers are:

Rachel Maloney, Category Specialist, Procurement – Public Health, 0208 5417529
Maya Twardzicki, Public Health Lead, Public Health, 0208 541 7800

Consulted:

Cllr Margaret Hicks, County Councillor
Surrey Mental Health Network
Laura Forzani, Head of Procurement and Commissioning
Anna Tobiasz, Category Manager – Adults
Liz Uliasz, Area Director ASC
Ruth Hutchinson, Deputy Director - Public Health
Diane Woods, Mental Health & Learning Disabilities Surrey CCG Collaborative
Janine Sanderson, Mental Health & Learning Disabilities Surrey CCG Collaborative
Daryl Mogridge, Senior Principal Accountant
Anna Price & Lucinda Derry, Principal Accountants
Wil House, Finance Manager
Naz Fox, Legal Services
Jane Bremer, Senior Commissioning Manager NW Surrey
Surrey Coalition of Disabled People

Annexes:

Annex 1 - Equality Impact Assessment
Part 2 Report – Commercial details and agreement award.

Sources/background papers:

References

1. Department of Health (2011) Mental health promotion and mental illness prevention: the economic case.
http://eprints.lse.ac.uk/32311/1/Knapp_et_al_MHPP_The_Economic_Case.pdf
2. Joint Commissioning Panel for Mental Health (2012) Guidance for Commissioning Public Mental Health Services
<http://www.rcpsych.ac.uk/pdf/jcpmh-publicmentalhealth-guide%5B1%5D.pdf>

3. McCrone P, Knapp M, Henri M, McDaid D (2010). The economic impact of initiatives to reduce stigma: demonstration of a modelling approach. *Epidemiol Psychiatr Soc* 18:131–9. Murray CJL, Lopez Ad, eds. (1996). The global burden of disease and injury series, volume 1: a comprehensive assessment of mortality and disability from diseases, injuries, and risk factors in 1990 and project to 2020. Cambridge MA, USA: Harvard University Press.
 4. Better Mental Health for All – a public health approach to mental health improvement (2016) London: Faculty of Public Health and Mental Health Foundation Department of Health (2011). Mental health promotion and mental illness prevention: the economic case.
-



1. Topic of assessment

EIA title:	Commissioning and procurement of Community Connections and First Steps services
-------------------	---

EIA author:	Jane Bremner, Senior Commissioning Manager, Adult Social Care
--------------------	---

2. Approval

	Name	Date approved
Approved by	Liz Uliasz	7 October 2016

3. Quality control

Version number	V0.3	EIA completed	7 October 2016
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Jane Bremner	Senior commissioning manager	Surrey County Council	Lead author EIA
Janine Sanderson	Senior commissioning manager	NE Hants and Farnham CCG, on behalf of Surrey CCGs	EIA team
Maya Twardzicki	Public Health Lead	Surrey County Council	EIA team
Ian Stronge	Surrey Independent mental health network co-ordinator	Surrey Coalition of Disabled People	EIA team

Equality Impact Assessment Template

8

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Surrey County Council (Adult Social Care) and the six clinical commissioning groups (CCGs) in Surrey have been jointly commissioning community connections services since 2013.</p> <p>Surrey community connections services are open access services to support people with mental health needs to stay well in their communities. The services promote social inclusion, community participation, mental well-being and recovery by connecting people to 'mainstream' activities in their community. Adult Social Care lead this Surrey wide programme of work, with voluntary sector lead providers delivering services at a district and borough level. The role that these services play in the mental health pathway is crucial. They bridge the perceived gap between primary and secondary care mental health. They also act as a community based support network for individuals throughout their recovery journey, promoting independence, avoidance and management of crisis and a reduction in dependence on secondary and primary care services.</p> <p>Public Health commission the First Steps service. First Steps is an evidence based, integrated emotional wellbeing, mental health and anti-stigma service, for the Surrey population and also targeting areas of higher need and priority groups. It is the first level of the mental health pathway in Surrey: universal access and self-help.</p> <p>The current contractual arrangements for both community connections and First Steps end in March 2017, necessitating a procurement process to ensure continued delivery of these key elements of the mental health pathway.</p> <p>This EIA ensures the current round of commissioning and procurement of community connections and First Steps services has comprehensively assessed the impact on equalities.</p>
<p>What proposals are you assessing?</p>	<p>We are assessing the impact on equalities of the plans to contract with:</p> <ul style="list-style-type: none"> • Five lead providers to deliver community connections services in Surrey outlined in the service specification • One provider to deliver First Steps in Surrey outlined in the service specification.
<p>Who is affected by the proposals outlined above?</p>	<p>All Surrey residents (for First Steps) including (for community connections):</p> <ul style="list-style-type: none"> • Adults (16+ years) with mental health problems, including those who access primary care, secondary care or the voluntary sector for their mental health needs. • Carers of adults with mental health needs

Equality Impact Assessment Template

6. Sources of information

Engagement carried out
<p>The service specifications for community connections and First Steps have been informed by the following processes:</p> <ul style="list-style-type: none">• In 2014, an integrated commissioning strategy for emotional wellbeing and mental health was developed which has guided our commissioning intentions for provision of community connections/First Steps services. This strategy was co-produced with service users, cares and wider stakeholders• The independent mental health network (service user and carer voice) was represented on the community connections/First Steps steering group• The service specification for community connections was been based on local knowledge and evidence. In the evaluation of Community Connections Services that was conducted in 2015, people who used the services told us that these things are important in the delivery of these services and these points have been included in the Service Specification• A concept day for community connections was held in June: feedback from this also informed the service specification; for First Steps a concept day was held in March, followed by a survey to help inform the development of the specification• Service user and carer representatives were on all the procurement evaluation panels and had an equal vote and voice when scoring submissions
Data used
<p>The following data sets were used to inform the development of the service specification:</p> <ul style="list-style-type: none">• Quarterly contract monitoring data: Q1 report published August 2016• Mental health chapter of JSNA: published 2014• Community connections evaluation• Integrated commissioning strategy for emotional wellbeing and mental health• Service user/carers/provider/stakeholder analysis of feedback from concept days: reports developed April 2016 and June 2016• First Steps survey feedback: May 2016

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 ¹	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 50</p> <p style="text-align: center;">Age</p>	<p>Whilst community connections is a service commissioned to substantially enhance potential for recovery and wellbeing for adults from age 18, we have specified that the service will not exclude individuals who are 16-18 years, or 65 years or over provided the service can substantially enhance their potential for recovery and social inclusion, and no other service is available that is acceptable to the individual.</p> <p>Similarly First Steps is a service for adults living and working in Surrey aged 18+, although with some defined work in educational establishments for young people aged 16-18 and some self help resources for young people. Older adults are a priority target group (due to their increased risk of mental health problems).</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>Quarterly monitoring data from existing community connections and First Steps services illustrates that both people younger than 18 and older than 65 access the services currently. The service specification for community connections states:</p> <ul style="list-style-type: none"> The service shall be fully compliant with The Equality Act 2010 <p>The service will not exclude individuals who are 16-18 years, or 65 years or over provided the service can substantially enhance their potential for recovery and social inclusion, and no other service is available that is acceptable to the individual</p> <p>The service specification for First Steps states that apart from some defined work in educational establishments for young people aged 16-18, clients younger than 18 with mild-moderate problems to be signposted, to CAMHS/ youth counselling /other relevant youth orientated services.</p> <p>One of the required standards that applies to older people is 'Evidence of specific service promotion activities appropriate for each priority group'. Also day time psycho-educations sessions are to be run in direct feedback from older people that they are preferable to evening ones for them.</p>
<p style="text-align: center;">Disability</p>	<p>The services are specifically for people who want to promote their mental wellbeing or receive help on their recovery journey. For both services, we are aware of the link between physical and</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>Quarterly monitoring data from existing community connections services illustrates that people with other impairments, in addition to their mental health need, access the services currently. The service specifications for community connections and First Steps state that the service shall be fully compliant</p>

Equality Impact Assessment Template

Page 51

	<p>mental health and the services identify people with additional physical health needs so they can provide appropriate supports/self-help resources. We specify that providers of both services need to be compliant with the NHS accessible information standard. People with other disabilities or impairments, such as a learning disability or autism can also have a mental health issue and we are clear that anyone, regardless of any other impairment, can access the services for their mental health needs.</p>		<p>with The Equality Act 2010. We also ask for equalities information in the proposed performance monitoring so we can be assured that we are advancing equal opportunities and there is no discrimination.</p> <p>First Steps delivers training to health sector staff on the interaction between and importance of addressing both mental and physical health problems and on the mental health implications of Long Term Conditions.</p>
<p>Gender reassignment</p>	<p>Enabling self-referral to community connections and First Steps, enables people who have undergone/ are undergoing gender reassignment can have more control over what support they access and how.</p> <p>Public awareness campaigns to reduce stigma could lead to less discrimination and earlier access to services.</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>We have received case study evidence from providers regarding support for an individual with this protected characteristic which illustrates the person-centred support and accessibility of the service. The service specification for community connections states that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis.</p>
<p>Pregnancy and maternity</p>	<p>These services will not impact this protected group (either positively or negatively) more or less than the general population.</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>The service specification for community connections states that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis. The First Steps specification also requires the service to be compliant with the Act</p>

Equality Impact Assessment Template

Page 52

<p>Race</p>	<p>Further development of community connections that are accessible to all people with a mental health need could increase the number of BME people accessing mental health services and support in their local community. Similarly for First Steps – although BME people are a priority target group (due to their increased risk of mental health problems) Public awareness campaigns and targeted work with faith groups could reduce the stigma and fear surrounding mental health in some ethnic minority groups, leading to earlier access to services. Enabling self-referral to universal services, peer support and self-management courses, meaning services are more accessible for people from BME communities who may fear or distrust traditional services.</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>The service specification for community connections and First Steps state that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis to ensure that service access reflects the local population.</p> <p>First Steps have consulted with BME groups and as a result developed specific self help resources (e.g. illustrated, easy read and audio versions) and made website to make sure that the service is inclusive and accessible. The team also received training to improve their awareness of the culture and needs of the Gypsy and Traveller community.</p>
<p>Religion and belief</p>	<p>Public awareness campaigns and targeted work with faith and other groups could reduce the stigma and fear surrounding mental health and lead to earlier access to services. Monitoring of services on equality outcomes leading to services that are accessible and</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>The service specifications for community connections and First Steps services state that the services shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis.</p> <p>First Steps have links and promote their service with various religions/faith and other groups and attend and input to Epsom Mental Health Week annually which has strong links to faith groups.</p>

Equality Impact Assessment Template

	<p>acceptable to all (depending on target group).</p> <p>Enabling self-referral to universal services, peer support and self-management courses - meaning people from different faiths have more control over the services and support they access.</p>		
<p>Page 53</p> <p>Sex</p>	<p>Early intervention plus increased opportunities for self-referral to universal services, peer support and self-management courses – targeted work for men can enable more men to access support earlier.</p> <p>Increased emphasis on universal services -meaning women with a low to moderate need (i.e. those not eligible for secondary services) can access a range of low level support.</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>The service specification for community connections and First Steps states that the services shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis.</p> <p>The JSNA tells us that: rates of common mental disorders are higher in women than men; suicide rates are higher in men than women and men are less likely to consult their GP about a mental health problem.</p> <p>In response to this First Steps ran a consultation with men on how to make their service more appealing to them and as a result developed a Manzone section on their website self help section.</p>
<p>Sexual orientation</p>	<p>Increased opportunities for self-referral to universal services, peer support and self-management courses may result in improved access to and experience of services for LGB people. Lesbian, gay, bisexual (LGB) and, transgender people are a priority target group for the</p>	<p>No evidence of changes to services to disproportionately affect this group.</p>	<p>The service specification for community connections and First Steps state that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis.</p> <p>First Steps consulted and made links with services for the LGB and transgender community to see if there were any gaps in emotional/mental health support for these people. Together they concluded First Steps</p>

Equality Impact Assessment Template

	First Steps service (due to their increased risk of mental health problems)		will keep the services informed of their service, self-help, Emotion Gyms and other events. First Steps could also look at current material to see if it is based around heterosexuality e.g. mentions of wife, husband etc
Marriage and civil partnerships	The recommendations will not impact this protected group (either positively or negatively) more or less than the general population.	No evidence of changes to services to disproportionately affect this group.	The service specification for community connections and First Steps state that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis.
Page 54 Carers	Increased opportunities for self-referral to universal services, peer support and self-management courses may result in improved access to and experience of services for carers. Care a priority target group for the First Steps service (due to their increased risk of mental health problems)	No evidence of changes to services to disproportionately affect this group.	The service specification for community connections and First Steps state that the service shall be fully compliant with The Equality Act 2010 and providers will be monitored on a quarterly basis. Local carers health survey data indicates carers may have greater needs around their own emotional wellbeing and mental health. In response to this: there is a specific Carer's self help section on the First Steps website, the service will have flexible operational times and psycho-education sessions will run both in daytime and evenings – to facilitate carers to access the service.

Equality Impact Assessment Template

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Disability	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Gender reassignment	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Pregnancy and maternity	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Race	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Religion and belief	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply

Equality Impact Assessment Template

Sex	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Sexual orientation	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Marriage and civil partnerships	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply
Carers	As 7a.	As 7a.	The Equality Act 2010 relates to service users and employees and the service providers have responsibilities as a provider to service users and as an employer to its employees, so evidence in section 7a. would apply

Equality Impact Assessment Template

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
N/A			

10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>The services are evidence-based and promote mental health and wellbeing and recovery.</p> <p>The service specifications for community connections and First Steps have been informed by a range of quantitative and qualitative local data.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>The commissioning and procurement of both services have positive impacts on people with protected characteristics. The commissioning process has been mindful of equalities and accessibility and service specifications and performance</p>

Equality Impact Assessment Template

8

	monitoring frameworks developed to ensure equalities data is captured.
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	N/A
Potential negative impacts that cannot be mitigated	N/A

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE, WELLBEING AND INDEPENDENCE****LEAD OFFICER: HELEN ATKINSON, STRATEGIC DIRECTOR ADULT SOCIAL CARE AND PUBLIC HEALTH****SUBJECT: APPROVAL TO AWARD A CONTRACT FOR THE PROVISION OF INDEPENDENT ADVOCACY SERVICES IN SURREY****SUMMARY OF ISSUE:**

This report seeks approval to award a contract for the provision of Independent Advocacy Services in Surrey as detailed in the recommendations to commence on 1 April 2017. The service is jointly funded by Adult Social Care, Public Health and Surrey Clinical Commissioning Groups.

Awarding the contract for Independent Advocacy Services will allow Surrey County Council to meet its statutory requirements under the Care Act 2014 and the Mental Health Act 1983 across a range of age groups, needs and settings. This includes young people in transition to adult services, older people, adults with disabilities, including carers, those with sensory impairments, learning difficulties, autism, physical disabilities, mental health issues and individuals with limited capacity, for example, with dementia or head injury.

The report provides details of the procurement process, including the results of the tender evaluation, engagement and consultation and, in conjunction with the Part 2 report, demonstrates why the recommended contract award delivers best value for money and contributes to the strategic goals of Wellbeing, Economic Prosperity and Resident Experience to ensure Surrey's economy remains strong and sustainable and the service meets the needs of residents in Surrey.

Due to the commercial sensitivity involved in the contract award process, the detailed evaluation report and financial details of the successful provider has been circulated as a Part 2 report.

RECOMMENDATIONS:

It is recommended that the contract is awarded to the recommended provider for three years from 1 April 2017 with an option to extend for up to one year. Details of the award and the contract value are contained in the Part 2 report.

REASON FOR RECOMMENDATIONS:

The current contractual agreements will expire on 31 March 2017. A full tender process, in compliance with the requirement of Public Contract Regulations and

Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process.

The newly commissioned service represents a substantial change of direction for the Council moving towards a more focussed advocacy service in Surrey.

The service will be delivered in Surrey from local bases and will provide apprenticeship opportunities to Surrey Young People whilst delivering efficiencies for the Council.

Refocussing the way that advocacy is delivered under the new contract will allow a 50% reduction in spend, meeting the Councils need to make savings.

DETAILS:

Background

1. Advocacy is defined as:

“Taking action to help people say what they want, secure their rights, represent their interests and obtain services they need. Advocates and advocacy schemes work in partnership with the people they support and take their side. Advocacy promotes social inclusion, equality and social justice”.
Source: A4A Advocacy Charter 2002.

2. It is Surrey County Council's legal obligation under the Mental Health Act 1983 and the Care Act 2014 to provide independent advocacy that supports people to be involved in decisions about their care. No matter how complex a person's needs, local authorities are required to help people express their wishes and feelings, support them in weighing up their options, and assist them in making their own decisions. This duty to provide advocacy applies from the point of first contact with the local authority and at any subsequent stage of the assessment, planning, care review, safeguarding enquiry or safeguarding adult review.
3. In addition, the Care Act (2014) also placed a new duty on local authorities with regards to people in custody. Adults in custody are entitled to the support of an independent advocate during needs assessments and care and support planning and reviews of plans if they would have significant difficulty in being involved in the process, as in the community. They are also entitled to support of an advocate to make a complaint.
4. This statutory provision will include:
 - Advocacy for people who are detained under the Mental Health Act (in line with statutory legislation and will include those detained under Part 2 of the Mental Health Act such as those under section, guardianship, community treatment order (CTO) or Part 3 of the Mental Health Act such as those under section 37/41, 47 and 48 and will provide elements of IMHA, DOLS and Care Act advocacy)
 - Advocacy for people who are in Prison or approved premises (in line with statutory legislation and best practice guidance and will include Care Act advocacy)
 - Advocacy for people who have substantial difficulty understanding: (in line with statutory legislation and best practice guidance and will include Care

Act advocacy, Continuing Health Care, safeguarding support and child and young carer's assessment. It will apply equally to carers in accordance with the parity they are given in the Care Act.)

- Advocacy for young people (in line with statutory legislation and best practice and will extend Care Act Advocacy to young people moving from children's to adult's services.)
5. SCC will enable this support by commissioning a lead provider to deliver a single integrated advocacy service.
 6. This approach will ensure quality and value for money in the delivery of these statutory services by:
 - Combining previous multiple contracts into a single contract that provides 'back office' efficiencies, and streamlining a number of contract additions that have arisen as new legislation has come into force. This streamlined approach will also provide a single point of access for advocacy support, making it easier for residents to get the help they are entitled to.
 - Being clear on the purpose of advocacy and ensuring effective signposting to information and advice services for those not eligible for advocacy support.
 - Proactively raising awareness of advocacy in Surrey, so that increasing numbers of residents can access the advocacy support they are entitled to, and so improving the value for money over the life of the contract.
 - Including social value in the provision, to secure additional benefits for communities.
 7. The key focus of the new contract is on statutory provision with some discretionary advocacy support services for those on the cusp of requiring adult social care intervention.
 8. These services will be provided to anyone over 16 years of age who faces reasonable difficulty or substantial stigma in being involved in planning and reviewing their support and who is a carer, has care and support needs, is accessing mental health support, substance misuse treatment or living with a long term condition such as HIV; or is at high risk of developing further care needs unless preventative action is taken.

The discretionary advocacy support will focus on the issues most likely to impact on the individual's financial and personal independence, such as their access to housing, benefits, debt resolution and employment. This should allow individuals to remain independent for longer and prevent, reduce or delay the need for adult social care support, allowing Surrey County Council to provide better outcomes for residents at lower cost in the longer term.

9. All other residents in Surrey, with or without care and support needs will be able to access the general information and advice services provided within Surrey under our Care Act duty. It will be a duty of the new advocacy provider to signpost individuals not eligible for advocacy support on to other information and advice support options.

Procurement Strategy and Options

10. The existing agreements for the provision of advocacy services will expire on 31 March 2017.
11. A single stage 'open' tender procedure compliant with the European Public Procurement Regulations, the Public Services (Social Value) Act 2012 and Procurement Standing Orders, has been carried out, including advertising the contract opportunity in the Official Journal of the European Union (OJEU) on 8 September 2016.
12. The steering group evaluated the current advocacy service which informed the new service specification. To facilitate this review a concept day was held and attended by a number of agencies, service users and carers alongside CCG commissioners.
13. Several options were reviewed when completing the Strategic Sourcing Plan (SSP) prior to commencing the procurement activity. These were:
 - a. Re-commission separate contracts based on existing model
 - b. Commission all advocacy requirements together with a refocused specification.
14. After a full and detailed options analysis it was decided to undertake single tender process as the most efficient and cost effective way to approach the provider market.
 - Option (a) was rejected as the existing process resulted in duplication of services and a referral process which was not person centred. Commissioning contracts from differing providers would not facilitate the streamlining of services or generate efficiencies via economies of scale and such arrangements could impact negatively upon continuity of care.
 - Option (b) was chosen as the one delivering best value for the Council and enabling the provision of advocacy in Surrey in line with our statutory obligations. The revised specification will ensure advocacy services are provided in the most seamless way possible, which will improve the user experience, make it simple for people to access the advocacy support needed and provide the most sustainable and flexible model of provision.
The recommissioning process allowed an opportunity to design a new streamlined model, reduce duplication, handovers and bureaucracy as well as incentivise providers to increase the number of people accessing advocacy support, particularly amongst the most vulnerable.
15. A joint procurement and project team was set up to manage the process which included representatives from Adult Social Care, Public Health, Procurement, Clinical Commissioning Groups and the Surrey Coalition of Disabled People.

Use of e-Tendering and market management activities

16. An electronic tendering platform was used enabling the tender process to be as accessible as possible. e-Tendering Systems facilitate the complete tendering process from the advertising of the requirement through to the placing of the contract. This enables providers and the Council to be more efficient as paper-based transactions are reduced or eliminated.
17. An electronic auction (eAuction) is a procurement tool that uses web-based software to allow potential suppliers to compete online, in real time, to provide

prices for the goods/services under auction. The e-auction process was not deemed appropriate for this tender as the evaluation criteria were heavily weighted towards quality.

18. A provider engagement event was held on 2 September 2016 to stimulate interest, raise awareness of the services and explain the tendering process to be used.

Key Implications

19. By awarding a contract to the supplier recommended for the provision of advocacy services in Surrey to commence on 1 April 2017, the Council will be meeting its duties under the Mental Health Act and the Care Act and ensuring local residents receive preventative support that will help secure the best outcomes for them at lower cost in the longer term.
20. The contract management responsibility lies with Senior Commissioning Manager, Adult Social Care. The new contract will be managed in line with the Contract Management Strategy and plan as laid out in the contract documentation which also provides for review of performance and costs.
21. Performance will be monitored through a series of Key Performance Indicators as detailed in the contract and reviewed at quarterly performance monitoring meetings.
22. Social Value requirements were incorporated as part of the tender process. Bidders were required in their tender submissions to provide details of how they would implement and deliver the commitments made in their Employment and Skills Plan (ESP), including opportunities that would be offered within the local area and over the term of the contract via work experience placements, apprenticeships and work with priority groups including employment of those currently Not in Education, Employment and Training (NEET).
23. The provider recommended for award has given a contractual commitment which includes:
 - Developing the workforce from within by providing opportunities such as: placements, volunteering, mentoring, peer work as a stepping stone to future qualifications and employment as well as enhancing wellbeing.
 - Working with local businesses to 'sponsor' activities, fundraise, or provide resources, (human and equipment) as part of a community development approach.
 - Providing social value by using local services, goods, facilities, and businesses within the Boroughs and Districts.

Competitive Tendering Process

24. Different routes to market were considered before tendering was carried out. It was decided that the open procedure was appropriate to encourage more providers to bid for the service. Providers were given 30 days to complete and submit their tender.
25. Tender submissions were initially evaluated against selection criteria including Good Business Standing, Insurance Requirements and Financial Information, which all providers passed. Responses were then evaluated against the quality

criteria and their weightings as shown below. As the tender was conducted with a fixed financial envelope the value for money was set at 15% to reflect this. Value was evaluated against bidders' proposals on how they would reach more people and/or deliver more service throughout the life of the contract and within the budget envelope.

Award Criteria	Weighting
Quality	80%
Value for Money	15%
Social Value	5%
Total	100%

26. Further detail regarding the tender evaluation is outlined in the Part 2 report.

CONSULTATION:

27. A consultation exercise - 'Have Your Say on Advocacy Services in Surrey' - gave a number of opportunities for stakeholders to co-design the specification for the advocacy service. These opportunities included:

- Survey – provided online and by mail, used by individuals and some groups such as Surrey self-advocacy groups. Current advocacy providers were encouraged to use it with their clients and stakeholders shared the survey widely through existing networks. The current advocacy services are monitored by a panel which includes people who use the service. This panel co-designed the survey questions.
- Workshop – approximately 50 people attended the workshops where discussion groups reflected on the new proposed service. This included users and representatives of carers, people with learning disabilities, people with Autism, people with physical disabilities, those with sensory impairment or loss, people with long term conditions such as HIV and people from stigmatised communities such as the Gypsy, Roma Traveller community.

28. The tender evaluation was undertaken by a panel including people who use advocacy services and carers, commissioners from health and social care, senior social workers and procurement.

RISK MANAGEMENT AND IMPLICATIONS:

29. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Services do not deliver quality outcomes expected to demonstrate increased value for money	The winning bidder committed to increased levels of activity in their bid responses. Key Performance Indicators will be in place and monitored in quarterly review meetings. Finance have been engaged from the outset.
	Potential risk that during the contract life the providers will request an increase against the annual service delivery cost.	The annual cost of the contract is fixed for the duration of the contract.
	The budget for advocacy could change over the contract period	We have included a standard break clause in the terms and conditions if the budget is removed or reduced. The contract includes a 'Termination Clause' which will allow the Council to terminate the contract with six months' notice should priorities change.
Reputational	Reduction in discretionary support provided, at a time when other preventative and discretionary services are also being reconfigured or reduced.	The new provider will signpost Surrey residents not eligible for independent advocacy services to other local information and advice support options. Impact assessment was completed. Contract established with three month lead time to allow review of client eligibility in preparation for new contract.
	Data Protection or Safeguarding breach	The 'Termination Clause' will allow the Council to terminate the contract immediately in the event of a safeguarding or data protection breach.
Service Delivery	Quality of service delivered does not meet objectives and needs.	Strong contract management and quarterly contract review meetings.
	The successful Provider goes into administration and/or cease to exist therefore unable to deliver services.	The recommended bidder successfully completed satisfactory financial checks. The contract includes an Exit Plan for commissioners to follow and ensure smooth transition to a new arrangement.

Financial and Value for Money Implications

30. Full details of the contract value and financial implications are set out in the Part 2 report.
31. The new contract will provide efficiencies which are detailed in the Part 2 report, as well as an improvement in the Key Performance Indicators (KPI) reporting requirements and the service levels being delivered under the contract.
32. The new contract will include specific Key Performance Indicators (KPI) reporting requirements to demonstrate increased numbers of referrals and improved outcomes. The provider has committed to increase the numbers of people supported over the new contract period.
33. In compliance with the Public Services (Social Value) Act 2012 social value which encompasses the additional social, economic and environmental benefits leveraged from public sector spend was considered and included within this procurement process. Details of the social value commitment secured are set out in the Part 2 report.

Section 151 Officer Commentary

34. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. Although this planned expenditure has been included within the current Medium Term Financial Plan, agreeing to this recommendation will reduce the Council's options to balance the budget in the future.
35. It is noted though that the proposal to award new advocacy contracts to a single provider will deliver efficiencies meaning that services will be delivered at less than half the price of the current contracts.

Legal Implications – Monitoring Officer

36. The procurement complies with the Public Contract Regulations 2015 and with the Council's Procurement Standing Orders.
37. The market for suppliers was tested by advertising the Council's requirement for advocacy services in the Official Journal of the European Union. Any potential supplier was able to submit a tender. The evaluation identified a winning bidder that provides best value.

Equalities and Diversity

38. An equalities impact assessment has been written and is available as Annex 1 to this report.
39. The Contract will be managed and monitored in line with Surrey's obligations under the equalities monitoring framework.

Safeguarding responsibilities for vulnerable children and adults implications

40. The terms and conditions of the contract stipulate that the provider will comply with the Council's Safeguarding Adults and Children's Multi-Agency procedures, any legislative requirements, guidelines and good practice as recommended by the Council. This will be monitored and measured through the contractual arrangements.
41. The service will operate a client centred approach, working collaboratively with other Health and Social Care Services.

WHAT HAPPENS NEXT:

42. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including 'call in' period)	19 December 2016
'Alcatel' Standstill Period	19 – 29 December 2016
Contract Signature	1 March 2017
Contract Commencement Date	1 April 2017

43. The Council has an obligation to allow unsuccessful suppliers the opportunity to challenge the proposed contract award. This period is referred to as the 'Alcatel' standstill period.
44. The Council will work closely with the successful provider to ensure a smooth transition from current provisions of the services.
45. The new provider will be required to work with the current providers with regards to the transfer of staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006) to ensure the continuity of staff for current service users and the successful transfer of the services.

Contact Officer:

Rebecca Brooker Senior Commissioning Manager Tel: 07772 901950
Nicola Sinnett, Category Specialist, Tel: 020 8541 8746

Consulted:

Laura Forzani, Head of Procurement and Commissioning
Anna Tobiasz, Category Manager – ASC
Sonya Seller, Area Director ASC
Daryl Mogridge, Senior Principal Accountant
Anna Price, Senior Accountant
Wil House, Finance Manager
Mike Pattrick, Legal Services
Surrey Coalition of Disabled People

Annexes:

Annex 1 - Equality Impact Assessment
Part 2 Report – Commercial details and agreement award

Sources/background papers: None

This page is intentionally left blank

1. Topic of assessment

EIA title:	Advocacy Services in Surrey
-------------------	-----------------------------

EIA author:	Rebecca Brooker, Senior Commissioning Manager, Adult Social Care
--------------------	---

2. Approval

	Name	Date approved
Approved by¹	Sonya Sellar	1 November 2016

3. Quality control

Version number	1	EIA completed	October 2016
Date saved	30 November 2016	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Rebecca Brooker	Senior Commissioning Manager	ASC, SCC	Main author
Nicola Sinnett	Category Specialist	Procurement, SCC	Procurement support
Laura Saunders	Public Health Lead	PH, SCC	Substance misuse commissioner
Augustine Blankson	Senior Manager – Mental Health	CMHRS, SCC	Mental Health service leader
Caroline Hewlett	Senior Manager – Mental Health	ASC	Adult Social Care representative with focus on social care in prisons

¹ 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>Surrey County Council is seeking an outstanding independent advocacy service that responds to the requirements of a number of legislative Acts and ensures Surrey’s young people and adults have a strong voice that is heard and is at the heart of care and support.</p> <p>Surrey County Council wishes to create a single integrated advocacy service that assists specific service user groups including young people and adults, which promotes individual wellbeing and prevention, supports the transition into adult care and intervenes earlier to prevent needs escalating and to manage demand.</p> <p>In Surrey we want advocacy services to be provided in the most seamless way possible, that improves the user experience, makes it simple for people to access the advocacy support needed, and provides the most sustainable and flexible model of provision.</p> <p>Surrey County Council is looking to contract one or more providers to deliver a range of advocacy services in Surrey outlined in the specification, summarised as:</p> <ul style="list-style-type: none"> • Advocacy for people who are detained under the Mental Health Act (this will be in line with statutory legislation and will include those detained under Part 2 of the Mental Health Act such as those under section, guardianship, community treatment order (CTO) or Part 3 of the Mental Health Act such as those under section 37/41, 47 and 48 and will provide elements of IMHA, DOLS and Care Act advocacy) • Advocacy for people who are in Prison or approved premises (this will be in line with statutory legislation and best practice guidance and will include Care Act advocacy) • Advocacy for people who have substantial difficulty understanding: (this will be in line with statutory legislation and best practice guidance and will include Care Act advocacy, Continuing Health Care, safeguarding support and child and young carer’s assessment. It will apply equally to carers in accordance with the parity they are given in the Care Act.) • Advocacy for young people (this will be in line with statutory legislation and best practice and will extend Care Act Advocacy to young people moving from children’s to adult’s services.) <p>In addition we wish to provide a discretionary advocacy service as follows:</p> <ul style="list-style-type: none"> • Advocacy for people at risk and who require preventative support (this will include advocacy around a range of preventative issues and will be in line with best practice. It will support people: <ul style="list-style-type: none"> ○ accessing mental health services, ○ receiving substance misuse support, ○ living with HIV ○ with care and support needs who have difficulty
---	--

	<p>understanding or retaining information and are at high risk of an escalation in care needs if preventative measures are not taken.)</p> <p>Surrey wishes to provide a single point of access for all advocacy services within a locality, so that people who require advocacy support can find it easily and access and navigate the right services at the right time and take control. The new service will be coherent, efficient and flexible.</p> <p>Through the focussing of advocacy activity via a single point of contact, it is expected that advocacy as a whole will be strengthened in Surrey and that its value as a means of empowering residents in their dealings with Statutory bodies will be more visible and enhanced.</p> <p><u>In scope:</u></p> <ul style="list-style-type: none"> • Statutory advocacy duties including advocacy for those in Prison. • Definitive discretionary preventative advocacy for the most vulnerable, such as those at high risk, people living with HIV and those accessing substance misuse treatment. • Those who have substantial difficulty in being involved and have no other independent person to help them do so. • The advocacy support will be task-centred and short term and is expected to last less than 3 months. • Carers – they are given parity with other potential users and must meet the same eligibility criteria. • Those young people aged 16 or over who are transitioning from children’s to adults services and meet the Care Act criteria will be eligible for an advocate under this service. <p><u>Out of scope:</u></p> <ul style="list-style-type: none"> • Those who are able to be involved or who have someone to represent them, such as a family member or peer. • Long term ongoing support needs such as mediation, counselling, representation at tribunals^[1] or day-to-day communication support, for example for those with Autism or sensory impairment. • Independent Complaints Advocacy Service (ICAS) • Independent Mental Capacity Advocacy, Deprivation of Liberty Safeguard (DOLS) or non instructed Care Act Advocacy which are already provided in Surrey. The plan is to coordinate the end dates of the contracts so that at the next tender they can be tendered together. • Advice and information – advocates by definition supports an individual to express their views and wishes and must not provider advice. • Children and young people under 16 with care and support needs, and young carers will receive advocacy through children’s services.
<p>What proposals are you assessing?</p>	<p>Historically, a range of discrete advocacy services have delivered a range of generic and specialist provision. These services will be refocused to take a person-centred approach which puts the individual at the heart of the process and ensures their advocacy needs are met in the most seamless way</p> <p>The Care Act, Mental Capacity Act and Mental Health Act make it a statutory duty for SCC to provide advocacy to specific groups of people. This support will continue, to the same level, though the provider may be changed through the tender process.</p> <p>SCC also provides a range of discretionary advocacy and this will be</p>

revised in the new service provision.

What will stay the same:

1. Advocacy will be available to people over 18, and those over 16 transition from children’s into adult services
2. Advocacy will continue to be available to people with care and support needs, learning disabilities, Autism, physical and cognitive disabilities, sensory impairments and older people as well as those accessing mental health support and substance misuse treatment.
3. Advocacy support will still be available for the most common issues, these are: care assessment, planning and review, continuing health care, safeguarding, child’s needs assessment, child’s carers assessment and young carer’s assessment, housing issues, finance and debt issues, welfare, benefits and funding issues, legal issues, health and medical treatment issues, complaints and employment issues.
4. The advocacy provider will still need to respond to all requests within 1 working day and provide support, where appropriate, within 3 working days.
5. Advocacy support will continue to be for short-term task-centred interventions rather than long term support.
6. Advocacy will continue to be accessible to those with different communication and access requirements..

What will be different:

7. Advocacy support will be available to those who face substantial stigma in accessing support, including people living with HIV and those from the Gypsy, Roma and Traveller community.
8. Carers will be able to access the advocacy service
9. There will be a single point of access so accessing advocacy support will be easy and seamless.
10. Whereas we currently specify that independent professional advocacy, peer advocacy, self-advocacy and citizen advocacy must be provided, the new specification allows the provide to identify the best ways to deliver the support required and have freedom to innovate in how advocacy is delivered, so that it best meets the needs of residents.
11. Advocacy will only be available for the issues listed in point 3 above. Support for other issues will be available through other existing information and advice providers.
12. Provision is included so that in emergency situations, an advocate will be made available on the same day.
13. All advocates will be trained to the highest standard so that, should further issues emerge during the course of support, the same advocate will be able to support with them, providing a more comprehensive and seamless experience for the person.

As a result of these changes, the service experience will be improved. 65% of clients and 67% of issues will still be eligible for advocacy support. The issues that remain eligible for advocacy support were co-designed with people who could potentially use the service.

Those issues for which advocacy support is no longer available, are not disproportionately affecting any group of people, but are the least frequently present issues across all cohorts.

Equality Impact Assessment – Advocacy in Surrey

	<p>Those ineligible for advocacy support will be able to access information and advice through a range of other sources available in Surrey. It is the role of the advocacy provider to signpost anyone not eligible for advocacy support on to an appropriate alternative source of support.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>People who use advocacy services The advocacy services will be easier for people who use the service to access. They will have an improved experience with fewer handovers and able to get the right help first time. The advocacy service focuses on those most at risk, ensuring limited resources are spent on the most vulnerable. The majority of people who use advocacy services will still be eligible for advocacy support. Those no longer eligible to receive advocacy support have the lowest need and are the most able to access alternative forms of support. Those who are not eligible for advocacy support will be signposted to alternative support.</p> <p>All statutory provision will be maintained, and it is worth noting that Surrey’s discretionary advocacy service remains broader than most other local authorities.</p> <p>This approach has been consulted on with people who use the service, their carers and representative support organisations through a survey and a workshop.</p> <p>Carers and families Carers will be able to access the advocacy support and are given parity with those they care for. Families will be able to receive support from different advocates to ensure confidentially and no conflict of interest exists.</p> <p>Partners and External organisations The single point of access will make it easier for partners to refer individuals into the advocacy service. It is also required that the advocacy provider undertake awareness raising activity with partners increasing their understanding and ability to refer individuals to advocacy support. This model has been co-design with partner representatives.</p>

6. Sources of information

Engagement carried out
<p>Monitoring Panel: Throughout the course of the current provision, user representatives have been included in the monitoring panels for both the general and mental health advocacy contracts. Through this continually engagement, potential improvements to the service have been gathered.</p> <p>Survey: A survey for people who could use advocacy services, their families, carers and representative support groups was circulated. This was sent to individuals and groups representing learning disabilities, sensory impairment, people with mental ill health, people in substance misuse treatment, carers, those with care and support needs and people living with HIV, as well as others. 125 people responded to the survey and the information was used to inform the provision and the outcomes. The feedback is attached in appendix 1.</p> <p>It should be noted that engaging with those who have used advocacy services can be difficult, as my requirement they find it difficult to express themselves. Support was offered to help them complete the survey. Additionally, some eligible for advocacy support are hard to engage with due to being detained for example. Current advocacy providers were encouraged to use the survey 1-2-1 with individuals in these settings where appropriate and possible.</p> <p>Workshop: We held a workshop for people who could use advocacy services, their carers, families and representative support groups. Approximately 50 people attended the event including representatives with learning disabilities, Autism, sensory impairment, physical disability, mental ill health, representatives who were carers and those from potentially stigmatised communities such as people living with HIV and the Gypsy, Roma Traveller community. The workshop talked through the specification and gave attendees a chance to feedback on the themes. The feedback was used to inform the specification.</p> <p>Co-design Group: The advocacy review has been lead by a steering including representatives from Public Health, Adult Social Care, CMHRS and the CCGs.</p> <p>Further Engagement: Groups were offered for someone to come and present on the specification and discuss it with them. This has not been taken up by any groups in Surrey to date.</p>
Data used
<p>Monitoring Data: During the current contract, monitoring data is collected on a quarterly basis. This includes complaints, compliment, case studies and user satisfaction data. This information has been used to inform the areas of the specification that need to be updated. This is available in appendices 2 and 3.</p> <p>Modelling: Current performance data and data on numbers of potential advocacy users in Surrey has been used to model the new capacity required. It should be noted that predicting advocacy demand is difficult as it is dependent on whether an individual has a friend or family member able to act on their behalf. Of course we cannot predict this, so modelling is done as a simple forecast based on current demand and the growth in referrals seen over the last 4 years.</p>

Equality Impact Assessment – Advocacy in Surrey

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

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	The new service is available to anyone aged 16 and over if they meet the eligibility criteria meaning all adults have access to advocacy support.		It was considered important in feedback from users that young people between 16 and 18, though not in receipt of adult social care support should receive advocacy support to enable them to prepare for their care and support needs post turning 18.
Disability	<p>In line with Care Act legislation and best practice guidance, people with disabilities will be able to access advocacy support on the following topics:</p> <ul style="list-style-type: none"> • care assessment, planning and review, • continuing health care, • safeguarding, • child’s needs assessment, child’s carers assessment and young carer’s assessment, • housing issues, • finance and debt issues • welfare, benefits and funding issues • legal issues • health and medical treatment issues • complaints • employment issues <p>In accordance with the NHS Accessible Information Standard, information</p>	People with physical disabilities will only be able to access advocacy on the issues, where as previously they could access advocacy support on any issue.	The list of topics on which advocacy support can be provided has been increased from those statutorily required to include some additional topics that people who use the service told us were important for them. Due to the introduction of Care Act legislation requiring local authorities to provide information and advice to all residents, a broader range of support is now available in other ways across the County, for example through Surrey’s ULO Hubs. This has been taken into consideration when assessing what discretionary advocacy support could be provided in Surrey.

Page 75

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

Equality Impact Assessment – Advocacy in Surrey

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p>	<p>communication must be provided in the individual’s preferred format, including easy read.</p> <p>Accessibility from the first point of contact has been ensured within the new advocacy service, supporting those with sensory impairments in particular to be able to request an advocate, receive advocacy support and feedback on the service they received.</p> <p>The new provider has been requested to train their advocates to work with people with learning disabilities and/or Autism.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.</p>		
<p style="text-align: center;">Gender reassignment</p>	<p>Those who have experienced gender reassignment will be able to access advocacy services in Surrey against the same eligibility criteria as any other resident.</p> <p>Discretionary advocacy support for communities that experience substantial stigma in accessing care and support services will be provided under the new contract.</p> <p>The advocacy service is based on the principle of offering non-judgemental support and this will be monitored throughout the life of the contract.</p>		<p>Feedback from stigmatised communities such as people living with HIV and people from BME communities such as the Gypsy, Roma, Traveller community told us that residents who experience stigma in accessing care and support need additional support to help them address issues and make their voice heard. The new contract responds to this by including additional discretionary provision for people who may experience stigma, and ensuring the provider is trained to support these individuals effectively.</p>

Equality Impact Assessment – Advocacy in Surrey

	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Pregnancy and maternity	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Page 77 Race	<p>Those of all races will be able to access advocacy services in Surrey against the same eligibility criteria as any other resident.</p> <p>Discretionary advocacy support for communities that experience substantial stigma in accessing care and support services will be provided under the new contract.</p> <p>The advocacy service is based on the principle of offering non-judgemental support and this will be monitored throughout the life of the contract.</p> <p>The provider must be able to provide translated information or translation support as required by an eligible client.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.</p>		<p>Feedback from stigmatised communities such as people living with HIV and people from BME communities such as the Gypsy, Roma, Traveller community told us that residents who experience stigma in accessing care and support need additional support to help them address issues and make their voice heard. The new contract responds to this by including additional discretionary provision for people who may experience stigma, and ensuring the provider is trained to support these individuals effectively.</p> <p>Feedback also told us that some communities were unaware of the advocacy service and so the new contract requires the provider to proactively raise awareness of advocacy services in communities, especially those that may be isolated by language, culture or beliefs.</p>
Religion and belief	Those of all religions and beliefs will be able to access advocacy services in Surrey against the same eligibility criteria as any other resident.		Feedback from stigmatised communities such as people living with HIV and people from BME communities such as the Gypsy, Roma, Traveller community told us that residents who experience stigma in accessing care and support need additional support to help them address

Equality Impact Assessment – Advocacy in Surrey

	<p>Discretionary advocacy support for communities that experience substantial stigma in accessing care and support services will be provided under the new contract.</p> <p>The advocacy service is based on the principle of offering non-judgemental support and this will be monitored throughout the life of the contract.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.</p>		<p>issues and make their voice heard. The new contract responds to this by including additional discretionary provision for people who may experience stigma, and ensuring the provider is trained to support these individuals effectively.</p> <p>Feedback also told us that some communities were unaware of the advocacy service and so the new contract requires the provider to proactively raise awareness of advocacy services in communities, especially those that may be isolated by language, culture or beliefs.</p>
Page 78	<p>Sex</p> <p>All residents will have equal access to advocacy support. An individual may request an advocate of the same sex and every effort will be made by the provider to accommodate this.</p>		<p>Performance monitoring shows that over the last 5 years we have seen equal numbers of men and women receiving advocacy support in Surrey and we expect this to continue.</p>
	<p>Sexual orientation</p> <p>People of any sexual orientation will be able to access advocacy services in Surrey against the same eligibility criteria as any other resident.</p> <p>Discretionary advocacy support for communities that experience substantial stigma in accessing care and support services will be provided under the new contract, this includes people of different sexual orientations and those living with HIV.</p> <p>The advocacy service is based on the principle of offering non-judgemental support and this will be monitored throughout the life of the contract.</p>		

Equality Impact Assessment – Advocacy in Surrey

	<p>The potential provider trains their staff in awareness of LGBT.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.</p>		
<p>Marriage and civil partnerships</p> <p>Page 79</p>	<p>All adults will be able to access advocacy services in Surrey against the same eligibility criteria as any other resident. The advocacy service is based on the principle of offering non-judgemental support and this will be monitored throughout the life of the contract.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.</p>		
<p>Carers³</p>	<p>Under the new contract, Carers are now able to access advocacy services in Surrey against the same eligibility criteria as any other residents. This gives them parity of esteem to the person they care for. The new contract ensures a carer and the person they care for can access separate advocates if necessary.</p> <p>Potential providers must abide by equality and diversity best practice in their recruitment,</p>		<p>Feedback from people who use the service has said that carers and the person they care for sometimes need to be supported by different advocates.</p>

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family; partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

Equality Impact Assessment – Advocacy in Surrey

	employment and service provision.		
--	-----------------------------------	--	--

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Disability	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Gender reassignment	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Pregnancy and maternity	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Race	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Religion and belief	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		

Equality Impact Assessment – Advocacy in Surrey

	provision.		
Sex	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Sexual orientation	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Marriage and civil partnerships	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		
Carers	Potential providers must abide by equality and diversity best practice in their recruitment, employment and service provision.		

Equality Impact Assessment – Advocacy in Surrey

8. Amendments to the proposals

9

Change	Reason for change
An increased range of topics on which advocacy can be provided has been included in the new contract	Following consultation with people who could use the service we understood the issues most important to them and have ensured the list of topics covered by the specification reflects these
An increased assurance of the accessibility of the service for people with hearing impairment or loss has been included at all stages from the first point of contact, to receiving the service, to giving feedback	Following consultation with people who could use the service, we understood the difficulties experienced to date in accessing advocacy support because of the range of ways people with hearing loss communicate and the relatively low awareness of this. In response we have specifically included hearing loss appropriate communication in the contract and asked about this in the evaluation of the bids.
Access to advocacy support for those experiencing temporary difficulty in understanding, processing or retaining information, rather than just a permanent difficulty.	Following consultation with people who could use the service we understood that for some people there could be temporary periods where they were unable to make their voice heard and express this wishes as to their care – for example during debilitating medical treatment, following a bereavement or during times of high stress. As such we have made provision that though someone does not always need an advocate, if for a temporary period they are unable to express their wishes, they can access advocacy support to help them do so.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Carers are now able to access advocacy support in Surrey	Proactive promotion of the advocacy service to carers and representative groups.	Ongoing	SCC/ Provider
People with long term conditions such as HIV are able to access advocacy support in Surrey	Proactive promotion of the advocacy service to people with long term conditions and groups that represent them such as support groups.	Ongoing	SCC/ Provider
People who experience stigma in accessing care and support will be able to access advocacy support to help them do so.	Proactive promotion of the advocacy service to stigmatised communities and groups representing them such as BME and LGBT forums.	Ongoing	SCC/ Provider
Improved accessibility of advocacy services for people with communication differences	Promotion of the advocacy service in different and accessible formats and proactive circulation of these resources to groups that represent or support those with communication differences.	Ongoing	SCC/ Provider

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Some people with lower needs will no longer be able to access advocacy support.	All protected characteristics

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	User consultation – survey, workshop, co-design
Key impacts (positive and/or negative) on people with protected characteristics	Carers, people with long term conditions such as HIV, people who experience stigma and people with temporary difficulty in understanding, processing or retaining information will now be able to access advocacy support. Advocacy support is now limited to a list of statutory, and some discretionary topics, based on what users told us was most important. For other topics, the individual will be signposted to alternative sources of information and advice. This will apply to all people equally irrespective of protected characteristics.
Changes you have made to the proposal as a result of the EIA	Improved accessibility for those with hearing impairment, those with temporary difficulty understanding and for a list of topics co-designed with people who use the service.
Key mitigating actions planned to address any outstanding negative impacts	Structured preparation period before new contract begins to resolve cases that would no longer be eligible for advocacy support and active promotion to explain new eligibility criteria for advocacy support.
Potential negative impacts that cannot be mitigated	

**Have your say on Advocacy Services in Surrey –
Feedback Report 2016/17.**

Date report published: 25th July 2016

**ASC Business Intelligence Team
Adult Social Care,
Quadrant Court, 35 Guildford Road
Woking, Surrey, GU22 7QQ
Email: accperformance@surreycc.gov.uk**



Methodology

Feedback on Advocacy services in Surrey was collected via Surry Says, Surrey County Council's online survey and consultation tool. This survey was active online from the 28th June 2016 to the 15th July 2016. During this period, hard copies of the survey were also distributed with the option for feedback to be returned by post or by email. Any postal or emailed surveys were then manually uploaded to the Surrey Says website.

Responding Cohort

The following report is collected from the feedback of 133 respondents. 112 of these responses were collected online via Surrey Says and 21 were received via post. Six of these were easy read surveys and the rest were standard surveys.

The following tables show the majority of respondents were female and aged between 18 and 64.

Gender	Responses	%	Age	Responses	%
Male	49	37%	Under 18	1	1%
Female	77	58%	18 - 64	110	83%
Not Answered	7	5%	65+	19	14%
Total	133		Not Answered	3	2%
			Total	133	

Over half of respondents described themselves as using health or social care support in the community and a further 35% were carers or care professionals. Just 7% of respondents were accessing health or social care support in a residential, nursing or hospital setting.

How would you best describe yourself?	Responses	%
I am a carer or care professional	47	35%
I use health / social care support in a residential / nursing setting	6	5%
I use health / social care support in hospital	2	2%
I use health / social care support in the community	68	51%
Not Answered	10	8%
Total	133	

A quarter of respondents selected Physical or sensory disabilities as their main client group. This was the most popular response followed by 22% with Mental Health difficulties and 16% with learning difficulties.

Main Client Group	Responses	%
Autism	6	5%
Care Professional	18	14%
Carer	9	7%
Drug / Alcohol	2	2%
Learning difficulties	21	16%
Mental health difficulties	29	22%
Physical / sensory	33	25%
Not Answered	15	11%
Total	133	

Results

The following tables shows that 70% of the individuals who responded to the survey had used, or helped someone to use, advocacy services in Surrey within the last year.

Have you used, or helped someone to use, advocacy services in Surrey within the last year?	Responses	%
Yes	93	70%
No	39	29%
Not Answered	1	1%
Total	133	

Please note: the 39 people who had not used advocacy in the last year proceeded straight to question 16 of the survey. Therefore, the following section (questions 2 to 15) will have only been answered by the 93 individuals who used advocacy service in Surrey within the last year.

Questions 2 – 16.

- **How easy was it to *find out about* advocacy services in Surrey?**

Very Easy	Easy	Neither Easy or Hard	Hard	Very Hard
20	25	31	10	7
22%	27%	33%	11%	8%

Of the 70% of respondents that have used advocacy services within the last year, less than half (49%) were satisfied that they found it easy or very easy to find out about advocacy services. The majority felt it was neither easy nor hard but nearly 20% believed finding out about advocacy service in Surrey was hard or very hard.

- **How easy was it to *access* advocacy services in Surrey?**

Very Easy	Easy	Neither Easy or Hard	Hard	Very Hard
23	28	21	5	7
27%	33%	25%	6%	8%

Just 60% of respondents were satisfied that they could access the current advocacy service easily or very easily. 14% believed the advocacy service was hard or very hard to access and a further 25% gave a neutral response. Nine individuals did not respond to this question.

- **How many times have you used, or helped someone to use, advocacy services for separate issues in Surrey within the last year?**

1	2	3	4 +
15	17	15	45
16%	18%	16%	49%

Nearly half of the respondents had used, or helped someone to use, advocacy services in Surrey four or more times within the last year. This was by far the most popular response to this question.

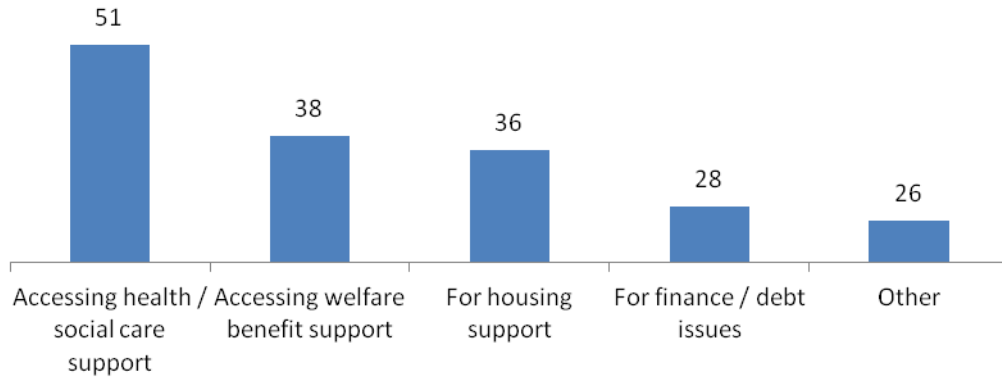
- **Thinking about your most recent advocacy support within the last year, which organisation provided this support?**

Organisation	Responses	%
Age UK	3	3%
Deaf Plus	2	2%
Just Advocacy	2	2%
KAG	11	10%
Matrix	5	5%
Positive Action	22	20%
SDPP	18	16%
Sight for Surrey	4	4%
St Peter's House	13	12%
THT	4	4%
Other	26	24%

The most popular organisation selected from the options provided on the survey was ‘Positive Action’ with 20% of respondents getting support from this organisation. Following this, 16% were provided with support from SDPP and 12% from St Peter’s House. However, the most popular response for this question was actually ‘other’, where 14 different organisations were named as provided support to respondents. 12 of these were named only once but CAB was named three times, The Sunnybank Trust was named four times and Age Concern Epsom and Ewell were named six times.

- **Thinking about your most recent advocacy support within in the last year, what issue did you need help with?**

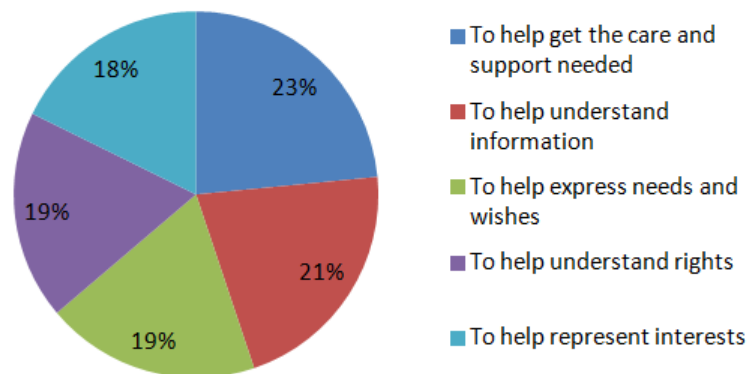
What issue did you need help with?



The chart above shows the top five issues which respondents needed help with when accessing advocacy support in the last year. This shows that the most common issue was accessing health and social care support, followed by accessing welfare benefit support. Issues listed as ‘other’ included creating end of life plans, accessing counselling, accessing mental health services and getting advice on complimentary therapies.

- **Thinking about your most recent advocacy support in the last year, how did the advocacy support help you?**

Thinking about your most recent advocacy support in the last year, how did the advocacy support help you?



This question had five possible options for respondents to choose from. As the chart above shows, each of these options received a very similar number of responses. Consistent with the responses from the previous question, the largest proportion of respondents felt advocacy support helped them to get the care and support they needed.

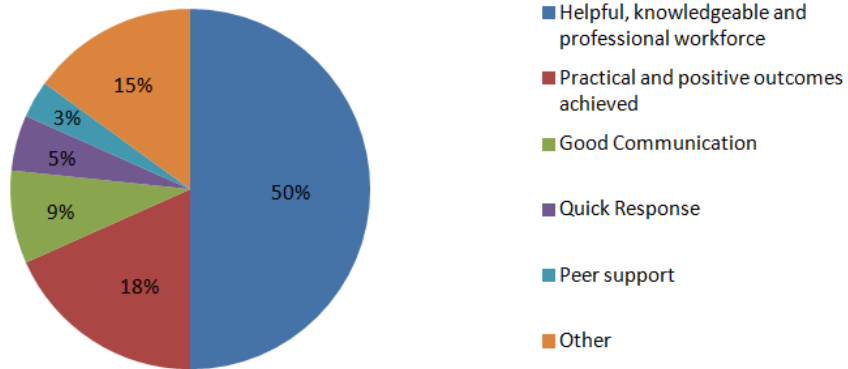
- **How satisfied were you with your most recent experience of advocacy support in Surrey?**

Very Satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
52	17	8	8	5
58%	19%	9%	9%	6%

Just over three quarters of respondents (77%) were satisfied, or very satisfied, with their most recent experience of advocacy support in Surrey. However, a further 15% were either unsatisfied or very unsatisfied with their recent experience of advocacy support.

- **Thinking about your experience of advocacy services in the last year, please tell us what was good about the service.**

Thinking about your experience of advocacy services in the last year, please tell us what was good about the service.



The question above was a free text question asking individuals what they thought was good about the advocacy service they received. This question received 60 responses which have been grouped into six categories, shown in the chart above.

Exactly half of all the comments received have been categorised as ‘Helpful, knowledgeable and professional workforce’. This included comments such as ‘helpful information was given in a non patronising way and I was listened to very carefully’ and ‘very helpful and understanding staff’.

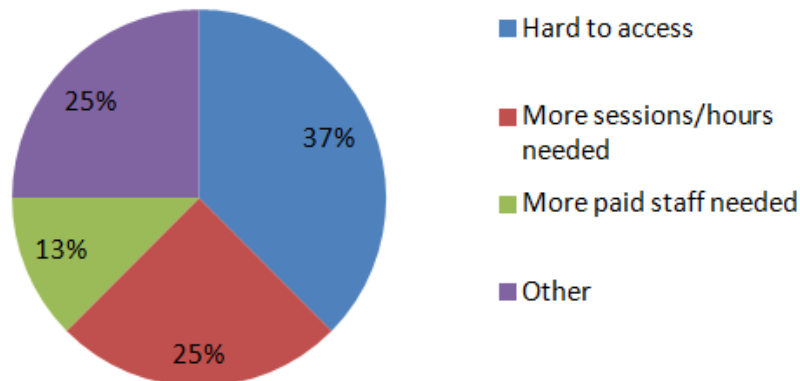
The next biggest category was ‘Practical and positive outcomes achieved’. This category was made up of 11 responses and included comments such as ‘advocate managed to get everything sorted out and abusive person got an official warning by police’ and ‘their support enabled [my client] to get her views expressed and ultimately secured an improved benefit outcome for her’.

The remaining 19 responses fell into either ‘good communication’, ‘quick response’, ‘peer support’ or ‘other’.

All responses to this question can be found in the appendix.

- **Thinking about your experience of advocacy services in the last year, please tell us what you feel could have been better about the service.**

Please tell us what you feel could have been better about the service.



The question above was also a free text question asking individuals what they thought could have been better about the advocacy service they received. This question received 46 responses, however nearly half of these (48%) simply said that the individual was satisfied and couldn't think of anything which could have been better about the service. Therefore, the remaining 24 comments have been grouped into four categories, shown in the chart above.

The largest of these categories is 'hard to access'. The category included 9 comments, including the following comment made by a care professional:

"This year I have also tried to find safeguarding support for one client without success and am in the process of trying to find advocacy support for a learning disabled client due to attend a benefit appeal hearing and again if there are services out there, they are not easy to find."

This echoes the responses for the earlier questions, which revealed that less than half of respondents were satisfied that they found it each to find out about advocacy services, and only 60% were satisfied that they could access the current advocacy service easily.

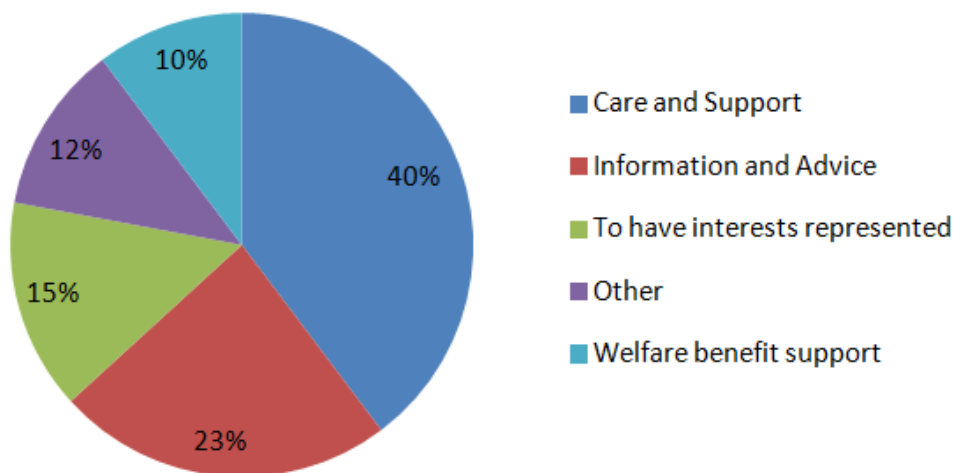
Six comments also mentioned the need for more paid staff and a further six mentioned the need for longer opening hours or more advocacy sessions.

'Other' responses included a lack of complimentary therapy advice and a lack of access to computers.

All responses to this question can be found in the appendix.

- **Please tell us what you hoped to achieve with advocacy support?**

What did you hope to achieve with advocacy support?



The question above was another free text question which asked individuals what they hoped to achieve with advocacy support. This question received 68 responses which are group into five categories, shown in the chart above. The majority of respondents hoped to achieve care and support (40%) or information and advice (23%).

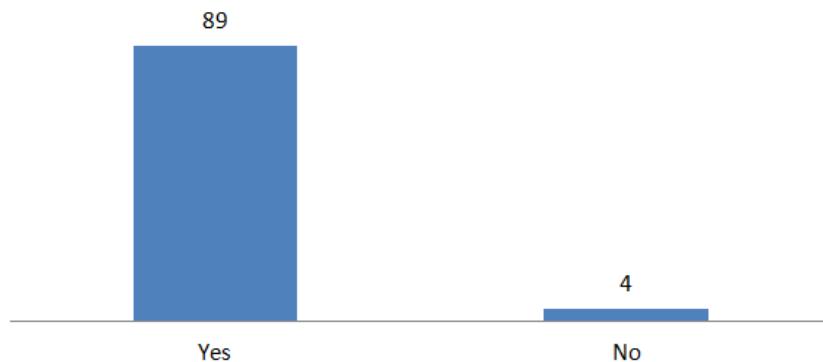
- **How satisfied were you that advocacy support helped you to achieve what you hoped it would achieve?**

Very Satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
52	15	7	6	5
61%	18%	8%	7%	6%

79% of respondents were satisfied, or very satisfied, that the advocacy support they received helped them to achieve what they hoped it would. However, a further 13% were either unsatisfied or very unsatisfied that their experience of advocacy support helped them to achieve what they hoped it would.

- **Would you access advocacy service again in surrey?**

Would you access advocacy services again in Surrey?



9

Positively, 96% of respondents said they would access advocacy services again in Surrey. Just four individuals would not access advocacy service again. These individuals were asked the additional question ‘why would you not access advocacy services again in Surrey’. Only one response was received for this question: “the [benefit] application was unsuccessful. Next time I will be quicker to contact Carers Support Spelthorne”.

- **If you have not accessed advocacy services within the last year, why not?**

Reasons for not accessing advocacy services	Responses	%
As a carer / professional I haven't needed to help someone to access advocacy services	12	32%
I didn't know about advocacy services in Surrey	9	24%
I haven't needed advocacy support in the last year	9	24%
I could represent myself	3	8%
I didn't know how to access advocacy services in Surrey	3	8%
Previous advocacy support was sufficient	1	3%

Over half of the respondents (56%) did not access advocacy services in the past year because they hadn't needed advocacy support themselves or hadn't needed to help someone else access advocacy service. However, over 30% of the respondents said they had not accessed advocacy services because they didn't know about advocacy services in Surrey or they didn't know how to access them.

Future Advocacy Service in Surrey.

Characterises of an advocacy service.

The table below shows how respondents rated the importance of the following characteristics of an advocacy service. Responses were on a scale of one to five, with 1 being very important and 5 being not important.

Characteristics of an advocacy Service	1 (Very important)	2	3	4	5 (Not important)
Easy to find out about advocacy services	87%	11%	2%	0%	0%
Easy to access an advocacy service	91%	9%	0%	1%	0%
Quick response to requests for advocacy	75%	22%	2%	1%	0%
Provision of a comprehensive advocacy service	74%	22%	5%	0%	0%
People providing advocacy are professional	72%	22%	5%	0%	2%
Being supported with advocacy by the same group of people	60%	28%	9%	2%	2%
Advocacy services are provided flexibly to meet my needs	69%	26%	3%	2%	0%
Being confident that advocacy services are provided independently	75%	15%	9%	1%	0%
Being confident that an advocacy service works for my best needs	81%	16%	2%	1%	0%
Being confident that an advocacy service can provide appropriate challenge on my behalf	83%	14%	1%	2%	0%

Easy to access an advocacy service was rated as the most important characteristic, with 91% of respondents believing this was very important. This is important to note as just 60% of respondents felt satisfied that they could access the current advocacy service easily or very easily and nine individuals commented that access to services was something which the advocacy service could do better.

The least important characteristic for the respondents was ‘being supported with advocacy by the same group of people’ which only 60% on respondents felt was very important. However, all the characteristics were regarded as somewhat important.

Qualities and skills of an advocate.

The table below shows how respondents rated the importance of the following qualities and skills of an advocate. Responses were on a scale of one to five, with 1 being very important and 5 being not important. All the qualities and skills listed were regarded as important by the respondents and no four or five responses were given. Therefore, the table below shows options one to three only.

Qualities and skills of an advocate	1 (Very important)	2	3
Good listener	90%	8%	2%
Able to understand situation	93%	6%	1%
Flexible and accommodating	70%	27%	3%
Qualified and appropriately trained	73%	21%	6%
Approachable	82%	15%	3%
Good communication skills	90%	9%	1%
Quick at responding	64%	32%	4%
Reliable	85%	15%	0%
Knowledgeable	83%	15%	2%
Able to provide appropriate challenge	79%	17%	5%
Respect confidentiality	92%	5%	2%
Able and willing to represent your views	87%	12%	1%

Being able to understand the situation was the quality respondents rated as the most important for an advocate, with 93% of respondents believing this was very important. This was shortly followed by respecting confidentiality, good communication skills and being good listener, which were all rated as very important by 90% or more of the respondents. With just 64% of respondents believing quick at responding to be very important, this was rated as the least important quality of an advocate.

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: FINANCE AND BUDGET MONITORING REPORT TO 30 NOVEMBER 2016****SUMMARY OF ISSUE:**

The Council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the Council's financial position as at 30 November 2016 (month eight).

Given the large forecast variance reported as at 30 September 2016 and despite the improvement reported as at 31 October 2016, the Section 151 Officer remains of the view that the financial situation facing the Council is serious and has instigated a series of actions by each Service Director to get the budget back into balance.

The annex to this report gives details of the Council's financial position.

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:**Revenue budget overview**

1. Surrey County Council set its gross expenditure budget for the 2016/17 financial year at £1,686m. A key objective of MTFP 2016-21 is to increase the Council's overall financial resilience. As part of this, the Council plans to make efficiencies totalling £83m.
2. The budget monitoring report to 30 September 2016 showed a forecast year end overspend of +£22.4m. Services agreed the actions set out overleaf to manage the Council's financial position with the aim of bringing the budget back into balance by the end of the financial year. During October 2016, services' planned actions reduced the forecast overspend to +£15.0m.
 - The Chief Executive and Director of Finance have agreed a series of actions with service directors and are meeting regularly to review progress.
 - All services are reinforcing an approach to reviewing all spending in year.
 - All services are reviewing service demands with a view to managing more efficiently.

- Cabinet will, wherever sensible, not agree further spend commitments until a balanced budget is assured and progress towards a sustainable Medium Term Financial Plan (MTFP) made.
3. The Council aims to smooth resource fluctuations over its five year medium term planning period. To support the 2016/17 budget, Cabinet approved use of £24.8m from the Budget Equalisation Reserve and carry forward of £3.8m to fund continuing planned service commitments. The Council currently has £21.3m in general balances.
 4. In February 2016, Cabinet approved the Council's Financial Strategy 2016-21. The Financial Strategy aims to:
 - secure the stewardship of public money;
 - ensure financial sustainability and
 - enable the transformation of the council's services.

Capital budget overview

5. Creating public value by improving outcomes for Surrey's residents is a key element of the Council's corporate vision and is at the heart of MTFP 2016-21's £651m capital programme, which includes £207m spending planned for 2016/17.

Budget monitoring overview

6. The Council's 2016/17 financial year began on 1 April 2016. This budget monitoring report covers the financial position at the end of the eighth month of 2016/17 (30 November 2016). The report focuses on material and significant issues, especially monitoring MTFP efficiencies. The report emphasises proposed actions to resolve any issues.
7. The Council has implemented a risk based approach to budget monitoring across all services. The approach ensures the Council focuses effort on monitoring those higher risk budgets due to their value, volatility or reputational impact.
8. A set of criteria categorise 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, which relates to the type of activities and data monitored (this includes the proportion of the budget spent on staffing or fixed contracts - the greater the proportion, the lower the complexity);
 - volatility, which is the relative rate that either actual spend or projected spend moves 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 the current year); and
 - political sensitivity, which 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).
9. Managers with high risk budgets monitor their budgets monthly, whereas managers with low risk budgets monitor their budgets quarterly, or more

frequently on an exception basis (if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower).

10. Annex 1 to this report sets out the Council's revenue budget forecast year end outturn as at 30 November 2016. The forecast is based upon year to date income and expenditure and financial year end projections using information available as at 30 November 2016.
11. The report provides explanations for significant variations from the revenue budget, with a focus on 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 variances over 2.5% may also be material.
12. Annex 1 to this report also updates Cabinet on the Council's capital budget. Appendix 1 provides details of the MTFP efficiencies, revenue and capital budget movements.

CONSULTATION:

13. All Cabinet Members will have consulted their relevant Director or Head of Service on the financial positions of their portfolios.

RISK MANAGEMENT AND IMPLICATIONS:

14. Risk implications are stated throughout the report and each relevant Director or Head of Service 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

15. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

Section 151 Officer Commentary

16. The Section 151 Officer confirms the financial information presented in this report is consistent with the Council's general accounting ledger and forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.
17. In light of the large forecast variance reported as at 30 September 2016 and despite the improvement reported as at 31 October 2016, the Section 151 Officer remains of the view expressed in her Budget Report to the Council in February 2016 that the financial situation facing the Council is serious and the Council needs to apply appropriate strategies to manage expenditure.
18. The Chief Executive and Director of Finance have agreed a series of actions with service directors to recover the position in year and are meeting regularly with the directors to monitor the effectiveness of these actions. Progress will be reported in each subsequent budget monitoring report to Cabinet.
19. As well as these actions to bring the in-year budget back into balance, each directors is reviewing their service approaches to manage down the financial consequences for future years.

Legal Implications – Monitoring Officer

20. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available. In view of the situation reported as at 30 September 2016, Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that appropriate strategies and controls are in place to manage expenditure within the in-year budget she must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget.

Equalities and Diversity

21. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

WHAT HAPPENS NEXT:

22. The relevant adjustments from the recommendations will be made to the council's accounts.

Contact Officer:

Sheila Little, Director of Finance
Tel: 020 8541 7012

Consulted:

Cabinet, Strategic Directors, Heads of Service.

Annexes:

- Annex 1 – Revenue budget, staffing costs, efficiencies, capital programme.
- Appendix 1 – Service financial information (revenue and efficiencies), revenue and capital budget movements.

Sources/background papers:

- None
-

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS,
TRANSPORT AND FLOODING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT &
INFRASTRUCTURE****SUBJECT: RUNNYMEDE ROUNDABOUT SCHEME****SUMMARY OF ISSUE:**

In their Strategic Economic Plans (SEPs), the two Local Enterprise Partnerships (LEPs) covering Surrey, Enterprise M3 (EM3) and Coast to Capital (C2C), have set out their proposals for supporting economic development in their areas. The County Council has worked with them to develop these plans, which include improvements to transport infrastructure to provide economic benefits. Funding for the schemes included in the SEP comes from the Local Growth Fund, and the arrangements require a local contribution be made to the cost for the transport schemes.

The prioritised transport infrastructure schemes are a key element of the Strategic Economic Plan (SEPs), submitted by the Local Enterprise Partnerships (LEPs) to Government in March 2014, which set out how they will support the economic development and regeneration of their areas.

Runnymede Roundabout was one of the prioritised schemes selected during 2014. This major scheme is in a strategic location, with immediate connections to M25 (Junction 13 including to Heathrow Airport), Staines-upon-Thames, Egham and Windsor. All roads connected to the roundabout experience significant traffic bottlenecks at peak times, and this junction is considered to be one of the worst congested areas in the county.

The proposed schemes will deliver a range of benefits to Surrey's residents, including reduced congestion, improved journey time reliability, enhanced safety, improved access for cyclists, pedestrians and buses, and it is expected to contribute to the retention of existing businesses, and attract new development, thereby contributing to local economic growth and job creation.

The Strategic, Economic, Financial, and Management cases were set out in the full Business Case submitted to the EM3 LEP on 30 September 2014, and has been through an independent assurance assessment and approved by the EM3 LEP Board on 24 November 2014.

This scheme was approved by Cabinet on 23 September 2014 with an original budget of £4.80m, together with the Egham Sustainable Transport Package (STP) with a budget of £3.70m.

The Runnymede Roundabout scheme was subject of a tender using the former SE7 Regional Highways Framework, however the submitted tenders were unaffordable. To enable this critical scheme to proceed, it was agreed with the EM3 LEP at their

Programme Management Group that the funding for Runnymede Roundabout and Egham STP could be amalgamated into a single package of works, allowing funding to be switched between the two schemes.

The Runnymede Roundabout project has now been revised (Annex A), including a re-design, and an enhanced overall budget of £7.225m. The Egham STP has been redesigned and its budget reduced to £1.775m. It is currently under construction.

Following Cabinet approval of the scheme, and the LEP approval to treat the two schemes as a package, detailed design has been undertaken. Approximately £800,000 has been spent on detailed design and charged to the capital account. Construction works for the revised project has been tendered using the new GEN3 Regional Highways Framework, and this report provides details of the procurement process followed.

Given the current financial climate Cabinet is asked to re-affirm the financial support it gave to this scheme in December 2014, so that the scheme can proceed, Cabinet is also asked to award the tender, so that the main construction works can start.

As the Cabinet deferred a decision on this paper at their meeting on 22 November 2016, the affect is now that the contract award process will fall outside the 120 day period during which tenderers are required to hold their prices, and the contractors' contract programme will need to be negotiated, with consequent risk that costs could change. The impact of this delay has been highlighted in the Part 2 of the paper.

A significant delay could result in the LGF funding allocated to the scheme being withdrawn by EM3 LEP and allocated to other projects, and the scheme therefore being cancelled.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. reaffirms the financial support it gave to the scheme in 2014; and
2. approves the award of the tender for construction works for the Runnymede Roundabout scheme on the basis set out in the Part 2 report.

REASON FOR RECOMMENDATIONS:

This report recommends approval to let a contract to construct an improvement scheme for Runnymede Roundabout (part of the combined Runnymede Roundabout and Egham STP package), one of the county's most serious congestion hot spots, near to Staines and Egham, supported by 75% government funding through the Enterprise M3 Local Enterprise Partnership and a contribution from Runnymede Borough Council.

A mini-tender process for the Runnymede Roundabout scheme, in compliance with the requirements of the GEN3 Regional Highways Framework has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process. Funding for this scheme has been secured from the Local Enterprise Partnership £4.950m plus a direct contribution of £1.525m from Surrey County Council (approved by Cabinet at its meeting on 23 September 2014) and a partner contribution of £0.250m from Runnymede Borough Council. An

additional £0.500m has also been allocated from the Flood Resilience capital budget to complete required priority drainage maintenance scheme at the same time as the LEP scheme works in order to minimise disruption and cost, and this is a more efficient way to deliver this associated scheme. The Runnymede Roundabout and drainage scheme has a combined total budget of £7.225m.

DETAILS:

Business Case

1. In July 2014, the government announced Local Growth Fund (LGF) allocation for transport infrastructure to the Local Enterprise Partnership's (LEPs), for the 2015 – 2021 period, based on their respective Strategic Economic Plans (SEP's).
2. Allocation for 2015-16 was specifically detailed, with committed funding for a selection of prioritised schemes, including Runnymede Roundabout, subject to a satisfactory business case for the project.
3. A paper was presented to Cabinet on 23 September 2014 for approval to the local contribution for Tranche 1 of the Strategic Economic Plan Schemes. This included the Runnymede Roundabout scheme and the Egham Sustainable Transport Package. Cabinet approved that the cost of the local contribution for the Tranche 1 schemes would be met from the Economic Regeneration capital budget. It was also approved that authority be delegated, within the limits set out in the Constitution, to the Strategic Director for Environment and Infrastructure, in consultation with the Deputy Leader, Cabinet Member for Highways, Transport and Flooding Recovery and the Director of Finance, to agree the precise amount of the SCC contribution
4. Following feasibility, consultation and detailed design work, the Runnymede Roundabout scheme was tendered using the former SE7 Regional Highways Framework during the summer of 2015. However, following tender analysis, the submitted tenders were unaffordable and the project has now been revised, including a re-design.
5. The key sections that were removed from the original project were as follows:
 - Widening of the A30 (T) Glanty Loop (Highways England Network)
 - Toucan crossings over the central carriageway area of the roundabout
 - Footway/cycleways across the central area of the roundabout
6. The toucan crossings over the central carriageway area of the roundabout and the footway/cycleways across the central area were considered to be a minor benefit as toucan crossings and widened footway/cycleways will be introduced around the perimeter of the roundabout to significantly improve access for these modes of travel.
7. In consultation with the LEP, it was agreed to transfer £1.350m Local Growth Funding and £0.575m SCC direct contribution from the adjacent Egham Sustainable Transport Package to the revised Runnymede Roundabout scheme.

8. The former SE7 Regional Highways Framework came to an end on 31 March 2016 and has been replaced by the GEN3 Regional Highways Framework.
9. The recent announcement by the Government related to the potential expansion of Heathrow Airport is a complex process and could take many years in the planning stage, however this does not replace or reduce the need for this major scheme improvement now at Runnymede Roundabout, which is considered to be one of the County's most seriously congested areas.

Background

10. The original project was the subject of a tender process during the summer of 2015, using the former SE7 Regional Highways Framework. However, following tender analysis, the submitted tenders were unaffordable.
11. The project was revised, by removing some sections of work. One such section was the widening of an approach road to the Runnymede Roundabout (known as The Glanty) which sits within the Highways England network. As a result of traffic modelling work, further discussions took place with Highways England who agreed that this widening could be omitted saving costs in relation to additional road construction and retaining walls. However estimated costs were still above the original budget allocation for the scheme Therefore following agreement by senior county officers, it was agreed with the EM3 LEP at their Programme Management Group that the funding for Runnymede Roundabout and Egham STP could be amalgamated, allowing funding to be switched between the two schemes.
12. The result was that both projects were revised which enabled both projects to proceed to final detailed design and procurement and remain within the revised available budget.

Procurement Strategy

13. A strategic analysis of the procurement options available has been completed, the process has reviewed the commercial risks and opportunities to deliver the works. Three options were originally considered:
 - Option 1: Tender direct to the market place through an OJEU tender process. This takes on average between 3 and 6 months. Tender costs are considerable in staff time. It was decided not to adopt this option.
 - Option 2: Use the existing Surrey Highways Term Maintenance Contract with Kier. As the maximum cost for an individual order is below the total estimated cost of the scheme, and Runnymede Roundabout cannot be broken down into individual minor improvement schemes, this option was not available.
 - Option 3: Tender using the SE7 Regional Highways Framework. The Framework is for highway construction schemes up to £5m using the NEC3 contract. This option was preferred as the contractors were known on the SE7 Framework and have been used on similar projects.
14. The business case submitted and approved by the EM3 LEP was based on Option 3 tender through the SE7 Regional Framework now GEN3.

Use of e-Tendering and market management activities

15. In order to open the tender process to a wider range of suppliers than have previously been involved, the recently approved electronic tendering platform was used.
16. The revised project has now gone through the required tender process using the new GEN3 Regional Highways Framework, which has replaced the SE7 framework.

Key Implications

17. By awarding a contract to the supplier recommended for the provision of the Runnymede Roundabout Scheme to commence in January 2017 the Council will be compliant with EU Regulations, Public Contracts Regulations and SCC's Procurement Standing Order and ensuring value for money.
18. The management responsibility for the contract and resultant works lies with Surrey Highways team and will be managed in line with the Contract Management Strategy and Plan as laid out in the contract documentation, which provides for review of performance and costs.

Competitive Tendering Process

19. The contract has been let as a competitive tendering exercise using the GEN3 Regional Highways Framework.
20. The procurement activity included inviting all ten suppliers on the GEN3 Regional Highways Framework, with five suppliers expressing an interest.
21. The results of the evaluation process are in the Part 2 Report.

CONSULTATION:

22. Stakeholders including Runnymede Borough Council have been consulted at all stages of the commissioning and procurement process. The public and businesses were consulted on the proposed improvements during the autumn of 2013 and the feedback was overall positive.
23. The Runnymede Local Committee has been updated at each committee cycle. In addition the County Council has a dedicated web page for major schemes, including Runnymede Roundabout.

RISK MANAGEMENT AND IMPLICATIONS:

24. The contract is the standard NEC3 form of contract. This allows the Council to terminate the contract with notice periods agreed with the Project Manager.
25. All approved contractors on the GEN3 Regional Highways Framework completed satisfactory financial checks as well as checks on competency in delivery of similar contracts.

Financial and Value for Money Implications

26. The proposed Runnymede Roundabout major scheme has been the subject of a business case, which has had an independent assurance assessment carried out by the LEP's consultants and been through a cost/benefit analysis where it was highly rated.
27. Based on the revised budgets, combining the Egham STP and Runnymede Roundabout package and excluding the additional drainage scheme the projects have attracted approximately 75% of Local Growth Fund from the LEP, with the remainder of the funding coming from Local Contribution. For Runnymede Roundabout a direct contribution of £1.525m from Surrey County Council and £0.250m from Runnymede Borough Council is required.
28. The indicative revenue impact of the County Council's direct contribution to the scheme, assuming that it is funded through borrowing and that the assets have a useful economic life of 20 years, is shown below in table 1.

Table 1 Indicative revenue impact

Project	2017/18 £000's	2018/19 and each year until 2037/38 £000's
Runnymede Roundabout (£1.525m)	20	116
Drainage scheme (£0.500m)	7	38

29. Full details of the contract value and financial implications are set out in the Part 2 report. The Engineers estimate, which was based on the County Council's Engineers and Quantity Surveyors estimated costs and quantities of the project tender. These were based on current industry costs. The procurement activity and value engineering in the design and contract preparation phases has delivered a solution with identified savings.
30. The Local Growth Fund provided by the EM3 LEP is required to be spent by 31 March 2018, and the recommended supplier for these works indicates a contractual programme completing by this date.
31. If at the end of the project the EM3 LEP have indicated that should the Runnymede Roundabout scheme be underspent any balance of funding can be utilised on the Egham STP. These works would comprise previously agreed works in the original business case which were subsequently removed as part of the revision process. This is because Egham STP and Runnymede Roundabout are now being considered as one package. This will be available once the outturn construction costs for the Runnymede Roundabout are known.

Section 151 Officer Commentary

32. As indicated in the November Cabinet budget monitoring report, the Section 151 Officer remains clear that the County Council is facing unprecedented financial challenges, forecasting a significant revenue budget overspending in this financial year, and does not have a balanced nor sustainable budget for future years.
33. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available, and as such the Section 151 Officer is clear that agreeing the recommendations in this report, despite it being included in the current Medium Term Financial Plan (2016-21), will exacerbate the current overspend forecast unless sufficient action is taken to recover the overspend position.
34. Notwithstanding the above, the Section 151 Officer notes that the recommended contract award follows a robust procurement exercise. Due to delays, a contract award would now fall outside the 120 day period during which tenderers are required to hold their prices, with consequent risk that prices could change. The scheme budget currently makes provision for unforeseen cost changes, set out in part 2 to this report. It is noted that to minimise disruption and to improve value for money the procurement scope has been extended in order to include associated drainage works which are required before the scheme commences with this being funded by the capital budget set aside in the MTFP for flood resilience related works..

Legal Implications – Monitoring Officer

This report concerns one project that would assist the Council in meeting its duties in relation to highways. Given the Council's current financial position, Members will wish to be satisfied that the proposal will be effective in meeting those duties and also provide value for money, taking into account all other financial implications set out in this report and in the Part 2 report.

Equalities and Diversity

35. It is the objective of the County Council to treat all users of the public highway equally and with understanding and a project specific equality and diversity screening has been undertaken as part of the development of this project, which is available as a background document.
36. The proposals within the scheme will seek to eliminate any perceived 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.

Other Implications:

37. At the end of the contractual term, ownership of the contract will remain with Surrey County Council, therefore those conditions of the contract which survive the validity period of the contract (such as defect correction period, insurance provisions etc.) will remain binding upon parties to the contract.

<u>What Happens Next</u>

38. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award (including 'call in' period)	20 December 2016
'Alcatel' Standstill Period	21 December to 4 January 2017
Contract award letter	No earlier than 5 January 2017
Contract Commencement Date	Subject to revised programme

39. The Council has an obligation to allow unsuccessful suppliers the opportunity to challenge the proposed contract award. This period is referred to as the 'Alcatel' standstill period.

Contact Officers:

Peter Simmonds – Category Specialist, Surrey Procurement, Tel: 020 85419936

Lyndon Mendes – Transport Policy Team Manager, Tel: 020 8541 9393

Consulted:

Runnymede Borough Council

Public and local businesses via a public consultation and exhibition process

Enterprise M3 Local Enterprise Partnership (EM3 LEP)

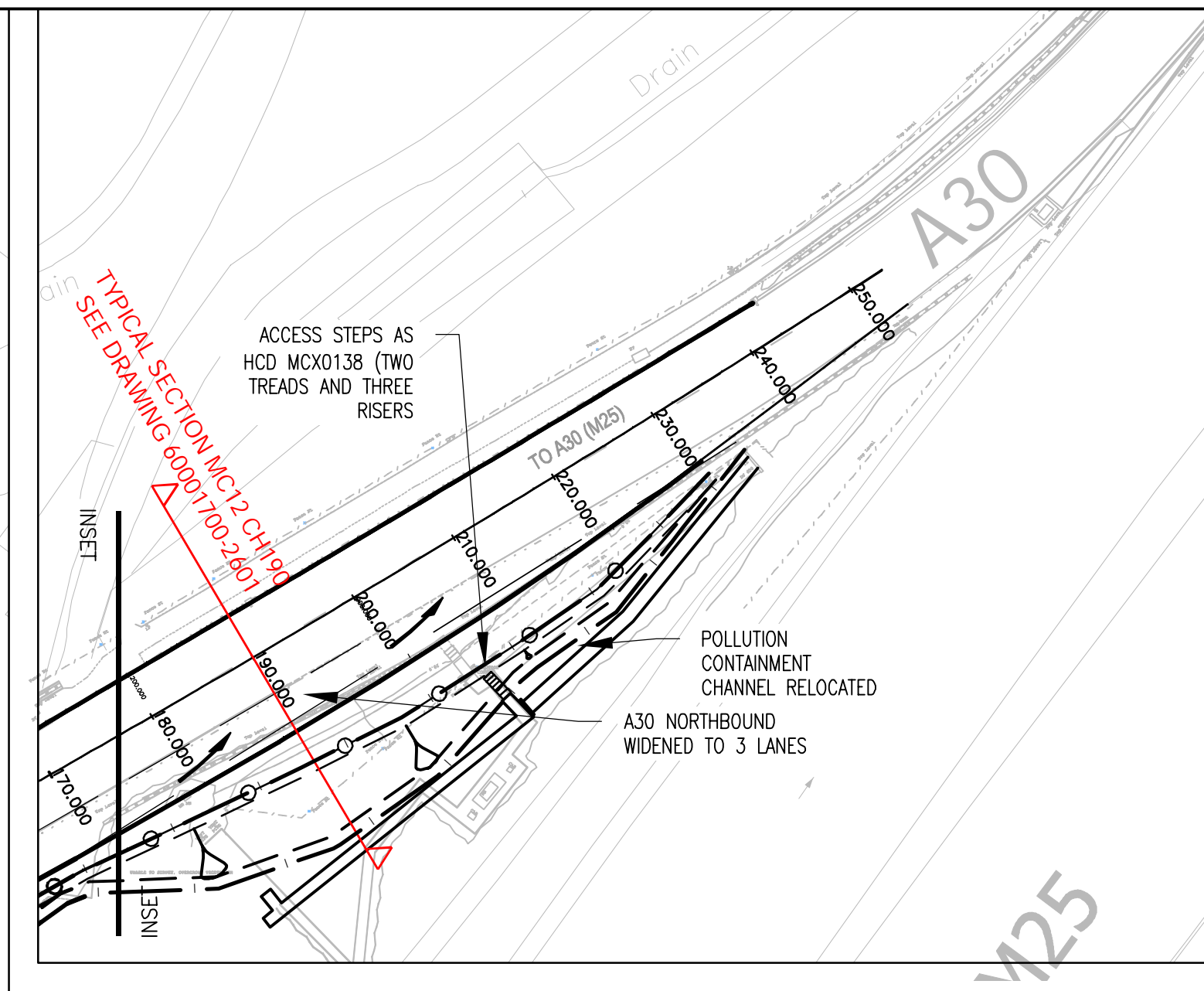
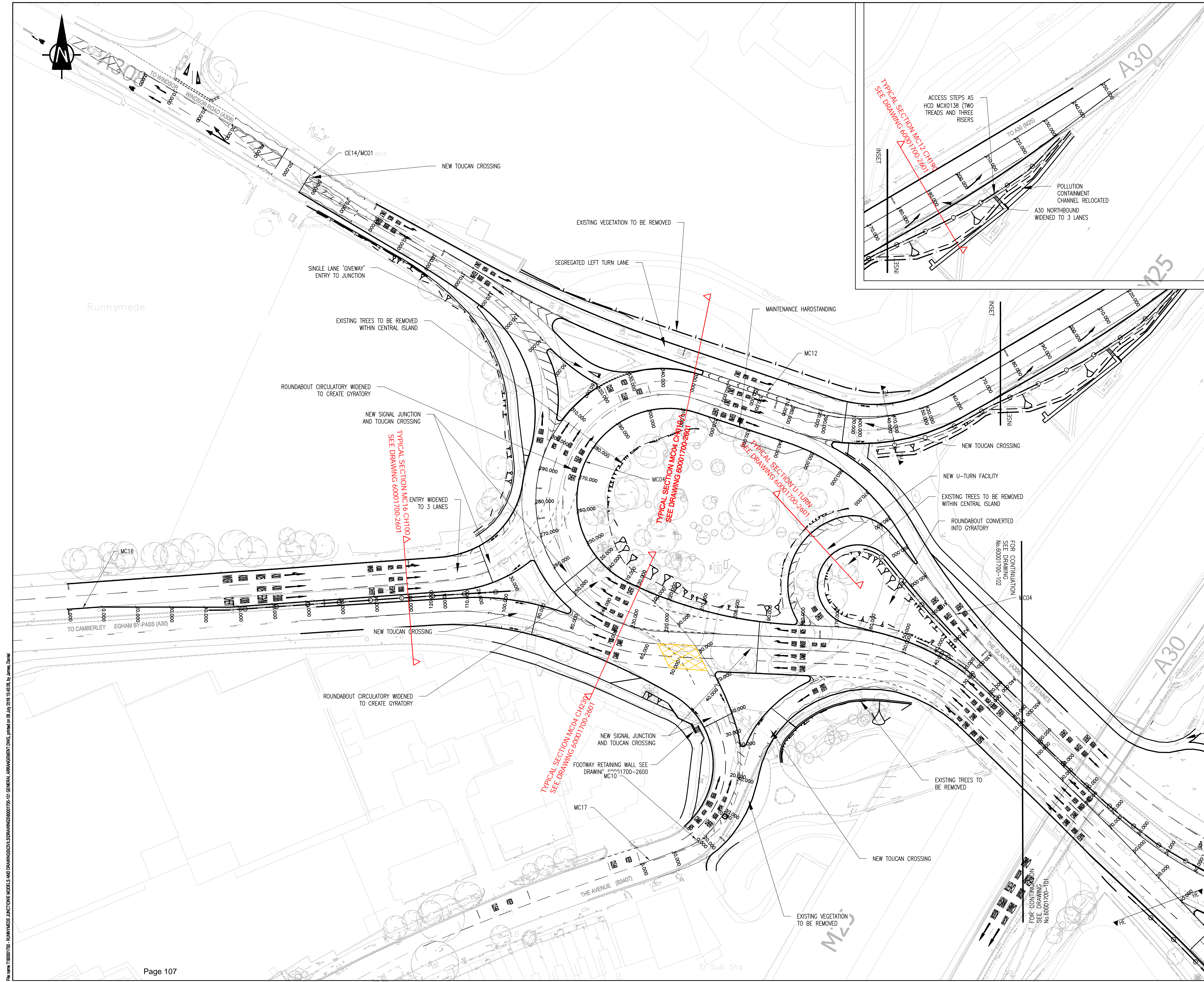
Highways England

Annexes:

Annex A – General arrangement plan of Runnymede Roundabout Major scheme

Sources/background papers:

- Runnymede Roundabout and Egham Sustainable Transport Package Public and Business consultation autumn 2013
- Cabinet Report 23 September 2014 – Supporting Economic Growth Through Investment In Highways Infrastructure
- Cabinet Report 16 December 2014 - Supporting Economic Growth Through Investment In Highways Infrastructure
- Runnymede Roundabout EM3 LEP Business Case – September 2014
- SE7 Tender for Runnymede Roundabout summer 2015
- Equality and Diversity screen report – Runnymede Roundabout July 2016



DO NOT SCALE

NOTES:
1. CROSS SECTIONS ARE ON DRAWING 60001700-113 TO 125

- KEY:
- KERB
 - EARTHWORKS
 - SETTING OUT STRING LABEL - REFER TO CROSS SECTIONS
 - SAFETY BARRIER
 - FENCING. REFER TO SAFETY BARRIER AND FENCING DRAWINGS FOR FENCING TYPES

RESIDUAL HEALTH & SAFETY RISKS

DESCRIPTION OF RISK	RISK REGISTER REFERENCE
LIVE TRAFFIC & WORKING RESTRICTIONS	ITEMS 1 & 11
POLLUTION OF RIVER THAMES	ITEM 2
BURIED SERVICES	ITEMS 5 & 6
ASBESTOS	ITEM 15
EMERGENCIES & DIVERSION ROUTES	ITEMS 16 & 17

REV	DATE	BY	DESCRIPTION	CHK	APP
G	01/07/2016	DEJ	ALTERATIONS FOLLOWING CLIENT REVIEWS	JHW	JHW
F	02/03/2016	SC	ROAD MARKINGS ALTERED FOLLOWING LINSIG AUDIT	JHW	JHW
E	03/02/2016	SC	DESIGN DESCOPING CENTRAL ISLAND LINKS AND CROSSINGS REMOVED	DEJ	JHW
D	18/08/2015	AB	ALTERATIONS FOLLOWING SECOND CLIENT REVIEW	JHW	AP
C	02/07/2015	SWC	ALTERATIONS FOLLOWING CLIENT REVIEW	JHW	AP
B	10/04/2015	JOB	ALTERATIONS FOLLOWING RSA2	JHW	AP
A	13/03/2015	JHW	UPDATED FOR RSA2	EJR	AP

DRAWING STATUS: TENDER DRAWING

Building E4, Green Lane Business Park,
Tewkesbury, Gloucestershire, GL20 8SJ
Tel: +44 (0)1684 851 751, Fax: +44 (0)1684 851 711
<http://www.wspgroup.com>

Surrey Highways
Transport for Surrey

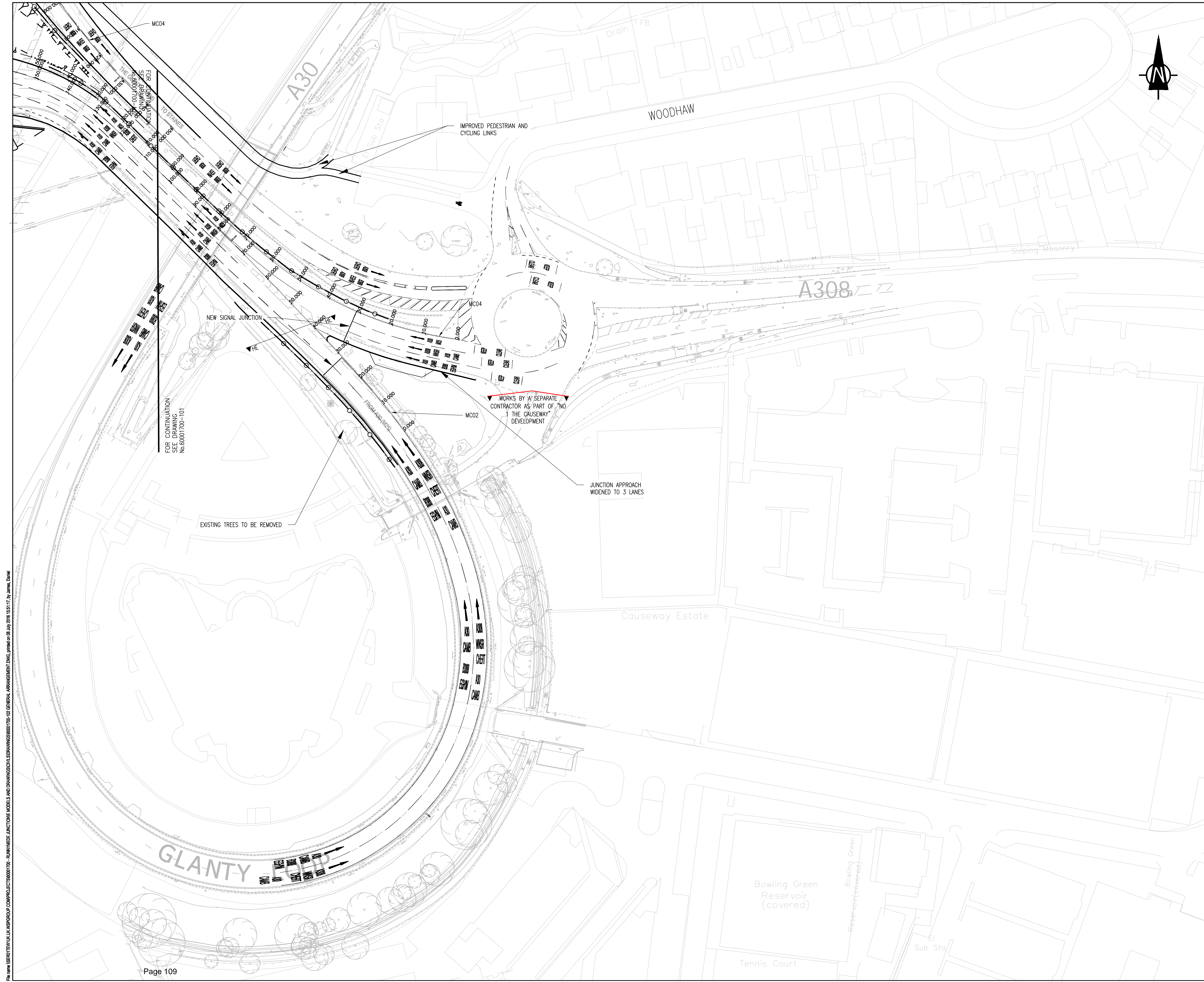
PROJECT: RUNNYMEDE ROUNDABOUT

TITLE: RUNNYMEDE ROUNDABOUT GENERAL ARRANGEMENT SHEET 1 OF 2

SCALE @ A1: 1:500m	CHECKED: JHW	APPROVED: JHW
CAD FILE: 60001700-101 GENERAL ARRANGEMENT DWG	DESIGN-DRAWING: SWC	DATE: MARCH 2015
PROJECT No: 60001700	DRAWING No: 60001700-101	REV: G

© WSP Group plc

File name: 150001700 - RUNNYMEDE ROUNDABOUT GENERAL ARRANGEMENT DWG, printed on 08 July 2015 15:42:28 by James, Daniel



DO NOT SCALE

NOTES:
1. CROSS SECTIONS ARE ON DRAWING 60001700-113 TO 125

- KEY:
- KERB
 - EARTHWORKS
 - SETTING OUT STRING LABEL - REFER TO CROSS SECTIONS
 - SAFETY BARRIER
 - FENCING, REFER TO SAFETY BARRIER AND FENCING DRAWINGS FOR FENCING TYPES

RESIDUAL HEALTH & SAFETY RISKS

DESCRIPTION OF RISK	RISK REGISTER REFERENCE
LIVE TRAFFIC & WORKING RESTRICTIONS	ITEMS 1 & 11
POLLUTION OF RIVER THAMES	ITEM 2
BURIED SERVICES	ITEMS 5 & 6
ASBESTOS	ITEM 15
EMERGENCIES & DIVERSION ROUTES	ITEMS 16 & 17

REV	DATE	BY	DESCRIPTION	CHK	APP
K	01/07/2016	DEJ	ALTERATIONS FOLLOWING CLIENT REVIEW	JHW	JHW
J	10/03/2016	JHW	UPDATED FOLLOWING SECOND LINSIG AUDIT	JHW	JHW
H	03/03/2016	SC	UPDATED FOLLOWING LINSIG AUDIT	DEJ	JHW
G	10/02/2016	SC	STOP LINES CHANGED ON GLANTY LOOP	JHW	AP
F	09/02/2016	JHW	SSD LINES ADDED	JHW	AP
E	03/02/2016	SWC	DESIGN DESKTOPPING (GLANTY LOOP WIDENING REMOVED)	JHW	AP
D	18/08/2015	AB	ALTERATIONS FOLLOWING SECOND CLIENT REVIEW	JHW	AP
C	02/07/2015	SWC	ALTERATIONS FOLLOWING CLIENT REVIEW	JHW	AP
B	10/04/2015	JOB	ALTERATIONS FOLLOWING RSA2	JHW	AP
A	13/03/2015	JHW	UPDATED FOR RSA2	EJR	AP

DRAWING STATUS: TENDER DRAWING

Building E4, Green Lane Business Park,
Tewkesbury, Gloucestershire, GL20 8SJ
Tel: +44 (0)1684 851 751, Fax: +44 (0)1684 851 711
<http://www.wspgroup.com>

CLIENT:

SURREY COUNTY COUNCIL
Surrey Highways
Transport for Surrey

PROJECT: RUNNYMEDE ROUNDABOUT

TITLE: RUNNYMEDE ROUNDABOUT GENERAL ARRANGEMENT SHEET 2 OF 2

SCALE @ A1: 1:500m	CHECKED: JHW	APPROVED: JHW
CAD FILE: 60001700-102 GENERAL ARRANGEMENT.DWG	DESIGN-DRAWN: SWC	DATE: MARCH 2015
PROJECT No: 60001700	DRAWING No: 60001700-102	REV: K

© WSP Group plc

File name: S:\B07\HULL\WSP\GROUP\PROJECTS\60001700 - RUNNYMEDE ROUNDABOUT\DRAWINGS\GENERAL ARRANGEMENT.DWG, printed on 08 July 2016 15:51:17, by James, David

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR PETER MARTIN, DEPUTY LEADER****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR FOR ENVIRONMENT AND INFRASTRUCTURE****SUBJECT: INVESTMENT OF PROGRAMME FUNDING TO FURTHER EXTEND SUPERFAST BROADBAND INFRASTRUCTURE TO SURREY PREMISES - PART 1****SUMMARY OF ISSUE:**

Surrey County Council's investment in fibre broadband infrastructure over the past four years through the contract with BT has had a very significant impact on the well-being and economic prosperity of thousands of residents and businesses around the county. All of the contractual targets in the main phase of the contract have been achieved.

In 2012, commercial broadband providers advised that current and future fibre broadband rollout plans excluded approximately 20% of Surrey premises. Now, as a result of the County's investment into broadband infrastructure, more than 96% of all Surrey premises are able to access fibre download speeds of 15mbps or above. According to Think Broadband, Surrey county council is currently the best connected county in England.

Due to the County's very successful demand stimulation campaigns, take-up of the fibre broadband services by residents and businesses is significantly higher than projected in the contract finance model resulting in additional clawback funding flowing into the contract. BT have offered Surrey County Council an advance against this clawback funding of £3.8 million, known as 'Gainshare'.

Achieving a very high level of broadband availability throughout the county remains a priority for the council and is something that supports the council's strategic goals. This report proposes to utilise this Gainshare funding for the deployment of additional Next Generation Access (NGA) broadband infrastructure, using the existing BT contract, to as many of the remaining 15,300 Surrey premises as possible that are not included in any commercial plans and are unable to access fast broadband speeds.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Approves the investment of State Aid approved funds that have been generated by the contract with BT to further the deployment of Next Generation Access (NGA) broadband infrastructure within a revised

Intervention Area.

2. Delegates final approval for the investment of contract funds to the Strategic Director for Environment and Infrastructure in consultation with the Deputy Leader.
-

REASON FOR RECOMMENDATIONS:

Utilising available funding within the existing contract with BT enables the county council to proceed with the deployment of additional broadband infrastructure, providing high speed broadband to as many of the remaining 15,300 premises as possible.

The recommendation requires no new capital expenditure as the funding is generated wholly through the existing contract and higher than modelled take up of fibre broadband services in Surrey county council's original Intervention Area. This funding is already State aid approved and can be used immediately through the existing contract with BT.

DETAILS:

Background

1. Five years ago, Surrey County Council determined that the Superfast Broadband Project was a Corporate priority in the 'One County, One Team' Corporate Strategy 2012-2017: "We want to ensure that all Surrey's businesses, households and community organisations can gain access to Superfast Broadband."
2. The investment in broadband technology continues to be a priority and underpins the County's Corporate Strategy 2015-2020 strategic priorities of Wellbeing, Economic prosperity and Resident Experience.
3. The need for fast broadband services by Surrey residents and businesses has increasingly become a necessity rather than a preference for operating a business, working from home, accessing educational material, utilising local and national government services, shopping on-line and accessing other TV and digital services. Surrey County Council's investment in fibre broadband infrastructure over the past four years through the contract with BT has had a very significant impact on the well-being and economic prosperity of thousands of residents and businesses around the county.
4. In 2012 Surrey County Council intervened to address a large gap in commercial fibre broadband rollout plans. These commercial plans indicated that approximately 20% of Surrey residents and businesses were not included in any current or future rollout plans. Surrey County Council allocated £20 million capital funding to fibre broadband infrastructure which was approved by full Council in the Medium Term Financial Plan (MFTP) on 7 February 2012. A further £1.3 million was allocated from Broadband Delivery UK (BDUK) the Government's broadband deployment agency. This was in addition to BT's Capital and Revenue expenditure.

5. All of the contractual speeds and coverage targets relating to the main phase of the programme have been achieved resulting in more than 86,000 additional Surrey premises covered by fibre infrastructure.
6. As a result of Surrey County Council's investment and in conjunction with commercial rollouts, the County's recent State Aid public consultation has indicated that 96% of all Surrey premises can now access fibre download speeds of 15mbps or above.
7. According to ThinkBroadband, an independent broadband news and information website, Surrey is currently the best connected county in England with the highest percentage of premises able to obtain download speeds of 15 Mbps and 24Mbps, and the lowest percentage of premises with speeds below both 2Mbps and 10Mbps.
8. Surrey County Council's contract with BT includes a clawback mechanism which generates additional funding that flows into a joint investment fund when take-up of fibre broadband services in the Intervention Area is higher than originally modelled over the term of the contract.
9. Due to the County's very successful demand stimulation campaigns, take-up of fibre broadband services by residents and businesses in the 2012 Intervention Area is significantly higher than projected in the contract finance model. It is the clear intention of the contract that the Council and BT will reinvest any and all Clawback in further network expansion.
10. BT have offered Surrey County Council an advance of £3.8 million on the clawback funding which is known as 'Gainshare'.
11. There are still 15,300 premises in Surrey that are unable to access Next Generation Access (NGA) fibre broadband services of 15mbps download speeds or above and are not included in any commercial rollout plans.
12. Residents in these properties are contacting the county council, Borough/District and Town/Parish councillors and Surrey MPs on a regular basis highlighting their concerns and advising of the impact of slow broadband speeds on their lives, economic growth and wellbeing.
13. There are various options that these residents and businesses can consider for improved broadband speeds. They can investigate satellite, wireless or mobile services which may provide improved speeds; self-fund a private leased line; register interest in a fibre connection with Virgin Media's 'cable-my-street', a mechanism for assessing where there is sufficient demand to justify private investment; or coordinate and help self-fund a community initiative.
14. In the past four years, the Government has also intervened to try and improve broadband provision. **The Universal Service Commitment (USC)** is being delivered by BDUK's Better Broadband Scheme which will finish at the end of 2017. Residents and businesses in Surrey that are currently unable to access download speeds of 2mbps or above can apply for a voucher from BDUK which can be used towards the cost of satellite infrastructure or used as part payment in a BT Community Fibre Partnership.

15. Beyond that a broadband **Universal Service Obligation (USO)** is being developed that will give people the legal right to request a connection to broadband with a minimum download speed of 10 Mbps by 2020. The Department for Culture, Media and Sport (DCMS) has commissioned Ofcom to provide technical analysis and recommendations to support the design of the broadband USO by the end of 2016.

Proposal

16. The County Council's proposal is to use the Gainshare funding of £3.8 million to extend fibre infrastructure even further into Surrey to as many of the 15,300 premises as possible utilising the State Aid assured funding within the existing BT contract.
17. This funding does not require any new capital investment by the county council. The County Council has now received State Aid approval to use this Gainshare funding through the existing contract with BT within a revised Intervention Area. It offers the benefit of proceeding with additional broadband infrastructure deployment as soon as possible, without further procurement.
18. The County Council requested BT to model solutions to maximise the number of premises that might benefit from further County Council investment. These premises will be connected to the fibre network using a combination of different technologies; Fibre to the Cabinet (FTTC), either new cabinets or by connecting to an existing nearby fibre enabled cabinet, Fibre to the Premise (FTTP) or Fibre to the Remote Node (FTTRN).
19. Upon completion of the additional deployment, the programme team will be disbanded and the programme hibernated until 2022. From late 2018, existing Surrey County Council resources will be utilised to manage any ongoing contractual requirements, complaints and enquiries and then close the contract in 2022.

CONSULTATION:

20. The increasing need for and reliance on broadband during the past four years has ensured that the programme has and is continuing to generate significant interest across the county. Supported by a programme of marketing, communication and community engagement, the County Council has employed a wide range of media and on-line services in order to educate and manage expectations from elected representatives, members of the community and interested stakeholders on the rationale for the programme, timeframes for the roll-out, benefits of upgrading to the fibre network, expectations about speeds and coverage, clarification on the legal constraints of the contract as well as management of complaints and enquiries around all aspects of the programme.
21. In 2015 the county council undertook an Open Market Review (OMR) to understand and map the current and future availability of broadband in Surrey based on responses received from broadband infrastructure providers, including BT and Virgin Media.

22. In 2016, in line with guidance from BDUK, Surrey County Council undertook a State Aid Public Consultation. This consultation was limited to requesting feedback from broadband service providers, residents and businesses in Surrey on Surrey County Council's mapping of broadband coverage (that was based on the 2015 OMR) where they believed it was wrong. As well as publishing the consultation on the Superfast Surrey website, it was sent to Chief Executives, Surrey County Council Members, District and Borough Councillors, Parish Clerks, Residents' Associations, Surrey MPs, Service Providers as well as residents and businesses who had previously contacted the Superfast Surrey team to advise of slow broadband speeds or no fibre connection. In addition to receiving responses from infrastructure providers Surrey County Council received 369 (245 unique) public responses. All of the feedback was reviewed and where appropriate changes were made to the broadband coverage designation of the postcode in question before being submitted to BDUK for approval.
23. Residents and businesses in Surrey are aware of the programme's Clawback mechanism and the availability of Gainshare funding. This information has been made available as part of the State Aid Public Consultation. There is a strong expectation from local communities that Surrey County Council will utilise this Gainshare to deliver further fibre broadband infrastructure coverage.

RISK MANAGEMENT AND IMPLICATIONS:

24. Current modelling predicts that there will be sufficient clawback generated over the life of the contract to significantly exceed the Gainshare offer. There is therefore a low risk that the total contract clawback will be less than the £3.8 million of Gainshare offered by BT. The change control request includes a review mechanism and process to remove the risk of underfunding.
25. Surrey County Council has no financial liability for any infrastructure costs that exceed the amounts committed in the change control. The risk sits with BT.

Financial and Value for Money Implications

26. The contract with BT includes a Clawback mechanism that generates funds over the life of the contract subject to the level of take-up. It is the clear intention of the contract that the clawback funding is used for further expansion of the fibre broadband network.
27. As part of a national commitment by BT to return £129 million of clawback funding to Local Authorities ahead of schedule, BT have effectively offered Surrey County Council an 'advance' of £3.8 million, known as Gainshare.
28. Using Gainshare for the expansion of the fibre network is subject to the funding being considered lawful State Aid under European Commission guidelines and representing a Value For Money (VFM) investment in broadband infrastructure. The legality of using the £3.8 million of Gainshare has been confirmed by BDUK.
29. Surrey County Council will seek to maximise the impact of the investment by connecting the greatest number of premises to Superfast Broadband within the funding envelope as modelled by BT, up to the point where all of the

funding is utilised or until the cost of connection to premises no longer represents VFM. There is no absolute threshold for VFM as this is influenced by the ability of other service providers to potentially supply a comparable broadband service. It may therefore be necessary for Surrey County Council to liaise with BDUK during evaluation of BT's modelling.

Section 151 Officer Commentary

30. This further broadband infrastructure is being financed through funding generated as part of the contract with BT, due to the high level of broadband take-up. There is no additional cost to the County.
31. The Surrey County Council team costs for managing the contract are already included with the Capital Programme.

Legal Implications – Monitoring Officer

32. The County Council has a general power of competence under the Localism Act 2011 to do anything that individuals generally may do.
33. The contractual agreement that Surrey County Council has with BT is based upon a contract developed by Central Government (Department of Culture, Media and Sport) through BDUK for use on their broadband framework. The terms of this contract will be amended through the contractual change control process to incorporate the additional funding. The contract targets and finance model will be amended accordingly.
34. Surrey County Council has complied with BDUK advice and guidance in relation to State Aid regulations. In July 2016 BDUK assured Surrey county council's proposal for utilising the additional funding through the existing contract with BT in areas that included those previously identified in 2012 as part of commercial plans.

Equalities and Diversity

35. Under section 149 of the Equality Act 2010, in making this decision, the Cabinet must comply with its public equality duty which requires it to have due regards to the need to:
 - I. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - II. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - III. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
36. Surrey County Council has considered whether decisions taken around the use of available funding will have a positive or negative impact on residents or staff, particularly those sharing protected characteristics. Surrey County Council has considered both direct and indirect discrimination but in light of no negative impacts being identified, an Equalities Impact Assessment has not been completed.

37. The Superfast Surrey Broadband Programme is an all-encompassing programme to install fibre broadband infrastructure to as many residents and businesses in Surrey as possible that are in areas of market failure, in accordance with the European Commission State Aid funding regulations. The programme does not target any one group in Surrey but is focused on extending the fibre network as far as possible within the constraints of project funding and VFM.
38. 96% of Surrey residents and businesses can already access fibre broadband download speeds of 15mbps or more. Whilst some of the remaining 4% of premises are still included in current or future commercial fibre rollout plans, there are 15,300 premises that are not. While the remaining residents and businesses can still access broadband either via standard (adsl) services or by alternate satellite, mobile or wireless technologies, many understand the potential benefits of fibre infrastructure and are keen to know if they will benefit from further public subsidy funding.
39. It is recognised that only a proportion of the 15,300 premises in the New Intervention Area will benefit from additional deployment using the Gainshare funding. Once the outcomes are known and decisions taken on any further deployment, Surrey County Council will email all Members from Surrey County Council, Borough / District and Town / Parish as well as other interested stakeholders. Surrey County Council will request their assistance in bringing the information contained in the email to the attention of their communities through their own communications channels. Information regarding the new deployment plan and the options available for those premises not included in the plan will also be uploaded to the Superfast Surrey website. Surrey County Council is also proposing to work with the SightforSurrey team to ensure that visually impaired and deaf residents are not excluded from these communications.

WHAT HAPPENS NEXT:

40. In early 2017 Surrey County Council will utilise the change control mechanism in the existing contract with BT to incorporate the allocated funding, revise the contract finance model and set new delivery targets associated with the additional funding.
41. The new broadband delivery plan will be communicated to all Stakeholders via the Superfast Surrey website, e-mail and presentations to local Parish councils as necessary as well as through SightforSurrey.
42. BT have indicated that the new programme could commence in Q1 2017/18 (April 2017) and would be completed in Q3 2018/19 (December 2018).
43. The Superfast Surrey programme team will monitor delivery of the infrastructure, providing updates to the impacted communities.

Contact Officer:

Graham Cook, Programme Manager, Superfast Surrey, Tel 07816 060457

Consulted:

Broadband Delivery UK (BDUK)

Surrey County Council Legal Services
Surrey County Council Finance
Surrey County Council Investment Panel
Surrey County Council Strategic Director, Environment and Infrastructure
Surrey County Council Economic, Prosperity, Environment and Highways Board
Surrey County Council Investment Panel
Surrey County Council residents and businesses (via State Aid Public Consultation)
Broadband Infrastructure Providers (via State Aid Public Consultation)

Details of those who have been informed of the issue.

All Councillors (Surrey County Council and Borough/District), Parish Clerks, Residents Associations, MPs, interested stakeholders have been kept up to date with eNewsletters on the status of the Superfast Surrey programme.

Annexes:

- Part 2 report and Annex - Investment of programme funding to further Superfast Broadband Infrastructure within a revised Intervention Area and Investment Panel Report

Sources/background papers:

- 2016 Surrey County Council State Aid Public Consultation
 - Surrey County Council NGA Map
 - Surrey County Council NGA Postcodes
 - Economic Prosperity Environment and Highways Board December 2016 - Superfast Surrey Report
-

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR PETER MARTIN, DEPUTY LEADER****MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS,
TRANSPORT AND FLOODING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT &
INFRASTRUCTURE****SUBJECT: SUPPORTING ECONOMIC GROWTH THROUGH INVESTMENT
IN TRANSPORT AND HIGHWAYS INFRASTRUCTURE -
SCHEMES FOR STAINES AND LEATHERHEAD****SUMMARY OF ISSUE:**

Improving transport infrastructure is a key part of the Council's strategic goal of economic prosperity.

Approval is sought to retrospectively submit a business case to the EM3 Local Enterprise Partnership for Staines STP (Phases 1A and 1B) (EM3 LEP), and approval is also sought to submit a business case to the C2C Local Enterprise Partnership for Greater Leatherhead STP (C2C LEP), as additional schemes for the 2016/17 Strategic Economic Plan (SEP) programme of EM3 and C2C Local Enterprise Partnerships (LEPs).

The Council has been in discussions with the relevant Borough and District Councils to secure local contributions. It is a requirement that the County Council confirms that the specified local financial contribution is available when it submits the business cases.

RECOMMENDATIONS:

It is recommended that the Cabinet agrees to:

1. Retrospective approval to submit a Business case for Staines STP (Phases 1A and 1B) (EM3 LEP), and
2. Approval to submit a business case for Leatherhead STP (subject to local contribution being made available).

REASON FOR RECOMMENDATIONS:

Transport infrastructure schemes are a key element of the Strategic Economic Plan (SEPs), submitted by the Local Enterprise Partnerships (LEPs) to Government in March 2014, which sets out how they will support the economic development and regeneration of their areas. The proposed schemes will deliver a range of benefits to Surrey's residents including reduced congestion; improved journey time reliability;

improved network resilience and safety and improved access for cyclists, pedestrians and buses, as well as enabling economic development and regeneration.

Under the funding arrangements, delivery bodies are required to provide a local contribution for the schemes, to reflect the local benefits that will be provided.

For the Leatherhead STP project, Mole Valley District Council is extremely supportive of the proposed scheme, and is committed to doing all it can to identify local match funding.

DETAILS:

Introduction

1. The estimated scheme costs and position regarding the required local financial contributions for the the Staines and Leatherhead STP schemes are set out in Table 1 below:

Project	Estimated cost £(m)	LGF £(m)	SCC Direct contribution £(m)	External/ Developer contributions £(m)	Comments
Staines STP (Phase 1A)	£3.250	£2.438	£0	£0.812	Local contribution secured
Staines STP (Phase 1B)	£1.700	£1.275	£0	£0.425	Delivery once external local contribution received
Greater Leatherhead STP	£4.880	£4.148	£0	£0.732	PIC £32,000 available MVDC seeking to identify remaining match funding.
Totals	£9.830	£7.861	£0	£1.969	

2. Staines STP (Phases 1A and 1B) will deliver a package of measures for sustainable travel options between Heathrow Airport and the 'wider Staines' area to enable the area to reach its latent growth potential.
3. The impact of the scheme will enhance southern access to Heathrow Airport for pedestrians, cyclists and bus users and encourage a modal shift that will improve the reliability of the local highway network.

4. **Staines STP Phase 1A and Phase 1B** - would be treated as one project under one business case but delivered over four financial years, with a local contribution of 25%.
 - **Phase 1A** - has £0.812m of local contribution with:
 - Heathrow Airport Ltd providing £0.549m,
 - and the remainder £0.263m from S106 developer contributions.
 - **Phase 1B** – requires £0.425m local contribution that is anticipated to be received in the near future from developer contributions and London Buses. Once this has been received, this phase of the work can proceed towards delivery. With this phased approach zero direct Surrey CC local contribution is required. The business case was submitted on 30 September 2016.
5. The business case was submitted on 30 September 2016 subject to Cabinet approval in order to meet the EM3 LEP deadlines, and retrospective approval is sought.
6. **The Greater Leatherhead STP** focuses on two key routes for walking and cycling. The first route provides improved connectivity between Fetcham and Leatherhead town centre and the railway station.
7. The second route provides improved sustainable transport access from the business parks in North Leatherhead, home to a significant number of businesses with over 11,000 employees to Leatherhead railway station and onwards into Leatherhead town centre.
 - **Greater Leatherhead STP** - A local contribution of £0.732m (15%) is required for this scheme to proceed. Mole Valley District Council is extremely supportive of the proposed scheme, and is committed to doing all it can to identify local match funding. The scheme will only proceed once the required financial contribution has been secured.

CONSULTATION:

8. The proposed schemes have been developed in consultation with Borough and District partners and have been noted to the LEPs and the neighbouring Local Transport Authorities through the Strategic Economic Plans (SEPs) process as indicated previously.
9. Officers from relevant Boroughs and Districts have been kept informed and engaged in the preparation of the business cases for the schemes through participation on the governance boards for schemes/ scheme clusters.
10. All the expressions of interest that were included in the Strategic Economic Plans submitted to Government are already publicly available on both the EM3 and C2C LEP websites. Where schemes are submitted as business cases these will also be published on the LEP websites.
11. All business cases are subject to up to 12 week public consultation period run by the LEPs, the results of which will be used by the LEPs as part of their independent assurance process.

12. A consultation for Staines STP (Phases 1A and 1B) was carried out during the Spring of 2016 and a consultation for the Leatherhead STP has recently been completed. The feedback is fed into the development of the schemes up to the point they are to be submitted to the LEPs as business cases.
13. This includes all required and necessary consultation with statutory agencies, such as the Highways England, Network Rail and the Environment Agency etc. as well as with statutory undertakers (utility operators) as appropriate to each scheme.
14. The Cabinet should also note that any further statutory consultation will happen once the detailed scheme designs are ready.

Reference to these projects can be found on the Surrey County Council Major Transport schemes web site: <http://www.surreycc.gov.uk/roads-and-transport/roads-and-transport-policies-plans-and-consultations/major-transport-projects>

RISK MANAGEMENT AND IMPLICATIONS:

15. The scheme costs set out in this report are estimates that were reviewed in 2016, based on outline scheme designs. Whilst they include a contingency sum and optimism bias, there is a risk that these costs could increase once the designs are finalised and procurement processes run. If costs increase, such that the local contribution required would exceed the amount stated in this report, then the following mitigation strategies would apply:
 - Further value engineering exercises would be undertaken as the design is developed to see if scheme costs could be brought down without reducing the scope of the scheme.
 - If scheme costs cannot be reduced then the scope of the scheme would be reviewed to see if the primary benefits could still be realised but with a reduced scheme.
 - If it is not possible to reduce the scheme cost in either of these ways, then Surrey CC would engage with the LEPs and the relevant borough/district to establish whether they are able to increase their contribution.

16. If, after following the steps above, the scheme would still require a contribution from Surrey County Council, then a further decision on this would be sought from the Cabinet.

Financial and Value for Money Implications:

17. The proposed transport schemes will deliver significant benefits to Surrey and, depending on the type of scheme, 75% or 85% of their estimated capital cost will be provided by LEP. Therefore, the required local contribution represents good value for money for Surrey residents.
18. Local contributions for both schemes are being met by partner contributions, S106 developer contributions and/or other sources as indicated in Table 1. However, the details presented in Table 1 reflect the position as at the writing of this report. Expectations are that additional contributions may become available from third parties as the schemes are being prepared.
19. In order to optimise value for money, robust procurement will be undertaken for each of the schemes and approval to award the contracts will be sought as required under the Council's constitution.

Section 151 Officer Commentary

20. The schemes in this report are recommended on the basis that the required funding contributions can be secured from partners or developer funding, and will not require a financial contribution from the County Council. Nevertheless the Section 151 Officer notes that financial risks do apply. Scheme costs are estimated and would be expected to evolve as schemes are designed and procured, whereas grant funding is likely to be fixed. Therefore, subject to the mitigation strategy outlined in this report, any increase in costs may result in an increase in the total contribution required. In recognition of this, scheme estimates include appropriate allowances for risk. The Council would also need to meet future maintenance costs of any new infrastructure resulting from these schemes, although it will also benefit from reduced costs associated with renewed assets.
21. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. It is therefore imperative that consideration be given to the strategy for funding future schemes, including contributions from partners and the utilisation of new funding streams.

Legal Implications – Monitoring Officer

22. The report sets out the process by which relevant schemes have already been identified and these are schemes which have been the subject of consultation and may need to have further public consultation, if required, before final approval by the LEPs. The LEPs will need to take account of the results of those consultations when finalising their views.

Equalities and Diversity

23. An initial equalities and diversity screening was carried out in advance of the report to Cabinet of 27 November 2012 which indicated that a full Equalities Impact Assessment was not required. However, project specific equality and diversity screening is to be undertaken as part of the development of each project. 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

24. A key objective of many of the proposed schemes, in particular the Sustainable Transport Package Schemes (STP), is to reduce carbon emissions through a combination of reduced vehicle delays, improvements to public transport and encouraging alternative modes of transport to motorised vehicles. In addition to this, improvements in public health can be gained through more walking and cycling.

WHAT HAPPENS NEXT:

25. **For C2C LEP:** Business case for the Greater Leatherhead STP projects are expected to be submitted to the LEP during the winter of 2016/17. The LEP decision could be expected during February 2017.
- For EM3 LEP:** The Business case for 'Wider Staines STP (phase 1)' scheme was submitted on 30 September 2016, subject to approval by Cabinet, to meet the EM3 deadline. The LEP decision can be expected by mid January 2017.
25. Detailed design and procurement for the schemes will commence following approval from the LEP and once the required financial contributions have been secured.. The costs for Detailed Design, Construction, Project Management and Supervision can be reclaimed from the LEP. These costs have been included in the scheme cost estimate submitted in the business cases.
26. Following final approval by the LEPs of the business cases, all partner organisations will be informed of the outcomes. Cabinet Members and Local Members will also be updated by the Cabinet Member for Highways, Transport and Flooding, and the Strategic Director of Environment and Infrastructure. If appropriate, further report or reports to Cabinet may be required to gain approval to start work.

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
Kevin Lloyd, Lead Manager, Economic Growth

Details of external consultation and future consultation arrangements are covered in the Consultation section of this paper.

Annexes: None

Sources/background papers: None

This page is intentionally left blank

SURREY COUNTY COUNCIL

CABINET

DATE: 13 DECEMBER 2016

REPORT OF: MR PETER MARTIN, DEPUTY LEADER

LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR FOR ENVIRONMENT AND INFRASTRUCTURE

SUBJECT: M3 ENTERPRISE ZONE



SUMMARY OF ISSUE:

Enterprise Zones (EZs) are an initiative to support business growth, create new jobs and attract private sector investment to specific areas. Within the designated EZ boundaries newly located or expanded businesses are able to benefit from financial incentives, including reduced business rates. Business rate growth accruing from these new businesses is used for investment to support the EZ.

The Government announced applications for a new round of EZs in July 2015. This was aimed at ensuring that all Local Enterprise Partnership (LEP) areas could benefit from an EZ and local authorities were encouraged to work with LEPs to develop bids.

Enterprise M3 LEP, in partnership with Basingstoke Borough Council, Runnymede Borough Council and East Hampshire District Council, submitted a successful application to Government for a multi-site EZ covering: Basing View in Basingstoke, Longcross Park in Chertsey, and Whitehill and Bordon's Louisburg Barracks.

The M3 EZ will start in April 2017 and last for 25 years. Government require a 5 year Implementation Plan setting out an investment programme to accelerate growth in the area and enable a greater business rates uplift. There is a Programme Steering Group overseeing the development of the EZ of which Surrey County Council is a voting member.

RECOMMENDATIONS:

It is recommended that:

1. Surrey County Council gives consent for Enterprise M3 to sign the Agreement for the M3 Enterprise Zone with Government on the basis of the principles set out at Annex 1.
2. Surrey County Council and Runnymede Borough Council establish an MOU on agreeing the local initiatives for the Longcross site that are to be funded from the portion of retained business rates allocated to local authorities.
3. Surrey County Council, along with each of the other local authorities involved, makes a one-off contribution of £20,000 to co-fund the Enterprise Zone Programme Director position and consultancy support. The contribution would

be found from the Surrey Growth Fund.

REASON FOR RECOMMENDATIONS:

The M3 EZ is a major opportunity to support economic growth on one of the largest available sites for commercial development in Surrey and to secure additional investment in the area. Over 25 years the ambition is for the EZ to deliver over 200 new businesses and over 10,000 new jobs and to generate an additional £178 million in retained business rates. The specific ambition for the Longcross site is for 49 new businesses, 5600 new jobs and 118,000 sqm of new floor space with the development generating £8.5bn in additional GVA over the 24 year construction and operational period.

The Programme Director will provide the dedicated leadership needed given the complexity of developing a multi-site zone. The Government requires an Implementation Plan for the EZ which needs specialist input alongside the LEP and the local authorities and two consultancy firms with experience of other EZs have been brought on board to make sure that the approach maximises income and has a well targeted investment programme. Successful implementation of the EZ requires support from all the relevant Local Authorities and agreement between SCC and Runnymede about the infrastructure and other interventions that are needed to maximise development on the Longcross site will ensure that the package of measures is well targeted.

DETAILS:

M3 Enterprise Zone

1. Enterprise M3 LEP, in partnership with Runnymede Borough Council, Basingstoke Borough Council and East Hampshire District Council, successfully submitted a proposal to Government for the second wave of Enterprise Zones (EZ). The multi-site Enterprise Zone, covering Longcross in Runnymede, Basing View in Basingstoke and Louisville Barracks in East Hampshire, will support economic growth, attracting new companies to the area and generating new jobs.
2. Enterprise Zones are geographically defined areas that offer a range of incentives to encourage private sector investment, including business rate relief. All business rate growth in the EZ area is retained locally for investment in place building schemes and infrastructure projects.
3. The Enterprise Zone will start from April 2017 and last for 25 years.
4. This paper sets out the role for Surrey County Council as a partner in the M3 Enterprise Zone, including the formal agreements needed to ensure that the requirements of the Government guidance are met.

Enterprise Zone Agreement

5. The Department for Communities & Local Government (DCLG) require every EZ to put in place 'local arrangements' that set out the local principles underpinning the Government's guidance. This is a formal Agreement between the LEP and DCLG and sets out local principles to govern the way that the

Enterprise Zone in the local area is to be organised and in particular the business rate collection and associated expenditure.

6. These local arrangements need to be signed by each of the Local Authorities and the LEP. Surrey County Council, as a formal member of the M3 EZ Steering Group, has provided considerable input to the development of the local principles that will underpin the development of the EZ. These principles cover amongst other things minimising displacement of businesses from another area, including other parts of Surrey, into the EZ solely to take advantage of the available incentives. To be eligible for the incentives, any firms locating in the EZ must be intending to expand or consolidate their operations.
7. DCLG guidance for EZs also requires a five year Implementation Plan to be agreed by the Local Authorities, the LEP and other key stakeholders. The purpose of the Plan is to accelerate delivery and growth of the area and enable a greater increase in business rates over the life cycle of the EZ.
8. EZs sit outside the business rate retention process and have legislative protection for 25 years against any future reset or distribution. They will not count towards an authority's business rate baseline income and, as a result, will not be used in the calculation for local authority top ups or tariff payments.
9. Government guidance indicates that all business rates growth within the EZ for a period of 25 years should be retained by the LEP, to support the Partnership's economic priorities and ensure that Enterprise Zone growth is reinvested locally.
10. Enterprise M3 has agreed that the initial distribution of Business Rates growth will be on the basis of 50% / 50% between the Local Authorities and the LEP for place shaping and major infrastructure investment. This means that Runnymede Borough Council and Surrey County Council will have responsibility for investing that portion of retained business rates in the local area.

MOU with Runnymede Borough Council

11. Surrey County Council and Runnymede Borough Council will develop an MOU to agree the principles for investing their proportion of the locally retained business rates.
12. The retained business rates should support local initiatives, including infrastructure projects. These can be outside the formal boundary of the EZ if they will support its operation.

Co-Funding the M3 Enterprise Zone Programme

13. To support the development and on-going effectiveness of the Enterprise Zone, the Steering Group has agreed to recruit a Programme Director and to procure external consultancy support to develop the Implementation Plan. This is up front cost and needs to be supported.
14. Surrey County Council, along with all seven Enterprise Zone partners, has been asked to make a one-off contribution of £20,000 to establish a fund of £140,000 to meet these costs. The EZ partner contributions have been

identified as match funding for a bid to Government to secure some further capacity funds. The Surrey County Council contribution will be funded from the Surrey Growth Fund.

15. The Implementation Plan will include:
 - a. An agreed Economic Vision for the EZ area;
 - b. Full financial modelling to set out the likely growth in business rates; and
 - c. A detailed investment plan, including proposals for the reinvestment of the retained business rate growth.
16. The Implementation Plan will be completed by February 2017 and submitted to Government in March.

CONSULTATION:

17. The proposals in the report have been discussed with the Leader, Deputy Leader, Chief Executive and the Deputy Chief Finance Officer; with the Chief Executive of Runnymede Borough Council and the Director of the Enterprise M3 LEP.

RISK MANAGEMENT AND IMPLICATIONS:

18. There are no specific risks to SCC from the operation of the EZ. The work now being undertaken on the infrastructure investment delivery plan and an Outline Business Case for investment in infrastructure provision and other strategic interventions will include detailed cost assumptions for proposed interventions and their relationship with new investment and development for the multi-use Enterprise Zone. Clear outcomes for job creation and business rate growth will also be determined so that the final Implementation Plan will be based on assessment of different interventions and the risks and opportunities associated with them. At that point a formal risk register and mitigating actions that address risks of delay, cost variances or shortfalls in funding for investment will be completed.

Financial and Value for Money Implications

19. The contribution towards the M3 EZ programme will be found from the Surrey Growth Fund. The total contribution will amount to £20,000. The specific ambition for the Longcross site is for 49 new businesses, 5600 new jobs and 118,000 sqm of new floor space with the development generating £8.5bn in additional GVA over the 24 year construction and operational period.

Section 151 Officer Commentary

20. The Surrey Growth Fund budget is currently forecast to underspend in the current year. However, the County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspending in this year, and does not have a balanced nor sustainable budget plan for future years. Agreeing to contribute £20,000 to the LEP will reduce the council's options for a balanced this year.

21. Although the Enterprise Zone is expected to generate additional business rates growth, there is a risk of some displacement, although the principles of the agreement referenced in paragraph 6 seek to address and minimise this risk. As business rates growth will be retained within the Enterprise Zone, the agreement with Runnymede will need to ensure that costs incurred by the County Council on place making can be covered by the councils' portion of the retained business rates.

Legal Implications – Monitoring Officer

22. LEPs are a voluntary grouping of businesses and local authorities established in 2010. The Council is able to support the work of Enterprise M3 through its powers to promote the development and economic improvement of its area. Cabinet will want to satisfy itself that the £20,000 contribution represents good value for money in the furtherance of these aims.
23. The MOU to be drawn up between the Council and Runnymede BC will need careful consideration. The Council will want to ensure it contains provisions to enable the Council to influence the expenditure of some of the additional business rates retained by Runnymede BC. This involvement will protect the Council from additional financial burden on, for example, its highway infrastructure network as a result of the EZ's development. Legal Services will be involved in the drafting process for the MOU.

Equalities and Diversity

24. There are no identified negative equalities impacts. Where additional funding for infrastructure and transport schemes is secured, there will be positive impacts though increasing access to services and employment opportunities. Growth in businesses based on the Enterprise Zone site will in some cases generate additional jobs. Where applicable, equality impact assessments will be undertaken as a part of decisions on individual projects.

WHAT HAPPENS NEXT:

25. The activities relating to the Enterprise Zone set out in this paper will be developed as part of the Implementation Plan. Many activities are already underway but priority will now be given to developing the new arrangements described in the paper and agreeing the Implementation Plan.
26. The County Council will continue to play an active role in the M3 Enterprise Zone to ensure that the local place making initiatives for the Longcross site, that are to be funded from the local authority portion, are focused on agreed priorities.

Contact Officer:

Kevin Lloyd, Head of Economic Growth, Tel: 020 8541 7273

Consulted:

Deputy Leader

Leader

Chief Executive

Deputy Chief Finance Officer

Chief Executive, Runnymede Borough Council

Director, Enterprise M3 Local Enterprise Partnership

Annexes:

Annex 1: Enterprise M3 Multi-Site Enterprise Zone: Principles

Annex 2: Map of multi-site Enterprise Zone

Sources/background papers: None



Driving prosperity in the M3 corridor

Enterprise M3 Multi-site Enterprise Zone: Draft Principles

Local Authority Steering Group Members are asked to **seek approval** from their respective decision-making boards to the proposals set out in this paper determining local arrangements that will underpin the development of the Enterprise M3 multi-site enterprise zone and form the basis of an MOU that needs to be signed and submitted to Government by 30 September 2016.

1. Background

1.1. EZs are part of the Government's plans to reduce burdens on the private sector to enable it to drive growth and job creation. The Government list four key principles guiding the new EZs¹:

- Opportunity – “focusing on areas of genuine economic opportunity”
- Long-term viability – attempting to ensure the “long-term success of the area beyond the initial period of Government business rate subsidy”
- Strategic fit – LEPs “will develop and implement EZs which suit their local area and with tying EZs to their wider economic priorities”
- Minimising displacement – LEPs “will have a vital role in targeting the business growth that is genuinely additional”

1.2. The Department for Communities & Local Government (DCLG) require every EZ to put in place 'local arrangements'² that set out the local principles underpinning the Government's guidance EZ. These local arrangements will need to be signed by each of the Local Authorities (for the purposes of this document the term Local Authorities, LA's or EZLA includes both the County Councils and District and Borough Councils that form this Partnership) and the LEP but it is important that all steering group members contribute to the development of local principles.

¹ House of Commons Briefing Paper, “Enterprise Zones” (2016)

² Tom Walker, “Letter and outline MoU”, Cities and Local Growth Unit (2016)

- 1.3. This paper captures the key elements that will be incorporated into a local agreement. In particular this agreement needs to permit Enterprise Zone Local Authorities (EZLA) to engage with the LEP to establish agreed investment priorities.
- 1.4. DCLG guidance for EZs also requires a 5 year Implementation Plan to be agreed by the EZLA's, the LEP and other key stakeholders (together the Partnership). The purpose of the Plan is to accelerate delivery and growth of the area and subsequently enable a greater return of business rates uplift over the life cycle of the EZ.
- 1.5. The aim of this paper therefore is to reach a mutually agreeable position across the EZ Partnership that outlines local arrangements that will not only further strengthen existing partnership working, but that also sets out a number of draft principles needed to underpin the development of the EZ.
- 1.6. Additionally Enterprise M3 and Hampshire County Council, as the Accountable Body for the LEP, will be required to sign a MOU with government. The MOU follows a standard format and a copy is attached at Appendix A along with the letter from Tom Walker setting out the expectations of government.

2. Draft Core Principles

The LEP and the LA's need to jointly commit themselves to a number of key principles in taking forward the development of the EZ that will ensure that the EZ Partnership maximises the collective economic impact by fostering new economic activity.

2.1. Displacing, or Replacing, Existing Activities

One of the government's four key principles outlined above guiding the new EZs relates to minimising displacement. In aiming to minimise displacement, the Partnership should consider the following:

- In developing the EZ all effort should be made to ensure that it avoids net local displacement whilst recognising the current constraints facing businesses within the area;
- Companies locating within the EZ should bring genuinely additional business growth and the marketing of the EZ should be targeted in that way;
- The EZ should support the LEP's wider economic priorities and relevant target sectors, seeking to maximise the LEP's strengths in the digital sector,

leading to the development of new businesses, job creation and growth.

In this context:

- Local displacement is defined as a scenario whereby a business that is currently located within the adjoining areas and other parts of the country³ relocates to premises within the EZ with no ‘genuinely additional business growth’⁴ (i.e. solely to benefit from the business rate discounts);
- If a local business (meaning “the LEP area” in this context) meets one or more of the following criteria then it will not be classified as displacement and so can benefit from business rates relief:
 - The company intends to expand its operations by taking up premises within the EZ;
 - The company wants to consolidate its operations;
 - The company wants to be close to other specific companies/research facilities to benefit the business, and/or
 - Any other justification for relocating judged to be sufficient by the Programme Steering Group.

2.2. Business Rates Collection

All business rates growth within the EZ for a period of 25 years should be retained by the LEP, to support the Partnership’s economic priorities and ensure that Enterprise Zone growth is reinvested locally:

- Collection of business rates growth in an EZ should continue to be carried out by the District/Borough as the local billing authority, retaining responsibility for ensuring that all business rate liabilities are collected;
- All business rates growth receipts in an EZ collected by the local billing authority, less the cost of collection and administration of business rates discounts, should be transferred to HCC as the Accountable Body for the LEP who will provide the treasury management function for ring-fenced EZ

³ Enterprise M3, “EZ Application Form”, Question D.1, response to strategies that will be used to minimise deadweight or displacement from “adjoining areas and other parts of the country” (2015)

⁴ House of Commons Briefing Paper, “Enterprise Zones” (2016) reference to: “Communities and Local Government, Enterprise Zone Prospectus (2011), ‘Minimising displacement’:

“Competition is healthy. Competition for business between cities and other centres of growth should lead to an improved environment for business across the country. Competition to attract foreign inward investment will be most highly valued of all. We are however keen to avoid much more localised competition, resulting in local displacement to little benefit for the areas overall. Local enterprise partnerships will have a vital role in targeting the business growth that is genuinely additional in the area, including by identifying the priority sectors to be targeted”

funds;

- Subject to Governance outlined in section 2.5 below, and less any costs associated with the treasury management function, ring-fenced business rates growth receipts should be notionally allocated between the District/Borough and the LEP for the following uses:
 - The initial distribution of Business Rates growth will be on the basis of 50% / 50% between the Local Authorities and the LEP for place shaping and major infrastructure investment, but that
 - Distribution of the Business Rates growth will be reviewed by partners once the initial implementation plan has been developed.
- Furthermore, over the 25 year period of the EZ the LEP will use all reasonable endeavours to ensure that each Local Authority receives investment to the same value of the Business Rates growth they contributed.
- The LEP cannot use any of the EZ Business Rates growth outside of the three local authority areas without the agreement of the PSG.
- EZ LA representatives and other key stakeholders have been invited to sit as key members of the Enterprise M3 EZ interim Programme Steering Group. This allows for the LA to have oversight of the setting of economic priorities for the EZ and to agree with the LEP the priorities for spending the income generated by the EZ business rate uplift.

2.3. Allocation of Expenditure in the EZ

Harnessing future revenue streams arising from rates additionality will unlock the barriers that are preventing commercial investment, and thus lead to a greater return of business rates uplift over the life cycle of the EZ.

The EZ Partnership will need to carry out financial modelling, to produce strong evidence that makes the case for early investment in the EZ (outlining a prioritised and costed set of interventions, when these are required and by when) and the expected rate growth. These investment strategies will then form the basis of a 5 year implementation plan and on behalf of the LEP, HCC must submit this plan to the Secretary of State by no later than 31 March 2017⁵. The Partnership will commission a team of consultants to carry out the financial modelling and investment strategy.

A longer term detailed business case should also be developed clearly setting

⁵ Tom Walker, “Letter and outline MoU”, Cities and Local Growth Unit (2016)

out the 'unlocked' vision of the EZ over its 25 year life-cycle.

2.4. Core Funding Principle

It is recognised that in the early years of the EZ, receipts from business rates growth is likely to be modest, increasing as infrastructure is unlocked. However, to unlock infrastructure and stimulate an increase in business rates receipts, appropriate forward-funding arrangements such as prudential borrowing will need to be established.

It is likely that all projects associated with local place making and developments and major infrastructure requirements will have a lead local authority for the development and implementation of the scheme. Financing of individual projects will need to be considered on a case by case basis and may involve the use of prudential borrowing or other forms of capital resources as is appropriate for (and to be agreed by) the individual authority.

Depending on the composition of the scheme this may also include the use of a range of other funding resources from the authority itself, other partners and the LEP as appropriate.

Where it has been agreed that resources will be reimbursed from EZ business rate income, due to the uncertainty of future net income levels, as a minimum the following principles should be developed:

- An income safety margin should be set allowing for only a proportion of future income revenues to be borrowed against;
- Enterprise Zone revenue may be used to cover the costs of the borrowing or other forms of capital investment;
- The borrowing strategy will ensure that all borrowing and other funding is repaid within the Enterprise Zone period.

With this in mind, consideration should be given to funding the implementation plan, for example in the following way:

- Any borrowing or use of other resources against future business rates receipts should be reimbursed or paid back through retained business rates, before any remaining funds are used to support wider economic priorities;
- Once the Implementation Plan infrastructure has been delivered, the distribution of any remaining income will be determined by the LEP and partner local authorities;
- EZ LA's will be represented on the LEP's Programme Steering Group in order to shape future funding priorities; and

- Detailed arrangements will need to be set out in a business case that will form the basis of a legally binding agreement to provide security for the borrowing / funding authority for the life cycle of the EZ in line with Government policy.

2.5. Core Governance Principle

As part of the administration and governance of the EZ, the requirement to establish an Enterprise M3 interim Programme Steering Group (PSG) was outlined in the EZ application to Government⁶. This group was formally established after the LEP Board approved the Terms of Reference (ToR) and membership of the group on 24 May 2016.

This approach builds upon the successful management of current funding streams (including the Local Growth Fund, Growing Places Fund and other local funds) and will ensure strong and effective working relationships between the Enterprise M3 Board, key land and developer stakeholders, Government, partner Local Authorities, the Accountable Body and the wider business community.

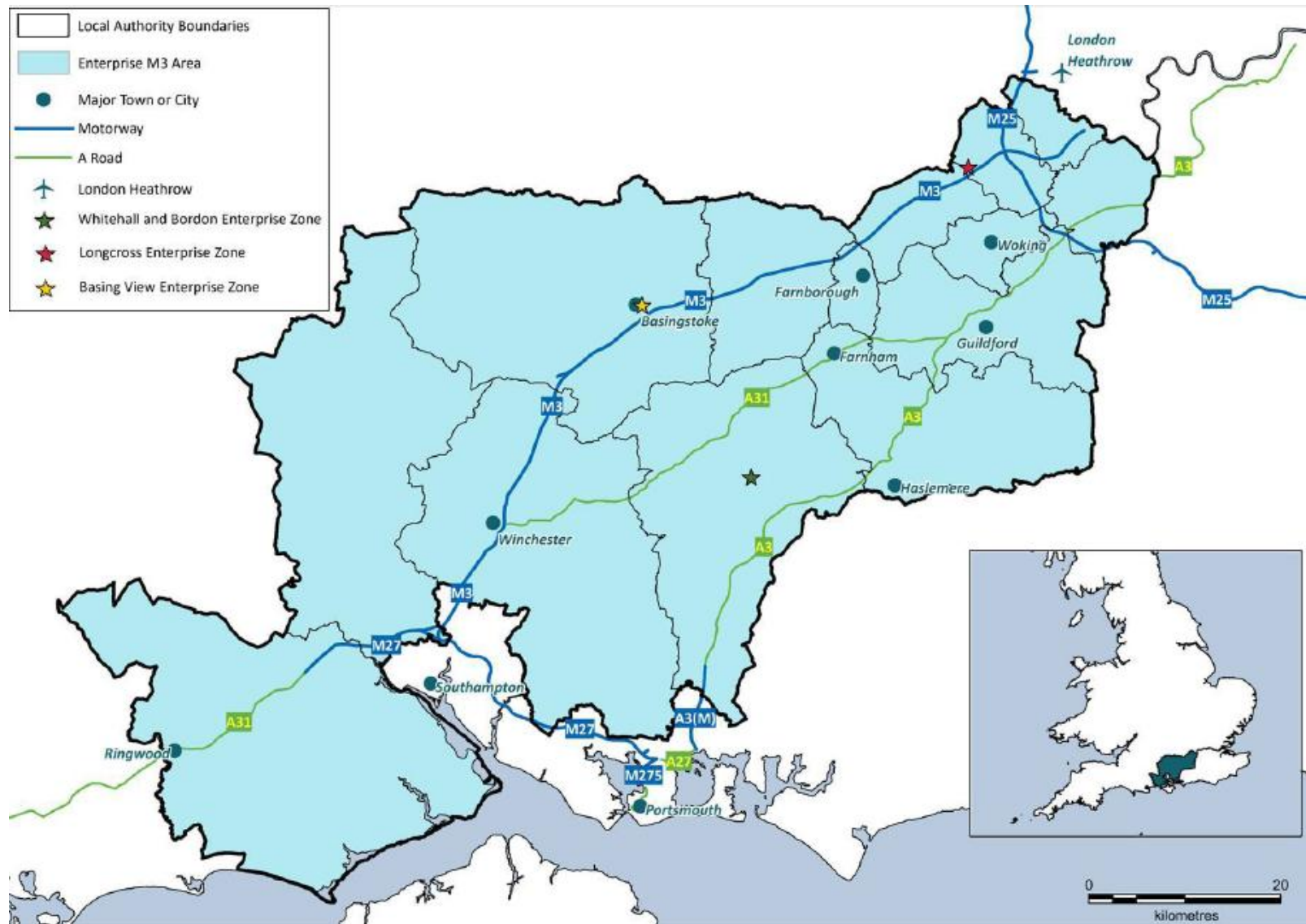
A core responsibility for the PSG outlined in the ToR will be to oversee the development of the EZ Implementation Plan for approval by the LEP Board and to monitor its effective implementation as well as the allocation of funding generated by the uplift in business rates receipts through EZ business rates retention scheme. The group will also advise on the strategic direction and implementation of the programme, including investment strategies, policies, communications and processes across all areas impacted by the programme.

Chris Quintana
Enterprise and Innovation Project Manager

6 September 2016

⁶ Enterprise M3, "EZ Application Form", Question E.1 (2015)

Annex 2: Map of multi-site Enterprise Zone



This page is intentionally left blank

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT AND INFRASTRUCTURE****SUBJECT: DEVELOPING A SINGLE WASTE APPROACH****SUMMARY OF ISSUE:**

Surrey County Council (SCC) and the Surrey Waste Partnership (SWP) have identified that significant savings and improvements for residents can be made by changing the way in which waste is managed in Surrey. A business case developed by the SWP proposes that waste services are delivered via a new partnership arrangement which is collectively owned by SCC and Surrey's district and borough councils. This would mean the benefits gained by working together would be shared across all authorities.

Four district and borough councils in Surrey have already made a step towards this by jointly procuring a waste collection contract. As a next step, it is proposed that this arrangement is expanded to include some of SCC's functions in order to deliver further benefit. More work will then be carried out to develop the optimum solution for other district and borough councils, and SCC's remaining waste functions.

The Medium Term Financial Plan requires that SCC makes savings from its waste budget in the short term, therefore this report also outlines a proposal for changes to financial transfers to district and borough councils in 2017/18, in anticipation of more fundamental changes from 2018/19 onwards.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Agrees to combine SCC's Waste Disposal Authority partnership functions (as described in paragraph 28) with the functions of the four joint waste collection contract authorities in early 2017/18, and delegates authority to the Strategic Director for Environment and Infrastructure, in consultation with the Leader of the Council and the Cabinet Member for Environment and Planning, to enter into the required agreements.
2. Tasks officers to develop a business case, which recommends the optimum solution for the transfer of the remaining core Waste Disposal Authority functions (as set out in paragraph 27) to the new partnership entity, and to return to Cabinet in June 2017 with detailed proposals.
3. Tasks officers to continue to work through the Surrey Waste Partnership to engage with district and borough councils on how all authorities can adopt a single waste approach that is mutually beneficial, whilst delivering savings and improved services for Surrey residents.

4. Approves the proposals for financial arrangements with Waste Collection Authorities in 2017/18 as set out in paragraphs 42 and 43.
5. Tasks officers to write to all Waste Collection Authorities to give formal notice of SCC's intention to centrally manage kerbside collected recyclables via SCC's waste disposal contractor.

REASON FOR RECOMMENDATIONS:

Delivering waste collection and disposal services through a single organisation that is co-owned by all Surrey's authorities will deliver significant cost savings for the County Council and Surrey's district and borough councils, whilst improving services and delivering value for Surrey residents.

Combining SCC's waste partnership functions with the four district and borough councils which are part of the joint waste collection contract will demonstrate the early benefits of partnership working, reduce the duplication of effort inherent in the current system, improve the service offered to Surrey residents, and concentrate combined effort on the delivery of savings.

More work is required to fully appraise the benefits of integrating SCC's remaining Waste Disposal Authority functions into a joint entity. It is also necessary to engage positively with all Surrey Waste Collection Authorities to continue to develop and deliver plans for a fully co-owned entity that are mutually beneficial and maximise benefit for Surrey residents.

Changes to the financial arrangements with Waste Collection Authorities in 2017/18 are necessary to improve performance and make savings in the short term, whilst work continues on the delivery of a single co-owned approach to waste management which will deliver savings in the longer term. This will include giving early notice of the council's intention to centrally manage kerbside collected recyclables in order to deliver cost savings and replace the existing recycling credit system.

DETAILS:

Current arrangements

1. In two tier areas such as Surrey, the responsibility for managing waste is split between the County Council and the district and borough councils. SCC is the Waste Disposal Authority (WDA) and is responsible for the disposal and treatment of Surrey's municipal waste collected at the kerbside, and waste and recycling from Surrey's Community Recycling Centres (CRCs). This function is managed via SCC's 25 year PFI waste disposal contract with SUEZ.
2. The 11 district and borough councils are Waste Collection Authorities (WCAs) and are responsible for the collection of Surrey's municipal waste which includes waste from households. WCAs also currently make arrangements for the reprocessing and recycling of some of the waste materials collected for recycling.
3. Surrey's authorities collaborate via the Surrey Waste Partnership (SWP) which helps the authorities to work towards delivering a joint strategy. This strategy was adopted by all partners in 2015. The SWP pools money centrally and manages a wide range of joint initiatives to improve kerbside recycling performance and deliver efficient services.

4. The way in which waste is managed in Surrey has resulted in a complicated set of statutory and non-statutory financial transfers from the County Council to the boroughs and districts and the SWP, totalling around £11 million per year.
5. Despite the complicated structure of the current arrangements, SWP authorities have made significant progress since the partnership was formed in 2008. Waste collection arrangements have largely been aligned, the range of recycling materials able to be collected has greatly increased, and food waste collection from houses is now universal. These improvements have taken place whilst containing overall costs, maintaining high resident satisfaction levels, and have resulted in performance increases, with the overall recycling rate rising from 35% in 2007/8 to around 54% today.
6. In more recent years the rate of improvement has slowed significantly, and buy-in to new initiatives has been patchy. The SWP has identified major areas where further improvements could be made, as well as opportunities for changing the way in which waste is managed in Surrey in order to be better equipped to deliver these improvements.
7. Financial responsibilities, and therefore priorities, could be better aligned and the number of interfaces between and within authorities could be reduced in order to speed up decision making and deliver positive changes more quickly.
8. There are also opportunities for joining up services and contracts in order to benefit from economies of scale and to make services more consistent. The duplication of assets and de-centralisation of knowledge and experience could also be reduced.

SCC actions to reduce its waste costs

9. Between 2009/10 and 2015/16, SCC's share of the total spend on waste management in the county has increased significantly, from around 60% in 2009/10 to 70% in 2015/16, as shown in Figure 1 below. This equates to an increase in costs of around £7m to the WDA.

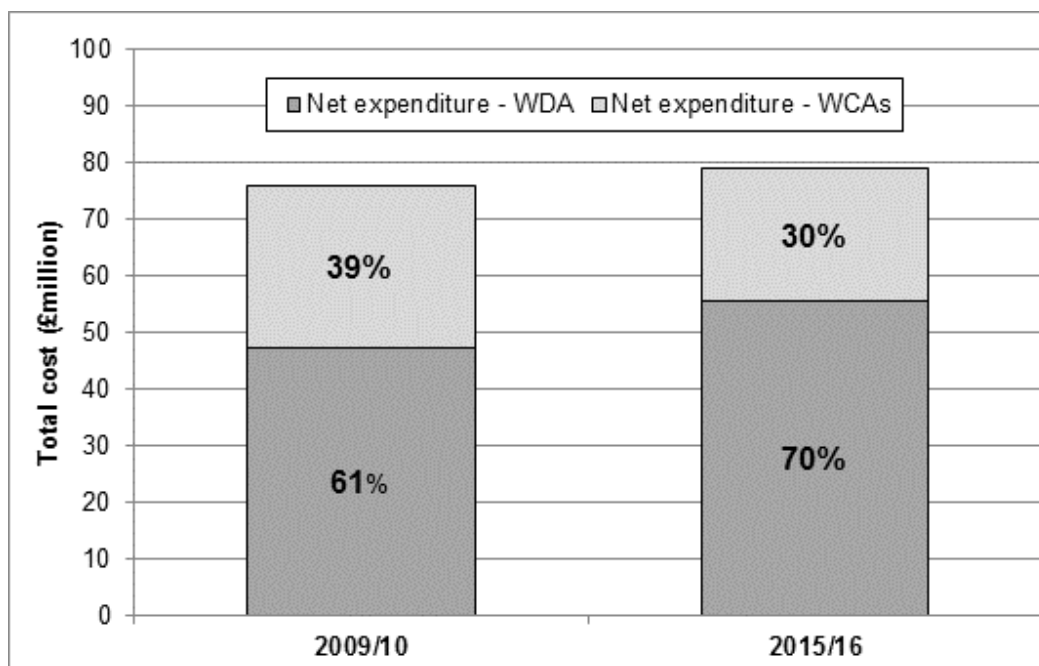


Figure 1: Net expenditure on waste by SCC (WDA) and district and borough councils (WCAs)

10. The increased burden on Surrey County Council's waste budget has been due to a number of factors:
 - 10.1 Since 2009/10, landfill tax has more than doubled from £40 per tonne to £82.60 per tonne in 2015/16. At the same time, energy from waste prices have tracked landfill costs, meaning that despite only landfilling 5% of residual waste last year, SCC's average disposal cost has increased from £71 per tonne in 2009/10 to £105 per tonne in 2015/16.
 - 10.2 Recycling performance has plateaued in recent years which means the rate of improvement has been lower than projected.
 - 10.3 There is continuing pressure on waste services due to demographic changes and increasing waste volumes.
11. In order to offset the effect of these pressures, SCC has a significant programme of activity aimed at both reducing the cost base of its functions and controlling the rate of cost increases:
 - 11.1 Staffing levels for the management of the WDA's critical functions have been reduced as far as possible. Any additional staff are employed to improve performance and reduce costs on an invest-to-save basis, and this resource is reviewed regularly to ensure it is cost effective.
 - 11.2 A number of service changes at CRCs have been made, including reducing opening days and hours during quieter periods, charging for some non-household materials, opening reuse shops, and taking steps to reduce the amount of unauthorised trade waste being brought to the sites.
 - 11.3 A cost efficiencies programme between SCC and SUEZ requires SUEZ to market test their main cost areas, including landfill, green waste composting, food waste processing, and bulk haulage every three years. This process ensures that SCC is getting demonstrable best value from these services. SCC is also carrying out a review of the SUEZ contract to deliver further opportunities for efficiencies and cost savings.
 - 11.4 A comprehensive kerbside improvements programme which involves developing and delivering countywide initiatives to improve kerbside performance and reduce disposal costs. This includes resident communications and engagement activities, managing a programme of activity aimed at increasing recycling from flats, school engagement, co-ordinating a network of volunteers, and policy development work.

SWP Future: A business case for change

12. The Surrey Waste Partnership has looked at the potential additional savings from taking a more joined-up approach to waste management. This programme is defined as **SWP Future**, which is Surrey's business case for change.
13. Across all of this work, projections have ranged from £6m to £12m of savings per year on the total costs of waste management in Surrey. The latest analysis, carried out by the consultancy Eunomia, identified savings of £9 to £12 million.
14. The SWP Future business case proposes a **co-ownership approach**. This would involve the creation of a single entity that is co-owned by SCC and the 11 district and borough councils. It would manage the collection, recycling and disposal of all of Surrey's waste and would mean the integration of all waste services currently delivered individually by the 12 authorities. The barriers to unlocking savings would be

removed and the greater benefits gained by working together would then be shared across all authorities.

15. To maximise the impact and effectiveness of the joint entity it would need to include all 12 Surrey authorities and manage as many waste management functions as possible.
16. Areas where improvements and savings can be made include:
 - 16.1 Running waste services and back-office functions as efficiently as possible.
 - 16.2 Greater consistency of service across Surrey, which would also improve the service for residents.
 - 16.3 Capturing more waste for recycling, which would reduce the need for costly residual waste disposal.
 - 16.4 Increasing income by expanding commercial waste services.
 - 16.5 Maximising the value of recyclable material through joint contracts and finding the most cost-effective outlets.
17. Some progress has already been made towards delivering these improvements. Following Cabinet approval in May, SCC is implementing plans to take on the management of kerbside collected recyclable material, in anticipation of further partnership arrangements being put in place.
18. In addition to the significant financial savings, a number of other benefits will result from the co-ownership approach:
 - 18.1 Ownership of the entire waste agenda will ensure parity in relationships between all partner authorities and priorities would be aligned.
 - 18.2 For the first time, Members across the two tiers would be able to make decisions on the whole of waste management in Surrey, to the benefit of Surrey residents.
 - 18.3 All authorities would share a consolidated waste budget and would benefit from all savings generated.
 - 18.4 As a single body, the joint entity could enter into contracts and develop infrastructure more simply and efficiently and at the most appropriate scale. The entity would also benefit from greater influence in the materials market and over the entire waste supply chain.
 - 18.5 Communication with residents would be improved as this would be managed centrally without the need to duplicate campaigns across authorities. Confusion around waste and recycling messages is also likely to be reduced through the unification of collection services and consistent communications messages.
19. More work will need to take place to agree the precise nature of the 'final state' co-owned entity and the legal form and governance arrangements are yet to be determined. There are a number of options including an administering authority or a separate company.

20. In terms of cost sharing, as a high level principle, it is proposed that each partner will own a percentage of the total budget so that costs and savings are shared fairly and equitably.
21. Changes of this magnitude will require a phased delivery. Current arrangements are often tied to existing contracts or the lives of vehicle fleets. Authorities may also have different appetites for integrating their services with those of other authorities. Therefore it is proposed that delivery starts with the authorities that are able to change now.

Phase 1: Joint waste collection contract

22. The first phase, which is already happening, is the letting of a joint waste collection contract for Elmbridge, Mole Valley, Surrey Heath and Woking, with support from SCC.
23. All four councils have agreed an Inter Authority Agreement (IAA), to create a shared waste function that is governed by a Joint Committee. These arrangements will be established by early 2017.
24. The IAA, and the procurement route used, allows for other Surrey Waste Collection Authorities to enter into the contract if they wish. The principles developed for the joint collection contract provide a template for joint working in Surrey, and can be used as a basis for the co-ownership approach.
25. The four joint waste contract authorities have worked closely and successfully together to deliver significant financial savings and service improvements on the collection aspects of waste management. They have aligned their services and will create a shared waste function as well as a Joint Committee to govern the contract.

Phase 2: Integration with the Waste Disposal Authority

26. There is an opportunity to further reduce the duplication of waste functions, and to align waste disposal and waste collection policies and services, by integrating SCC WDA functions with the joint collection contract functions.
27. Surrey County Council has two **core functions** as a Waste Disposal Authority, which it carries out through a 25 year PFI contract with SUEZ:
 - To arrange for the disposal of controlled waste collected by Surrey's WCAs
 - To provide places for, and disposal of, waste deposited by householders in the county i.e. the CRCs.
28. In addition to these core functions, the way that waste management operates in Surrey means that the disposal authority also has a number of functions that enable the two tiers of waste management to operate, and works with WCAs to increase performance and efficiencies and reduce costs (the WDA **partnership functions**):
 - Kerbside improvement initiatives to increase recycling and reduce waste arisings
 - Data management and monitoring
 - Payments to the WCAs
 - Taking on the management of kerbside collected recyclables as current arrangements come to an end
 - Policy development and alignment

- Performance monitoring and management
 - Engagement with government, the waste sector, industry and others on the waste agenda.
29. In order to develop a case for integrating the totality of the Waste Disposal Authority functions into the joint entity, further work is required to develop a business plan, and a fair and transparent cost sharing mechanism, as these functions will only be transferred to the joint entity if it is economically advantageous to do so.
 30. Whilst this work takes place, it is proposed to widen the scope of the shared waste function created by the joint collection contract authorities, to include the WDA partnership functions. This would still be governed by a Joint Committee, which would be expanded (with a new IAA) to include Member representation from SCC. This arrangement would not expose SCC to any increased costs, risks or liabilities.
 31. Integrating the WDA partnership functions with the joint contract authorities will demonstrate the early benefits of single tier working by concentrating combined effort on the delivery of savings, would reduce the duplication of effort inherent in the current system, and would improve the service offered to Surrey residents.
 32. The WDA partnership function would continue to work with all Surrey WCAs to identify and deliver improvements and savings. The development of kerbside improvement initiatives could also be co-designed and integrated into the services of four collection contract authorities, enabling them to be more effective at increasing recycling and reducing residual waste, which will deliver cost savings.
 33. Successfully phasing the integration with the WDA will also build trust and understanding of the WDA core functions, paving the way for full integration more quickly, resulting in further improved performance and reduced costs for all authorities.
 34. It is proposed that the WDA partnership functions are combined with the four joint contract authority functions in early 2017/18. The case for further integration, which will include a detailed financial assessment, will be brought to Cabinet in June 2017, in anticipation of making further changes in 2018/19

Other district and borough councils joining the entity

35. The greatest savings will result from all partners adopting the co-ownership approach. SCC is committed to working with all WCAs to understand their individual situations and find an approach to delivering services that is mutually beneficial, and delivers value for Surrey residents.
36. All authorities will have the opportunity to explore, through the SWP, how joining the co-owned entity may work for them in practice and to develop an appropriate timetable for reaching a decision.
37. In addition to this, authorities will be invited to consider the benefits of joining the joint waste collection contract, though it is recognised that those authorities with Direct Service Organisations may wish to consider the merits of retaining these.

Financial arrangements for 2017/18

38. Introducing a single co-owned entity to manage waste in Surrey has the potential to significantly improve performance and reduce costs for all authorities in the county, and SCC is committed to supporting the delivery of this agenda. However, it will take

some time for this new way of working to be implemented and for its projected financial benefits to be realised.

39. To enable SCC to make savings from its waste budget in the interim period, in addition to the actions described earlier in this report, it is proposed that changes are made to the current financial transfers between the County Council and district and borough councils in 2017/18, in anticipation of more fundamental changes from 2018/19 onwards.
40. In March 2015 Surrey Chief Executives agreed that the current system of cross-tier financial transfers is not effective and will not be retained, and since then discussions have taken place in a number of forums regarding the need to make savings (as detailed in the Consultation section below).
41. An initial proposal for changes to financial transfers in 2017/18, set out in terms of a number of options, was discussed by the Surrey Waste Partnership at their September 2016 round of meetings. Following this, a revised proposal was developed and this was discussed at the Surrey Chief Executives meeting on 4 November and at Surrey Leaders on 23 November.
42. The proposal considered by Surrey Leaders included changes to four financial mechanisms; food waste, green waste, performance reward, recycling credits and a change to the SWP Distribution Fund, which is used for performance improvement initiatives. There was concern about making changes to the recycling credit arrangement prior to agreeing a longer term replacement, therefore the recycling credit will remain in its current form. The proposed changes for 2017/18 are now as follows:
- 42.1 Moving from an annual lump sum to support food waste collections to a variable payment in 2017/18, paid at a rate of £16 per tonne.
- 42.2 A 25% reduction in green waste payments in 2017/18.
- 42.3 In response to feedback from the SWP, it is proposed that a new fund of £200,000 is set up to reward high recycling performance. Reward payments based on performance in 2017/18 will be made at the end of that year.
- 42.4 In response to feedback from Surrey Leaders, a fixed payment from WCAs to SCC is proposed, equivalent to a 10% reduction in the recycling credit rate.
- 42.5 A reduction in payment to the SWP Distribution Fund from a projected £695,000 to £250,000. The monies in this fund will be ring-fenced for new projects aimed at increasing recycling performance.
43. The proposals and their financial impact are summarised in the table below.

Proposal	Projected impact
Food waste payments	-£95,000
Green waste payments	-£385,000
New performance reward grant	£200,000
Fixed payment equivalent to 10% reduction in recycling credit	-£597,000
Total impact on Waste Collection Authorities	-£877,000
SWP Distribution Fund	-£445,000
Total saving for Surrey County Council	-£1,322,000

Table 1: Projected impact of proposed financial changes in 2017/18

44. These changes are projected to save SCC £1.3 million in 2017/18, of which £877,000 will come from reduced payments to WCAs, though additional efforts to increase recycling would significantly reduce the impact of the proposed changes on WCA budgets.
45. It is believed that this new proposal represents the best and fairest approach for a re-designed set of financial mechanisms, given the need to make savings in the short term, and provide a greater focus on incentivising high recycling performance, particularly in respect of food waste.

Next steps

46. Subject to Cabinet agreement at the 13 December meeting, SCC will write to Surrey districts and boroughs to confirm the revised financial arrangements for 2017/18. Work will continue on creating a new financial arrangement to be put in place from 2018/19 onwards in order to provide longer-term financial certainty for district and borough councils. This work will be closely linked with decisions on how financial arrangements within the co-owned joint entity will be set up.
47. SCC will continue to carry out the administrative tasks required to centrally manage kerbside collected recyclables in order to deliver best value to Surrey residents. This will include writing to all WCAs to confirm future arrangements.
48. Subject to Cabinet agreement, SCC will transfer its WDA partnership waste functions to the co-owned joint entity in early 2017/18.
49. SCC will continue to work with SUEZ to deliver cost savings. The Strategic Director for Environment and Infrastructure will act as the contractual representative for the waste disposal contract and lead negotiations with SUEZ.
50. The Strategic Director will also oversee the appraisal of benefits from transferring the core WDA functions to the co-owned entity. Proposals for management of the core functions, including a detailed financial assessment, will be brought to Cabinet in June 2017.
51. SCC will continue to support the work of the SWP in developing a single co-ownership approach for managing waste services across the county between now and 2018/19, and will continue to work with all district and borough councils to identify satisfactory arrangements, and an appropriate timetable for change, that will deliver benefits for all partners and Surrey residents.

<u>CONSULTATION:</u>

SWP Future

52. The benefits of working better together were discussed with Surrey Chief Executives at their September 2014 meeting. Following this meeting, between October 2014 and March 2015, one to one visits with all district and borough councils took place in order to discuss short term improvement opportunities and the future of waste management in Surrey. These discussions involved:
 - SWP Chief Executive sponsors (or a deputy)
 - SWP Member representatives
 - SWP Manager
 - SWP Officer Chairman

- WCA Portfolio Holders
 - WCA Leaders
 - WCA Chief Executives
 - WCA Lead Officers.
53. Whilst there was general consensus that savings opportunities should be pursued, there was a range of views on what is required if they are to be successfully delivered. It became clear that authorities have different starting points and the appetite for the nature, scale and speed of change varies.
54. The findings of the visits were reported back to Chief Executives at their March 2015 meeting. The outcomes of this meeting were that:
- the current system of cross-tier financial transfers is not effective and will not be retained
 - all 12 authorities must make a commitment to drive value across the whole system to reduce costs and benefit Surrey tax payers
 - the nature and pace of what could or should be done in collaboration varies between the authorities
 - officers should continue to explore new ways of working and report back.
55. A further report was taken to the SWP and Surrey Chief Executives in March 2016 which outlined a suggested direction of travel for how waste management in Surrey will work in the medium to long term, based on a co-ownership model, as described above. Chief Executives agreed that those authorities ready to move forward now should do so, and those that were not should consider what would be required for them to get there.
56. Since March 2016 SCC has worked closely with SWP colleagues to identify how savings may be realised and the SWP Future business case has been developed.
57. The SWP Future project was discussed at the June and September 2016 cycles of SWP meetings. Following the September Members' meeting, the proposed timetable was revised and it was agreed that costs and saving projections would be refined throughout the business planning stage.
58. SWP Future has also been discussed at various meetings of the joint waste collection contract group and also at the September meetings of Surrey Chief Executives and Surrey Leaders.
59. Three of the four joint waste collection contract authorities have formally considered the SWP Future business case and have agreed to the principle of adding SCC's WDA partnership functions to the co-owned entity, with the final council due to make a decision regarding this in December.
60. SCC has set up a Member Reference Group to consider the issues around SWP Future and this has had three meetings so far. A report was also taken to the October meeting of SCC's Economic Prosperity, Environment and Highways Board, where Members were supportive of proposals.

Financial arrangements for 2017/18

61. Proposals for revising financial arrangements in 2017/18 were discussed at the September cycle of SWP meetings and at the November meetings of Surrey Chief Executives and Surrey Leaders.

62. The need for revised financial arrangements has also been considered by the SCC Member Reference Group and were discussed at the October meeting of SCC's Economic Prosperity, Environment and Highways Board.

RISK MANAGEMENT AND IMPLICATIONS:

	Risk	Mitigation
63.	WCAs do not agree to the 2017/18 financial arrangements set out in paragraphs 42 and 43.	Consider alternative solution that enables SCC to recover equivalent savings.
64.	Not all district and borough councils wish to either adopt the co-ownership approach, or to adopt at the same time and in the same way	Extensive engagement at Member and Officer level. Identify plans that are mutually beneficial and take account of individual circumstances.
65.	Speed and extensiveness of change not enough to fully realise savings	Continue to positively engage with stakeholders to develop programme of work and regularly review savings projections to ensure delivery remains on target
66.	SCC is unable to make required changes within existing contractual arrangements with SUEZ	Early engagement with SUEZ. Maintain open and transparent relationship to ensure SCC and SUEZ are working towards shared goals that deliver mutual benefit.

Financial and Value for Money Implications

67. SCC's Medium Term Financial Plan (MTFP) requires savings rising to £12.6 million per year by the end of 2020/21, and the plans described in this report contribute towards this target. Other activities aimed at delivering these savings requirements include :

67.1 A number of service changes at CRCs, including reducing the opening days and hours, charging for some non-household materials, opening reuse shops, and taking steps to reduce the amount of unauthorised trade waste being brought to the sites.

67.2 A review of the SUEZ contract to seek further opportunities for efficiencies and cost savings.

67.3 A comprehensive kerbside improvements programme aimed at increasing efficiency and improving recycling performance.

67.4 Maximising the value of material by seeking the most cost effective management solutions.

Section 151 Officer Commentary

68. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspend in this year, and does not have a balanced nor sustainable budget plan for future years. The proposals outlined in this report are designed to deliver cost savings to Surrey district and borough councils and to the County Council, contributing to MTFP savings of £12.6m per year by

2020/21. The Section 151 Officer notes that the savings shown in paragraph 43 are estimates, and take account of anticipated future changes in waste volumes.

Legal Implications – Monitoring Officer

69. The responsibilities of the Council as Waste Disposal Authority for Surrey and the districts and boroughs as Waste Collection Authorities are set out in paragraphs 1 and 2 above. This report proposes that some of Surrey's functions are transferred into an arrangement with four of the districts and boroughs to meet those duties in the most cost effective and efficient way possible. Legal Services will continue to advise on identifying the most appropriate model to support the arrangements. If there is any change to service provision a public consultation exercise will take place. As the changes develop staff affected will need to be consulted and informed in line with the TUPE regulations.
70. The report also proposes that reasonable changes are made to the financial transfers from Surrey to the districts and boroughs for 2017-18 which are within Surrey's statutory powers.

Equalities and Diversity

71. The Equalities Impact Assessment for the Joint Municipal Waste Management Strategy was summarised in paragraph 54 of the 24 May 2016 Cabinet report, and the mitigating actions within this remain valid.
72. As the plans described in this report develop, Equality Impact Assessments will be completed as part of the project planning and implementation process.

Climate change/carbon emissions implications

73. Increased efficiency and better performance arising from working together to deliver waste services more effectively is likely to have a beneficial impact, for example:
- Reducing waste arisings and recycling material rather than disposing of it reduces the carbon impact of producing new materials and the associated emissions from packaging, transportation and disposal.
 - Joint working and rationalising services will improve collections routes and disposal efficiency, reduce the number of vehicles required and the associated emissions from haulage.

WHAT HAPPENS NEXT:

74. Subject to Cabinet approval, SCC will:
- Notify district and borough councils of the revised financial arrangements for 2017/18.
 - Carry out the actions summarised in paragraphs 47 to 51 of the above report.
 - Return to Cabinet in June 2017 with detailed proposals for the future management of core SCC Waste Disposal Authority functions.

Contact Officer:

Matt Smyth, Waste Development Group Manager
Tel: 020 8541 7998, matthew.smyth@surreycc.gov.uk

Consulted:

Consulted on issue: See Consultation section above

Consulted on the report to Cabinet:

- Strategic Director Environment and Infrastructure
- Legal Services

Annexes: None

Sources/background papers:

- Cabinet Reports: 25 November 2014, 24 February 2015, 12 May 2016
-

This page is intentionally left blank

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES AND COMMUNITY WELLBEING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT AND INFRASTRUCTURE****SUBJECT: PUBLIC SAFETY PLAN 2016-2025****SUMMARY OF ISSUE:**

Surrey Fire and Rescue Authority is required to produce an Integrated Risk Management Plan (IRMP) which considers all the fire and rescue related risks that could affect our communities. This planning process helps us to identify longer term priorities, to make sure we have an up to date assessment of risk, and how to mitigate it effectively.

We set out our IRMP in our Public Safety Plan (PSP), which is currently valid until 2020. However within a constantly changing environment, new threats and opportunities have emerged. This new document provides a framework for how we will respond and adapt to these changes.

The PSP refresh document covers the period 2016-2025. The PSP was consulted on from 27 April – 7 June 2016 and the feedback was supportive of our proposals. The survey data and qualitative comments are found at Annexes D and E to this report.

The refreshed PSP 2016 – 2025 will remain as a 'draft' until final approval by Cabinet.

RECOMMENDATION:

It is recommended that Cabinet, as the Fire and Rescue Authority, approves the Public Safety Plan, setting a framework for 2016 – 2025, for publication.

REASON FOR RECOMMENDATION:

In acknowledging the public consultation feedback and finalised version of the Public Safety Plan, the Fire and Rescue Authority gives confirmation to the direction of Surrey Fire and Rescue Service and endorses its plans.

DETAILS:

Public Safety Plan

1. This refreshed PSP is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work in or travel through the county, safe over the coming years. It outlines our understanding of the risks and challenges facing the county and how we will maintain, adapt and enhance our service accordingly.
2. The proposals in the plan are:
 - I. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our front-line provision.
 - II. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
 - III. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.
 - IV. Continuing to review mobilising arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.
 - V. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by a fall in demand for our traditional services.
 - VI. Examining our communities to see where we can better meet community needs.
 - VII. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.
 - VIII. Review our Surrey Response Standard.
 - IX. Review the way we call handle and respond to Automatic Fire Alarms.
3. Greater collaboration is a key theme of our proposals. Surrey residents are already experiencing the benefits of our closer collaboration with Police and Ambulance services. Surrey firefighters provide assistance to other emergency services with defibrillator usage, missing person location, assisted entry and, if we are first to attend an incident, immediate emergency medical care. These are examples of how we can offer a safer, more coordinated community response, which focuses on the needs of residents and the changing nature of emergencies.
4. In addition, we believe that further meaningful collaboration with our emergency service partners offers greater benefits to our communities, because we can look to create efficiencies by eliminating duplication across services, which we cannot do if reviewing our own service in isolation.

5. The Public Safety Plan is a framework and will be underpinned by delivery plans setting out our objectives for the coming 2 years. These up to date plans will contain detailed information on our proposals for change and will be approved by Surrey County Council's Cabinet as the Fire and Rescue Authority.

CONSULTATION:

Public consultation

6. In summary, the feedback of the consultation has been positive. Annex D shows the data captured from each of the questions in our questionnaire. All written feedback was analysed in terms of making any amendments to the PSP document, at Annex A. The analysis is found in the consultation report at Annex B.
7. The refreshed PSP should be read alongside the draft Equality Impact Assessment (EIA) at Annex C which has been reviewed following the consultation period.

Fire Brigades Union

8. Throughout the development of the PSP, Surrey Fire and Rescue Service has worked closely with the Fire Brigades Union. It is important that they have the opportunity to comment on our proposals and our vision for the service. As part of this co-designing process, the Fire Brigades Union has authored Chapter Three of the PSP. In addition, representatives have met with Elected Members, and they are represented on the PSP Steering Group.

Staff engagement

9. It is important that our staff are fully aware of the plans we are proposing and we have engaged in a number of ways with them ahead of and during the consultation period. We have issued a joint communication with the Fire Brigades Union to highlight the key issues in the draft PSP, briefed leaders in the organisation to enable them to answer questions from staff and engaged with staff on Yammer. Group Commanders and Assistant Group Commanders have received briefings, as has the Staff Council.

Member Reference Group

10. A subgroup of the Resident Experience Board have met together as a cross-party Member Reference Group. This Group was set up to act as a sounding board and provide a Member steer as the project progresses and the refreshed PSP is developed. It has also questioned and challenged officers about the changes being considered and assisted in ensuring that the refresh is as comprehensive as possible. The Member Reference Group has met roughly once a month since its first meeting on 29 April 2014. Surrey Fire and Rescue Service and Democratic Services work together to facilitate the meetings.

RISK MANAGEMENT AND IMPLICATIONS:

11. The draft PSP provides mitigation against risks. We publish a Community Risk Profile for the county to provide a picture of the changing landscape of community risk in Surrey, highlighting areas of concern, identifying plans for reducing risk and exploring the impact of geography, demographics and lifestyle on community risk.

12. Community risk represents the likelihood of an emergency incident occurring in a given location and its expected impact on the community. Intelligence and an assessment of what, where and when emergencies may occur feeds into our risk modelling and helps us understand how our efforts can impact on the risks we identify. This provides an advantage when planning to protect the community and generates knowledge to inform critical decision making.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

13. Surrey Fire and Rescue Service achieved efficiency savings of £4.8m between 2010/11 and 2015/16. There are a further £5.9m of required savings for the service to achieve in the 2016/21 Medium Term Financial Plan.
14. The plan focuses on providing an efficient and effective service, matching resources to risk and predicted demand. By collaborating with other emergency service partners and other relevant agencies, we will be able to provide a more efficient and effective service without having to reduce frontline service delivery.

SECTION 151 OFFICER COMMENTARY

15. The PSP considers the period to 2025, a period in which the financial climate and risks will change, and therefore the plan needs to be flexible enough to ensure that the service can adapt as required.
16. The plan describes the framework the service will work within to meet future savings requirements, whilst still delivering an effective Fire and Rescue service. There is a particular emphasis on collaboration with other blue light services in order to achieve this.

Legal Implications – Monitoring Officer

17. The development of the PSP and subsequent consultation meets the requirement in the Fire and Rescue Service National Framework and associated guidance for the authority to produce an Integrated Risk Management Plan. As a fire and rescue authority, Surrey County Council has a statutory duty to have regard to this Framework in carrying out its functions.
18. The PSP describes how the authority will discharge its functions under the Fire and Rescue Services Act 2004, and its role as a Category 1 responder under the Civil Contingencies Act 2004.
19. The PSP must reflect effective consultation. The results of this consultation have been taken into consideration, and the PSP has been revised as necessary. If any changes in service delivery are necessary to implement the PSP, then a further specific consultation will be carried out.

Equalities and Diversity

20. In considering the PSP, members must have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations between such groups, and eliminate any unlawful discrimination. These matters are dealt with in the equalities paragraphs of the report and in the attached equalities impact assessment. The assessment attached is based on the proposals being consulted on, and may need to be revised if there are any amendments to the PSP as a result of the consultation. If any changes in

service delivery are necessary to implement the PSP, a further, specific equalities impact assessment will be carried out.

21. Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.
22. The refreshed PSP has no negative impact on service delivery compared to the current level of service received by any particular protected group. All future proposed policy changes will require separate EIAs looking into the potential impacts on service delivery and any consultation and engagement activities will enable us to inform and further develop these EIAs.
23. The draft Equality Impact Assessment can be viewed by following the link under Consultation Documents towards the end of this document.

Other Implications:

24. 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	Surrey experiences relatively low numbers of fatalities and injuries from fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers. We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.
Public Health	Increase integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and public health, and add value. We continue to educate the public through community safety campaigns and the Safe and Well Visit. Our Safe and Well Visit is designed to cover fire safety, road safety, environment safety and by using the One Stop Surrey referral process, cover a range of health and social issues that support independent living. We also supply a range of equipment, like smoke alarms, hard of hearing alarms, fire retardant bedding and advise on

	TeleCare alarms and sprinklers. We are continuing to work with the Surrey Health and Wellbeing Board members, such as Adult Social Care, the NHS, public health and Age UK Surrey, to develop the content of our Safe and Well Visits to reduce risk to the elderly.
Climate change	The Civil Contingencies Act 2004 places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the Surrey Community Risk Register. We have to assess the risk of major emergency incidents such as flooding, derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics.
Carbon emissions	No significant implications arising from this report.

WHAT HAPPENS NEXT:

25. Subject to approval of the recommendations by Cabinet, Surrey Fire and Rescue Service will put into place the actions arising from the PSP proposals and continue to engage with scrutiny and decision makers on the direction it is taking.
26. As referenced above, the service will produce a delivery plan setting out objectives over a 2 year period to support work required under the Public Safety Plan framework. The first delivery plan will be presented early in the next financial year 2017/18.

Contact Officer:

Russell Pearson, Chief Fire Officer, Surrey Fire and Rescue Service
russell.pearson@surreycc.gov.uk
 Tel: 01737 224000

Consulted:

Surrey public, district and borough councils in Surrey, Surrey County Council Members, PSP 2025 Member Reference Group, Resident Experience Board, Cabinet Member and Cabinet Associate, Strategic Director Environment and Infrastructure, Legal Services, Finance, Surrey Fire Brigades Union, PSP Steering Board.

Annexes:

- A: [Draft Public Safety Plan 2016-2025](#)
- B: Consultation Report
- C: Draft Equalities Impact Assessment
- D: Survey results – quantitative
- E: Survey results – qualitative comments

Sources/background papers:

[Fire and Rescue National Framework for England](#)

[Public Safety Plan 2011-2020](#)
[Fire and Rescue Services Act 2004](#)
[Fire and Rescue Policy move to Home Office](#)
[Enabling Closer Working Between The Emergency Services](#)
[Public Service Transformation Network](#)
[Civil Contingencies Act 2004](#)
[Community Risk Profile](#)
[Policing and Crime Bill 2015-16](#)
[Medium Term Financial Plan](#)
[Resident Experience Board](#)

This page is intentionally left blank

1	Executive Summary	2
2	Context	2
3	Survey Methodology	3
4	Analysis	5
4.1	Survey	6
4.2	Public meetings	9
4.3	Equality & Diversity survey results	10
4.4	Staff briefings	12
4.5	Fire Brigades Union (FBU)	12
4.6	Councils and Committees	12
4.7	Other feedback	13
4.8	Media coverage	13
5	Key findings	13
6	Next steps	14

Appendix

- Questionnaire
- Consultation & Communications plan
- Data response Summary
- Qualitative Comments

1 Executive Summary

Surrey Fire and Rescue Authority is required by the Government to produce an Integrated Risk Management Plan (IRMP) which considers all the fire and rescue related risks that could affect our communities. This planning process helps us to identify longer term priorities, to make sure we have an up to date assessment of risk, and how to mitigate it effectively.

We set out our IRMP in our Public Safety Plan (PSP), which is currently valid until 2020. However within a constantly changing environment, new threats and opportunities have emerged. The PSP refresh document covers the period 2016-2025 and outlines how we will respond and adapt to these changes and continue to deliver a high performing, valued, sustainable and cost-effective service.

This report summarises the results of the six-week public consultation on the PSP refresh document that was undertaken between 27 April 2016 and 7 June 2016.

2 Context

The refreshed PSP, currently in draft form, is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work in or travel through the county, safe over the coming years. It outlines our understanding of the risks and challenges facing the county and how we will maintain, adapt and enhance our service accordingly.

Our current PSP was developed in 2011 and the context in which the plan was developed has changed. Drivers for change include:

- I. Fall in demand for traditional services
- II. Shift in population characteristics
- III. Redefined budget and need to make further savings and efficiencies
- IV. Reviews and changes to policy and legislation including emerging Government policy on collaboration between emergency services and the recent Government departmental move of Fire Service policy from DCLG to the Home Office
- V. Public Service Transformation projects with a key focus on collaboration
- VI. Busier roads
- VII. Environmental factors such as climate change and threat of terrorism.

This consultation explored the nine proposals contained within the draft PSP:

- I. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our front-line provision.
- II. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
- III. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.

- IV. Continuing to review mobilising arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.
- V. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by a fall in demand for our traditional services.
- VI. Examining our communities to see where we can better meet community needs.
- VII. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.
- VIII. Review our Surrey Response Standard.
- IX. Review the way we call handle and respond to Automatic Fire Alarms.

Greater collaboration is a key theme of our Plan. Surrey residents are already experiencing the benefits of our closer collaboration with Police and Ambulance services. Surrey firefighters provide assistance to other emergency services with defibrillator usage, missing person location, assisted entry and, if we are first to attend an incident, immediate emergency medical care. These are examples of how we can offer a safer, more coordinated community response, which focuses on the needs of residents and the changing nature of emergencies.

In addition, we believe that further meaningful collaboration with our emergency service partners offers greater potential savings, because we can look to create efficiencies by eliminating duplication across services, which we cannot do if reviewing our own service in isolation.

3 Survey Methodology

Recommended sample size and survey results representation

Assuming a population size of 1,182,000 we needed 385 survey respondents for a plus or minus 5% acceptance margin of error¹ rate. We sampled 496 people (96 people more than recommended in the survey Table 1 below) and found that over 85% of those surveyed are in agreement with all proposals. Given our 5% acceptance error rate, we can assume that if every person in Surrey took our survey, the actual proportion in agreement with our proposals would range from 65% to 75%.

¹ Margin of error: a percentage that describes how closely the answers our sample gave are to the "true value" in our population.

Table 1²: Respondents Needed at Error of +3%, +5%, & +10%

Population	±3%	±5%	±10%
500	345	220	80
1,000	525	285	90
3,000	810	350	100
5,000	910	370	100
10,000	1,000	385	100
100,000	1,100	400	100
1,000,000	1,100	400	100
10,000,000	1,110	400	100

All nine protected characteristics, as defined in the Equality Act 2010, were considered in the consultation plan.

The PSP should be read alongside the Equality Impact Assessment (EIA) which has been reviewed and updated following the consultation period [\(add link once the draft EIA is published\)](#).

During the consultation planning phase, we updated our previous stakeholder plans and sought advice from other SFRS and SCC colleagues for other partners and vulnerable groups we should include in our revised stakeholder plan and mailing lists.

As a result, a comprehensive revised consultation and communications plan was established to target those who are likely to be most affected by the proposals.

We used a mix of quantitative and qualitative research methods, as well as a wide mix of communication channels to gather the views of our residents, partners and stakeholders (see Appendix B for consultation plan). This included:

Direct contact:

- Surrey Fire Stations
- Public meetings in Chertsey, Guildford and Reigate
- Face to face and group briefings for staff
- Disability Alliance Network (DAN) meetings
- Surrey Gypsy Traveller communities Forum (SGTCF)
- Resident Experience Board (REB)
- PSP Member Reference Group (MRG)
- Reigate and Banstead Local Committee

Print:

- 550 documents (full plan, summaries and questionnaires) to fire stations, libraries and members of the public.
- Emails to approximately 700 stakeholders, including partner agencies (e.g. Police, NHS, Ambulance), Surrey MPs, Borough and County Councillors, Mayors, Voluntary

² SurveyMonkey Survey Sample Size/target population Chart

Community Faith Sector (VCFS) organisations, Council Leaders and School Heads & Principals.

- 700 posters issued to Surrey libraries, borough and district council receptions, fire stations, registration offices, parish councils, community locations, Age UK Surrey, Sight for Surrey and resident associations
- Banners at Chertsey, Guildford and Reigate fire stations
- Articles in newsletters including Burning Issues (SFRS staff newsletter), Surrey Matters, South East Coast Ambulance weekly bulletin, Surrey Police staff newsletter, Community First Responders newsletter, Coalition News, Horley Town Council, Salfords & Sidlow Parish Council, Runnymede Borough Council, SCC Issues Monitor and SCC Resident Experience Board newsletter.
- Plasma screen advertising in Redhill, Woking, Godalming and Guildford Libraries
- Briefs for Communities Select Committee.
- Email to all SFRS staff from Chief Fire Officer.
- Joint communications with the Fire Brigades Union.

Online:

- On-line survey link for residents, businesses, partner agencies, staff and Members (using email invites, stakeholder lists, equality and access group lists)
- Regular social media promotion on SFRS Twitter and Facebook, earning over 75, 000 twitter impressions.
- Social media promotion from others including Sight for Surrey, Age UK Surrey, Democratic services and Local Committees.
- Promoted Facebook posts regarding public meetings in Chertsey, Guildford and Reigate areas.
- Google adwords for Guildford and Reigate events.
- Youtube video to promote the consultation (494 views)
- Consultation and events featured on websites including Surrey County Council, Eagle Radio, Sight for Surrey, Runnymede Borough Council, Reigate and Banstead Borough Council, Guildford Borough Council and wherecanwego.com.
- Regular posts on staff intranet, weekly bulletin and Yammer portal.

4 Analysis

The consultation received feedback from over 600 individuals and groups, through surveys, events, briefings, emails and online platforms. The majority of people who took part in the consultation supported the proposals. No formal responses received.

Survey returns ³ Residents / businesses/staff		Meetings (community events, public meetings, Committee meetings)	Community group members
Online 482	Postal 14	3 public meetings 1 Committee meeting 5 community meetings	90 community members in total

³ See Appendix 'x' for full survey results and qualitative comments

4.1 Survey

- There were 496 responses, of which 14 were postal returns and 482 were answered online. Response rate is hard to gauge, because invites were distributed to an unknown number of people from various partner agencies' mailing and stakeholders lists.
- The postal returns were added manually to the online survey and therefore show in the graphs and comments at appendices.

For the purposes of this analysis the survey data has been simplified by combining the response categories into five nominal⁴ categories:

Response categories

- Strongly agree = 1
- Tend to agree = 1
- Neither agree nor Disagree (NAND) =5
- Tend to disagree =2
- Strongly disagree= 2
- Extremely Important =3
- Very Important=3
- Moderately important=3
- Slightly important=3
- Not at all important=4
- No answer=5

Five nominal categories

1. Agree
2. Disagree
3. Important
4. Not important
5. NAND/No answer

Label / Response category	Agreement regrouped
Strongly agree/Tend to agree	Agree
Tend to disagree/Strongly disagree	Disagree
No answer/NAND	No answer/NAND

⁴ Nominal categories are used for labeling variables, without any quantitative value. "Nominal" scales could simply be called "labels".

Label / Response category	Importance regrouped
Extremely important/Very important/Moderately important/Slightly important	Important
Not all important	Not important
No answer	No answer

Respondent groups

The respondent groups were distributed as follows:

70% of people completing the survey question about where they live in/ have their business located in, they live / have their business in Surrey.

4 % of those responded to the survey live/ have their business outside Surrey:

- Berkshire
- Bristol
- Hampshire
- Kingston Upon Thames
- West Sussex
- Weston-super-Mare

9% of the survey participants who completed the relevant question in the equalities section responded on behalf of an organisation:

- Bletchingley Parish Council
- Surrey Police
- Raven Housing Trust
- SABP NHS
- Surrey Choices – Lockwood, Adults with learning Disabilities
- Voluntary Action Elmbridge and Voluntary Action Mid Surrey
- SECAMB,
- Elmbridge Mencap,
- West Byfleet Junior School
- Rodborough School
- Infant School (unspecified)
- South West Trains
- National Trust - Polesden Lacey
- SFRS
- Hampshire Fire and Rescue Service
- Thorpe Ward Residents' Association and Green Lane Neighbourhood Watch

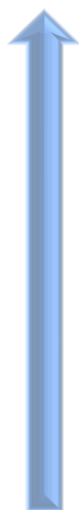
Across all groups, the most groups of respondents agreed overall with the proposals (80% agree, 6% disagree) – however, a lot of the agreement was qualified by caveats about making sure future concerns around duplication, resources, service cuts, service identity and purpose are addressed.

	% ⁵ Agree	% Disagree	% NAND/ No answer	% Important	% Not important	% No answer
Proposal 1	89	8	3	96	3	—
Proposal 2	92	4	4	98	1	1
Proposal 3	85	10	5	94	5	1
Proposal 4	89	6	5	96	3	1
Proposal 5	84	7	17	97	1	11
Proposal 6	68	3	21	79	2	8
Proposal 7	64	7	19	75	4	8
Proposal 8	70	5	16	78	3	8
Proposal 9	68	7	15	76	4	8

Views (qualitative comments – sample)

⁵ Percentages have been rounded and therefore may not always total 100%

Below is a sample of people's views and thoughts regarding the proposals:



"Close working and co-operation between all emergency services is very desirable and if improvements can be made, it can only be for the benefit of all who work in them, plus the general public (providing this does not mean staffing cuts as they are already cut down to their limit)"

'This makes economic sense".

"It is crucial that the fire service works closely with other emergency services, to provide a better service for Surrey residents".

"Where duplication is avoided and savings can be made this should be a priority".

"think it is vital we collaborate closely with partner agencies."

"We need to do this to comply with the direction of central government policy. In doing so we must be mindful that we protect and preserve our identity and purpose".



"Cutting services further is wrong. Incident response times are critical. You only know where the limits are when they have been passed. Then it's too late"!

"The Fire Service is a service to be proud of. Watering down their capability to do their job (which is becoming increasingly technical and wide ranging) is a mistake which will be paid for by the lives of Surrey's residents and god forbid the fire-fighters themselves.

"Sickness and stress levels within the service will increase as the personnel are required to deal with incidents with fewer/inappropriate resources and be under massive moral obligation to do something."

"Keep the fire service, police and ambulance separate and concentrate on what you are good on".

4.2 Public meetings

During May 2016 the Service organised three public meetings in two of our fire stations and one at the SFRS HQ. These were publicised in a number of ways including emails to targeted stakeholders, on websites and regular Facebook and Twitter posts.

Posters and flyers were distributed to Surrey libraries, borough and district council receptions, fire stations, registration offices, parish councils, community locations, Age UK Surrey, Sight for Surrey and resident associations. The host fire stations also had roadside banners.

Articles and events listings appeared in print and online, and targeted online advertising took place in the Guildford, Reigate and Chertsey areas.

Across the public events 35 people attended, amongst them representatives from a housing association and the Mayor of Runnymede. The SFRS gave a presentation, screened the PSP video that was explaining the 9 PSP proposals, collected feedback and replied to questions.

Points that were discussed included:

- Training updates and facilities
- What does collaboration look like for the Fire Service
- Income generation activity and examples
- Call handling process across blue light services
- Challenges of smart motorways
- Retirement age increase challenges and how it affects firefighters' fitness levels
- Wellbeing of firefighters in dealing with difficult situations
- Special services charges (chimney fires, rescuing animals)
- Fire safety for the community information
- IECR calls, the trial and charging suggestions
- Working with Surrey Police examples
- Concerns over cutting frontline with immigration and terrorism incidents
- Working with partners timeline
- Sharing property/services to reduce costs suggestions
- 'Chicago Fire' system (that provides fire and emergency medical services) suggestions
- Response times challenges (traffic, on-street parking)
- Merging senior roles in the Fire service and Police Force suggestions
- Advice and suggestions on improving accessibility of consultation printed and online materials, information and digital technology for people with disabilities

4.3 Equality & Diversity survey results

In order to make sure we provide services equally and fairly, we asked our survey participants to answer some questions about themselves. All equality and diversity information was optional and is held in the strictest confidence. 68% of the respondents said they were happy to answer those questions.

For the purposes of this survey analysis filters and cross tabs were applied here in order to select specific subsets of data to review. We used filters to examine all questions for a particular subset of the responses. By looking at the same question with different filters applied, we came to the conclusion that there were no differences between the various respondents represented by the filter.

- **Age:**

It is important to note here that 30% of the survey participants responding to the equality questions (68%) did not disclose any information on the age category and that has an impact on the percentages.

The majority of respondents (40%) who completed the equalities questions belong to 35 to 44 and 45- 54 age groups.

Looking at the level of support from older age groups (those of 65+ of age are at higher risk of fire death/injury⁶) that disclosed their age and completed the survey (11%) over 95% of them were in agreement with the proposals.

- **Disability:**

Mobility issues and mental health issues are known to be fire risk factors in Surrey⁷.

10% of the survey respondents who answered the relevant equalities question have disabilities or a long term condition that affects how they live their lives. 85% of them were in agreement with the proposals.

- **Gender**

57% of survey participants who answered the equalities questions were men and 40% women. 88% of those male respondents and 93% of the female participants were in agreement with the proposals. No significant conclusions have been drawn from the data collected in this category.

- **Ethnicity:**

In the survey, 92% answering the relevant equalities question stated their ethnicity is White British (which is same as the average for Surrey population). 91% of them were in agreement with the proposals. 3% of the respondents stated they were not White British and 80% of them were in agreement with the proposals. It is important to note here that 48% of the survey participants how responded to the survey equalities questions did not disclose information about their ethnicity and that had an impact on the percentages.

- **Religion:**

49% of the survey respondents, who were happy to answer the equalities questions, did not declare their religion/belief. 78% of them answered this question. 54% of the respondents stated their religion as Christians and 93% of those who belong to this group were in agreement with the proposals. There was also nearly 100% agreement of the proposals from survey participants who belong to other religious/belief groups. No meaningful conclusions were drawn regarding this equalities group as the data collected here was not statistically significant.

- **LGB:**

2% of the people completing the equalities questions defined themselves as gay/lesbian or bisexual. All of them were in agreement with the proposals; however it is important to note that the low number of respondents in the equalities group has an impact on the percentages.

Feedback relating to vulnerable adults and high risk groups

Disability Alliance Network (DAN) meetings comments:

We received feedback from DAN representatives. Comments were raised mainly around:

- Accessibility of information for disabled people

⁶ Surrey Fatal Fires Report 2006- 2015, Surrey Fire and Rescue Service [ADD LIVE LINK](#)

⁷ Surrey Fatal Fires Report 2006- 2015, Surrey Fire and Rescue Service [ADD LIVE LINK](#)

- Consultation materials and video not available in alternative formats at the time of our attendance to those meetings

Following feedback from the DAN groups about alternative formats and ways disabled people can access our draft PSP documents we have started taking actions to improve this.

We have also revised our Equality Impact Assessment (EIA) to include additional actions on the way we communicate and share our information with disabled people.

4.4 Staff briefings

The consultation was advertised in the staff newsletter (Burning issues) in April 2016 and a direct email went out to the wider workforce.

Briefing sessions were also organised for the Assistant Group Commanders (AGCs) that enabled them to successfully communicate the draft proposals with their teams and capture their thoughts and respond to any concerns.

The consultation was further highlighted on Yammer (our online platform for staff collaboration/communication), SurreyFire.net (intranet), end of the week e-bulletin, SCC public website, Facebook, Twitter.

Team and station briefings took place between March and May 2016.

4.5 Fire Brigades Union (FBU)

Throughout the development of the PSP, Surrey Fire and Rescue Service has worked closely with the Fire Brigades Union. It is important that they have the opportunity to comment on our proposals and our vision for the service. As part of this co-designing process, the Fire Brigades Union has authored Chapter Three of the PSP and is supportive of the proposals within the PSP. In addition, representatives have met with Elected Members, and they are members of the PSP Steering Group.

4.6 Councils and Committees

Member Reference Group:

A subgroup of the Resident Experience Board have met together as a cross-party Member Reference Group. This Group was set up to act as a sounding board and provide a Member steer as the project progressed and the refreshed PSP was developed. It has also questioned and challenged officers about the changes being considered and assisted in ensuring that the refresh is as comprehensive as possible. The Member Reference Group has met roughly once a month since its first meeting on 29 April 2014. Surrey Fire and Rescue Service and Democratic Services work together to facilitate the meetings.

The Member Reference Group has discussed the PSP refresh and its timeline, the workforce transformation programme, risk modelling and Community Risk Profiles. It has also met with representatives from the Fire Brigades Union, the Chief Fire Officer and senior officers from Surrey Fire and Rescue Service.

As part of the pre engagement phase the Member Reference Group also tested the proposals and the survey questionnaire with community groups and individuals and, based on the feedback, amendments were made as necessary.

Resident Experience Board (Scrutiny role):

On 30 June 2016, the Resident Experience Board reviewed the consultation responses and agreed the report. Members noted that the document was much clearer and easier to understand than previous versions.

Reigate and Banstead Local Committee

Officers attended the Reigate and Banstead Local Committee on Monday 6 June 2016. Support for the proposals, in particular around collaboration with other emergency services, was given by the Committee. It is important to note here that across Surrey, this local committee meeting was the only one scheduled within our formal consultation period.

4.7 Other feedback

Officers (a service support officer and the Woking Borough commander) attended the Surrey Gypsy Traveller Communities Forum (SGTCF) AGM on Wednesday 8 June 2016. 46 people attended, amongst them the Surrey PCC, borough councillors, reps of local organisations and traveller school children.

The officers discussed the proposals, screened the video, gave advice and shared information about fire safety for the Gypsy Traveller communities, captured people's thoughts on the PSP and answered questions.

All members of the forum were supportive of the proposals. Key points discussed included:

- Income generation information and examples
- Questions about fire safety advice to councils regarding private premises, building regulations and fire safety procedures and guidance
- Fire risk assessment information to traveller sites
- Fire safety information in traveller sites

4.8 Media coverage

As part of the formal consultation one press release and two news in brief pieces were published. Additionally, one radio interview was conducted.

From 29 April 2016 – 3 June 2016, the proposals featured in 14 media items.

5 Key findings

All consultation data including informal responses, survey comments, emails, feedback from our online platforms, was coded to determine the most frequently raised questions.

The feedback of the consultation overall has been positive, with 85% agreement on all nine proposals.

The key comments made during the consultation revolved mainly around:

Transformation:

- Transforming public services is essential.

Collaboration:

- Close and more effective collaboration with emergency services and other agencies is needed more than ever before.

Merging resources:

- Sharing building and merging back office support and systems is essential.

Sharing data:

- Overcoming data/information silos would improve service delivery and better response.

Service identity:

- Risks of losing identity and purpose of the Fire Service if close integration of emergency services happens.

Equalities:

- It is important to consider how we approach groups of people with learning disabilities to ensure that the information provided is understandable and provided in different formats. There were recommendations about working closely with the council's local community team for people with learning disabilities that can provide support with this.
- There was a suggestion about connecting with community groups especially those whose first language is not English.
- Fire Service should have a greater focus on prevention and protection activities for the most vulnerable people.

Income generation, cost avoidance and recovery:

- Concerns about generating income and reducing costs at the expense of frontline roles and public safety.

Automatic Fire Alarms (AFAs):

- Concerns about an AFA that could be a genuine emergency.
- Support on the approach that reduces demand of these Automatic Fire Alarm incidents, has an effective call challenge and call handling system in place and provides a proportionate response given the nature of the risk.
- Suggestions about drawing a distinction between building types when taking into account with the nature and associated risk of the occupancy.

6 Next steps

Following the analysis of the consultation feedback, the Service reviewed all the responses and the draft plan was updated to reflect those.

This consultation report outlining the finding will be included as evidence in the paper outlining the proposals to Cabinet on Tuesday 20 September 2016.

When the Public Safety Plan is approved, a delivery plan will be implemented, and the actions outlined in the EIA will be taken into consideration.

DRAFT

This page is intentionally left blank



Annex C

1. Topic of assessment

EIA title:	Public Safety Plan Refresh 2016-2025
-------------------	--------------------------------------

EIA author:	Angeliki Humphries
--------------------	--------------------

2. Approval

	Name	Date approved
Approved by¹	Russell Pearson	

3. Quality control

Version number	V3	EIA completed	24/03/2016
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Angeliki Humphries	Project Specialist	SFRS	Policy Adviser on Equalities

¹ 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>Our Public Safety Plan – Background</p> <p>Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.</p> <p>The SFRS Public Safety Plan is the Service’s primary planning document. It is a statutory requirement of the Fire and Rescue Services Act 2004 and is compiled in line with the National Framework 2012. The plan presents the Service’s short and medium term aims in relation to managing and reducing risk in Surrey and the contribution made by SFRS to regional and national resilience. The SFRS Refresh 2016-2025 is based on the risks and the needs of our local communities and sets actions for the years 2016-25.</p> <p>The PSP has been developed to address the key risks and challenges facing local communities and sets out the approach we aim to take in order to deliver the most effective fire and rescue service to the local communities of Surrey whilst considering the public’s views, where possible to.</p> <p>Our Plan provides guidance on achieving planning outcomes which support and promote equality and diversity and ensure that consideration of these issues form an integral part of the planning process both for internal provisions (employment practices, procurement, etc) and in the service delivered by the SFRS.</p> <p>This document has taken into consideration the Fire and Rescue Service’s Peer Challenge (October 2015) findings and recommendations.</p> <p>Also, the proposed PSP might reflect the need for separate EIAs to be completed on detailed functional areas (as part of the consultation on the proposed PSP and the future reviews of the plan).</p> <p>The service provides a countywide response to emergency incidents (such as fires and road traffic collisions), as well as conducting community safety work, contingency planning and protection and enforcement for the built environment and it is actively engaged in the prevention of incidents. There is also a regional and national aspect to service delivery in terms of mutual aid and significant events e.g. flooding and its associated legislation. The service is also a Category One Responder.</p> <p>The public safety plan (PSP) is the over-arching business strategy that guides the priorities and improvements Surrey Fire and Rescue Service will make over the next ten years The Public Safety Plan (PSP) is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work or travel through the county, safe over the next 10 years. It outlines our understanding of the risks and challenges facing the county and how we will maintain adapt and enhance our service accordingly.</p> <p>Our current Public Safety Plan (PSP) was developed in 2011 and runs to 2020. As with any plan operating over a 10 year period the context within which the plan was developed has changed, both locally and nationally. We</p>
---	---

have produced this document to refresh the vision outlined in 2011 and look toward 2025 in order to respond to all drivers for change and to maximise public safety in this ever changing environment.

Service priorities and risks are changing, yet our aim remains to work together to save lives. Over the last decade, 999 calls to fires across the country and in Surrey have fallen alongside reduced demand for traditional fire and rescue activities, such as fires and automatic fire alarms. This can only be a good thing. It is in part testament to our public education efforts about how to prevent fires and road traffic collisions (RTCs) occurring in the first place. Our prevention work will continue, with a particular focus on older and vulnerable adults who are the group most at risk from fire.

Population structure is shifting, with a greater proportion of older people predicted – those over 65 years of age tend to be more vulnerable to house fires and require a greater number of emergency services more regularly. We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.

Understanding the risks we face is a key part of our decision making process. It informs our planning for how and where we should use our resources to reduce the occurrence and impact of emergency incidents across Surrey.

Therefore, Surrey Fire and Rescue Service has developed the Surrey [Community Risk Profile document](#) that is set out in four main sections detailing how the Service works to address risk in Surrey and to achieve its mission.

Workforce

As of 31 March 2016, SFRS operates from 26 fire stations with 35 fire engines and 29 specialist vehicles, and we have:

- 524 wholtime firefighters
- 116 on-call firefighters
- 25 Joint Emergency Communication Centre (JECC) staff
- 79 support staff
- 140 volunteers

The equalities data for SFRS workforce for each of the 9 protected characteristics cannot be shown here. We have strict criteria on release of personal data, so any individual and their self-declared data will not be identified. The minimum number of staff we will release data for, is 100, to maintain anonymity and data protection.

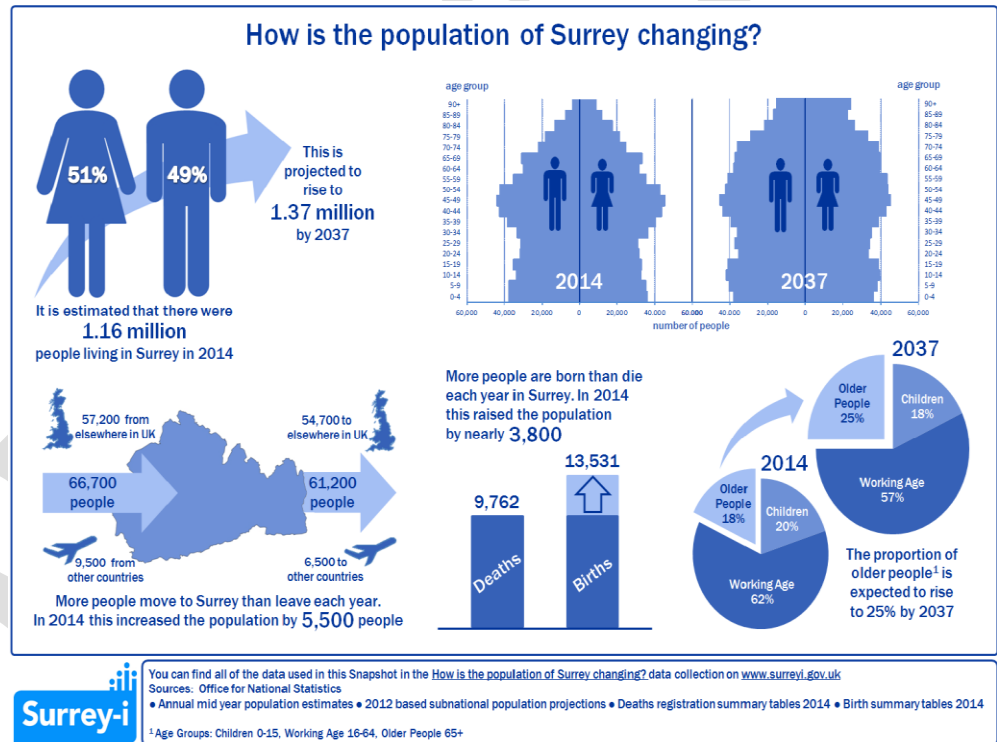
Therefore, as in this case the SFRS workforce numbers for the 9 protected characteristics are very low, this data will not be published. However the equalities data have been taken into consideration for the purpose of the equalities analysis for our Public Safety Plan.

We provide services to over 1.2m people and cover an area of 1,663km², which includes large urban areas, vast stretches of motorway and close proximity to two major airports. We handle approximately 17,000 calls and attend around 10,700 incidents per year.

Population Snapshot

As people are living longer, the age profile of the population will alter. There will be an increase in the proportion of people aged over 60 and aged over 85. The analysis of fire fatalities reveals a strong prevalence of vulnerability in older people. The number of people aged 65 and over in Surrey is projected to rise by 28% from 181,500 in 2013 to 233,200 in 2020. The number of people aged 85 and over in Surrey is estimated to increase by 44% from 32,000 in 2013 to 46,000 in 2020.

Increasing diversity within the community brings us a set of challenges as understanding communities and the risks relating to their particular behaviours and lifestyles becomes more complex. This understanding extends to determining the most appropriate methods of reaching and engaging with these communities in order to deliver appropriate and effective safety education.



What proposals are you assessing?

Our Proposals

The PSP document outlines proposals to transform the service and ensure it is best placed to keep Surrey’s communities safe by:

1. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our current frontline provision.
2. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.

Equality Impact Assessment - SFRS Public Safety Plan Refresh

	<ol style="list-style-type: none"> 3. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value. 4. Continuing to review mobilising* arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value. 5. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by the fall in demand for our traditional services. 6. Examining our communities to see where we can better meet community needs. 7. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community. 8. Reviewing our Surrey Response Standard. 9. Reviewing the way we call handle and respond to automatic fire alarms.
<p>Who is affected by proposals outlined above?</p>	<ul style="list-style-type: none"> • All communities in Surrey • Visitors to the county • Surrey Fire and Rescue members of staff • Fire Authority Members • Surrey Local Authorities and other Emergency Services we work with • Other Community Partners

6. Sources of information

Engagement carried out
<p>Proposed PSP activities:</p> <p>Stage 1: Pre engagement activities: March - April 2016 Stage 2: Formal Consultation: April - June 2016</p> <p>Activities</p> <p>Staff (including uniformed staff, JECC, On-call staff and Support staff) Engagement and consultation through online survey and staff briefings)</p> <p>Local Committees Engagement through social media and other communication channels</p> <p>Officers attended the Reigate and Banstead Local Committee in June 2016. This was the only Local Committee meeting scheduled within our formal consultation period.</p> <p>Partners and Neighbours Engagement and consultation through online survey and through online and social media communication channels)</p> <p>Local communities Public meetings:</p> <ul style="list-style-type: none"> • Saturday 7 May at 11am - Chertsey Fire Station • Wednesday 18 May at 7pm – Guildford Fire Station • Thursday 19 May at 7pm - Fire Service HQ, Wray Park, Reigate, Meeting Room 1 <p>External Equality Group and Voluntary, Community and Faith Sector engagement</p> <ul style="list-style-type: none"> • Surrey Gypsy Traveller Communities Forum – 8 June <p>Disability Alliance Network (DANs)</p> <ul style="list-style-type: none"> • Mid - Monday 9 May 1.30-4.00pm at Parkhouse Leatherhead • North - Tuesday 17 May 2-4pm at Addlestone Community Centre • South West - Wednesday 11 May 10.30am-12.30pm at Godalming Baptist Church • East - Monday 16 May 1.30-4.00pm at Orpheus Centre • annual conference- 20 June (consultation feedback) <p>Following feedback from the DAN meetings we have amended the action plan of this EIA to reflect the network’s comments regarding accessible consultation materials for disabled people.</p> <p>Surrey Learning disability valuing people groups (online engagement through their ebuletin)</p> <p>(For more information on specific consultation and engagement activities please see the detailed PSP Communications, Engagement and Consultation Plan.)</p> <p>Effective consultation and engagement with the residents, community groups, representative bodies, staff and partners will take place from 28 April 2016 and will continue until 07 June 2016 on our PSP Refresh in order to:</p> <ul style="list-style-type: none"> • Identify the specific needs of all groups within the local community • Identify the likely effect of the proposed PSP on these different groups of staff and partners

The proposed PSP Refresh will be reviewed in the light of the information received to ensure effective service delivery for all groups.

During this analysis we identify directly who will be affected by the proposed PSP.

- Identify key stakeholders, partners and relevant groups that have an interest, influence and will be affected by the proposed PSP Refresh.
- Ensure that the above groups are consulted.
- Make information available to those consulted.
- Make information be accessible to all groups, including those with disabilities and those from minority ethnic communities.
- Find out whether there are any barriers to effective consultation and communication with each of the identified groups.

N.B. Any consultation/engagement and communication activities scheduled for the PSP options will enable us to inform and further develop this EIA and identify any equalities implications to staff and the local communities.

Data used

- Fatal Fires Report
- Surrey
- Community Risk Profile
- SFRS local intelligence data

Equality Impact Assessment - SFRS Public Safety Plan Refresh

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

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 186</p> <p style="text-align: center;">Age</p>		<p>Older people have been identified as more at risk from fire. As a result, prevention activity will continue to be targeted towards them.</p> <p>Middle aged men living alone have been identified as at more risk from fires. As a result, prevention activity will continue to be targeted towards them.</p> <p>Young people are more likely to be involved in fires relating to anti-social behaviour. As a result, prevention activity will continue to be targeted towards them.</p>	<p>Delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different communities of different ages to ensure that all emergencies receive high levels of response.</p> <p>No negative impact of the PSP Refresh has been identified at this stage on any particular protected group and no perceived disproportionate service delivery compared to the current level of service received by these groups currently.</p> <p>We will increase prevention and protection work in areas affected by potential mergers and closures by intelligently targeting those people identified as vulnerable. We will explore more possibilities of working with our neighbouring partners to assist with fire and rescues in areas where any changes are proposed.</p>
<p style="text-align: center;">Disability</p>		<p>It is not envisaged that the impact of the changes on our proposals will have any negative impact on disabled people.</p> <p>The way in which SFRS defines disabled people as high risk will not change and we will ensure that their needs in relation to Fire and Rescue services will be met.</p> <p>Services and policies will continue</p>	<p>We will increase prevention and protection work in areas affected by potential mergers and closures by intelligently targeting those people identified as vulnerable. We will explore more possibilities of working with our neighbouring partners to assist with fire and rescues in areas where any changes are proposed.</p>

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

Equality Impact Assessment - SFRS Public Safety Plan Refresh

		<p>to take into account their needs of this group.</p> <p>People with disabilities have been identified as more at risk from fire occurring and in some cases, less able to escape when a fire does occur. Further consultation with disabled people will be carried out during the lifespan of the PSP to establish their experiences and impacts of any service changes.</p>
Gender reassignment		Not known at this stage
Pregnancy and maternity		Not known at this stage
Race		<p>Some minority ethnic communities have been identified as being at greater risk from fire and where we identify this we will work with those communities to target prevention activity.</p> <p>Racial differences can place people at increased risk of hate crime and this can include the use of fire as a weapon. Our prevention and protection work with the police and other partners helps people to protect themselves and assists in the prevention of such crimes. Monitoring of such incidents will be key to understanding the needs and experiences of these community groups.</p>

Equality Impact Assessment - SFRS Public Safety Plan Refresh

<p>Religion and belief</p>		<p>Some religious groups have been identified as being at greater risk from fire and</p> <p>where we identify this we will work with those communities to target prevention activity.</p> <p>Community delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different faith groups and support agencies to ensure that all emergencies receive a high level of response.</p>	
<p>Page 188</p> <p>Sex</p>		<p>There is evidence to suggest that men are generally more at risk from fire and road traffic collisions. We regularly monitor the fires where people die and older men tend to be the highest risk group. As a result, prevention activity will continue to targeted towards these groups at risk.</p>	
<p>Sexual orientation</p>		<p>Lesbian, Gay, Bisexual and Transsexual people can be at an increased risk from hate related crime and this might include the use of fire as a weapon. Our prevention and protection work with the police and other support agencies helps people to protect themselves and assists in the prevention of such crimes.</p>	
<p>Marriage and civil partnerships</p>		<p>None identified at this stage</p>	

Equality Impact Assessment - SFRS Public Safety Plan Refresh

Carers³		Not known at this stage	
---------------------------	--	-------------------------	--

We have extensive business intelligence which shows that socio-economic disadvantage is significant risk factor in relation to all types of fire. As a result many of our prevention activities focus on those areas with the highest levels of deprivation.

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			

Separate EIAs are currently under development or will be completed in the future that will be looking into potential impacts of the specific PSP proposals of workforce changes on staff with protected characteristics

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age'.

Equality Impact Assessment - SFRS Public Safety Plan Refresh

Sex	
Sexual orientation	
Marriage and civil partnerships	
Carers	

DRAFT

Equality Impact Assessment - SFRS Public Safety Plan Refresh

8. Amendments to the proposals

Change	Reason for change
<p>To revisit this section once the formal public consultation has been completed and amend if necessary to reflect any changes in the plan</p> <p>Update: following feedback from the formal consultation two actions have been added below (see action plan) regarding information available in accessible formats and more engagement with disabled people and the DANs (Disability alliance Networks) during the implementation of each of the nine proposals</p>	<p>The Consultation evaluation/findings report will inform this section if necessary.</p>
<p>Following feedback from the DAN groups about alternative ways disabled people can access our draft PSP documents we have made the following changes:</p> <ul style="list-style-type: none"> • Large print copies of the PSP summary and questionnaire were available at PSP subsequent consultation events • Large print transcript of the video was produced and copies were available in the consultation events • Continued to highlight and make people aware of alternative formats available on request • Working with colleagues in SCC Adult Social Care directorate to set up an accessibility workshop. 	<p>Access to the draft PSP documents and alternative formats for disabled people</p>

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
	<p>The proposed PSP Refresh might reflect the need for separate EIAs to be completed on detailed functional areas/PSP proposals (as part of the consultation and the future reviews of the plan).</p>	<p>tbc</p>	<p>tbc</p>
	<p>A separate EIA will be carried out for the Service's Medium Term Financial Plan (MTFP) 2017-18 to identify and assess any potential</p>	<p>October – December 2016</p>	<p>Matthew Baker - Chief of Staff</p>

Equality Impact Assessment - SFRS Public Safety Plan Refresh

16

	impacts/changes that the financial proposals and decisions might have on staff and communities.		
	Ensure that our proposals provide the best support for all protected groups and helps to maintain and increase community engagement whilst maintaining agreed standards in responses to fire and rescue.		
	Continue to establish innovative and efficient ways to engage with all the protected groups		
	Continue to engage with neighbouring FRAs to establish opportunities to cover areas affected by rescue responses.		
	Work closely with the Surrey DANs (Disability Alliance Networks) on future publications, online and printed to ensure that information is available and accessible to all	May 2016 and ongoing	

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
n/a	

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.</p> <p>Effective consultation and engagement with the residents, community groups, representative bodies, staff and partners will take place from 28 April 2016 and will continue until 07 June 2016 on our PSP Refresh in order to:</p> <ul style="list-style-type: none"> Identify the specific needs of all groups within the local
---	--

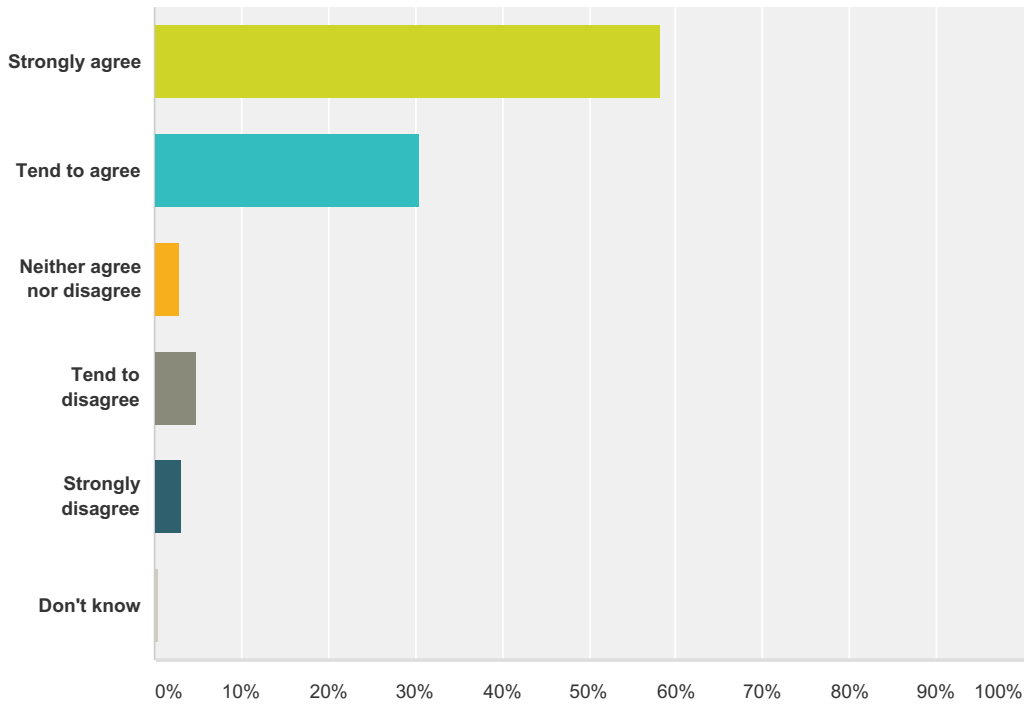
Equality Impact Assessment - SFRS Public Safety Plan Refresh

	<p>community.</p> <ul style="list-style-type: none"> Identify the likely effect of the proposed PSP on these different groups of staff and partners. <p>The proposed PSP will be reviewed in the light of the information received to ensure effective service delivery for all groups.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different communities of different ages to ensure that all emergencies receive high levels of response.</p> <p>No negative impact of the PSP Refresh has been identified at this stage on any particular protected group and no perceived disproportionate service delivery compared to the current level of service received by these groups currently.</p> <p>We will increase prevention and protection work in areas affected by potential mergers and closures by intelligently targeting those people identified as vulnerable. We will explore more possibilities of working with our neighbouring partners to assist with fire and rescues in areas where any changes are proposed.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>There have been no changes to the proposals in the Public Safety Plan, however we are working with groups to ensure that alternative formats are readily available where possible.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>n/a</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>n/a</p>

This page is intentionally left blank

Q1 Q1. Proposal 1: Continue to work closely with other Fire and Rescue Services, and with Police and Ambulance Services, and undertaking an options appraisal to look at all opportunities available to us for future joint working.a. To what extent do you agree or disagree with this proposal?

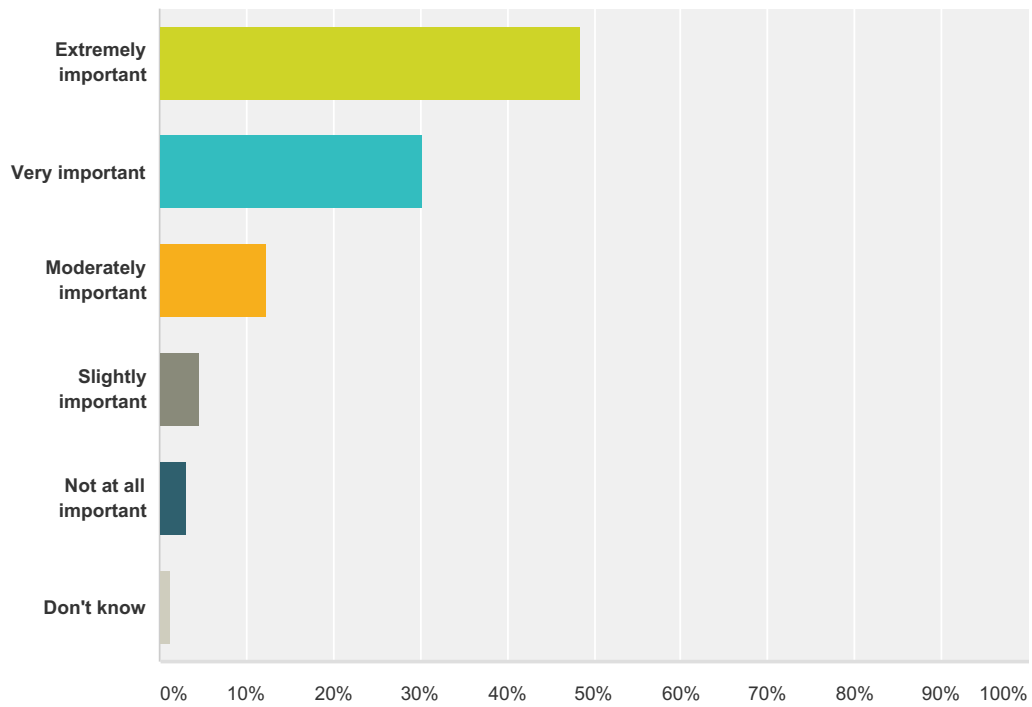
Answered: 496 Skipped: 0



Answer Choices	Responses
Strongly agree	58.27% 289
Tend to agree	30.44% 151
Neither agree nor disagree	2.82% 14
Tend to disagree	4.84% 24
Strongly disagree	3.23% 16
Don't know	0.40% 2
Total	496

Q2 b. How important, or unimportant, do you think this work is?

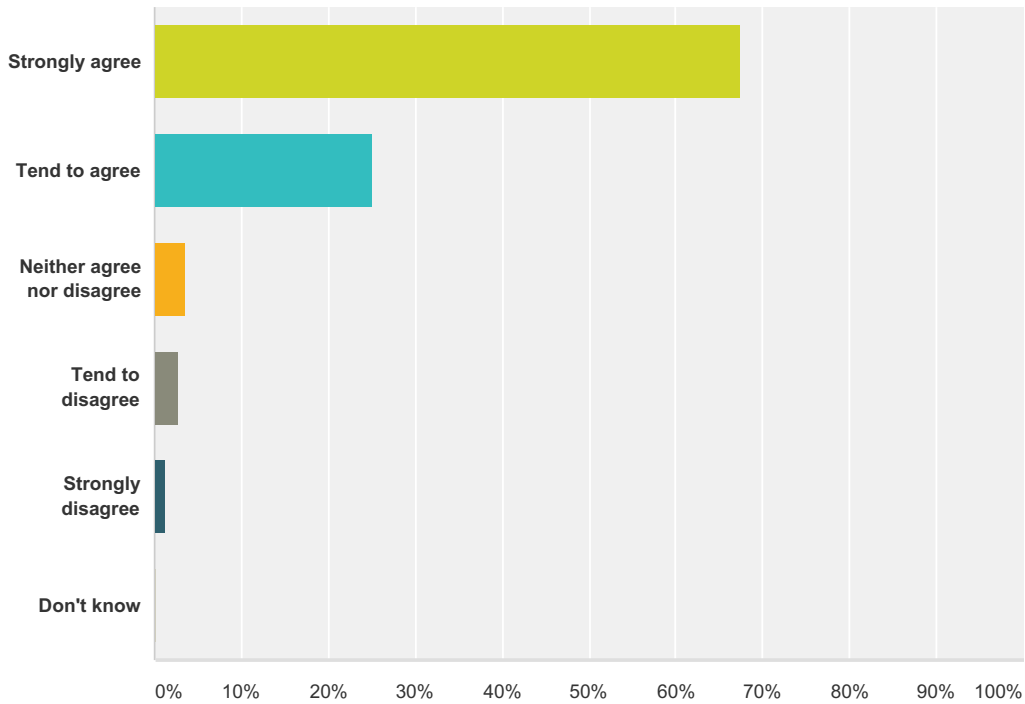
Answered: 492 Skipped: 4



Answer Choices	Responses	
Extremely important	48.37%	238
Very important	30.28%	149
Moderately important	12.40%	61
Slightly important	4.67%	23
Not at all important	3.05%	15
Don't know	1.22%	6
Total		492

Q3 Q2. Proposal 2: Identify people and businesses most vulnerable to fire in the community, by using a broad range of data including information shared by other agencies, so that we can help reduce the risk of injuries and loss of life.a. To what extent do you agree or disagree with this proposal?

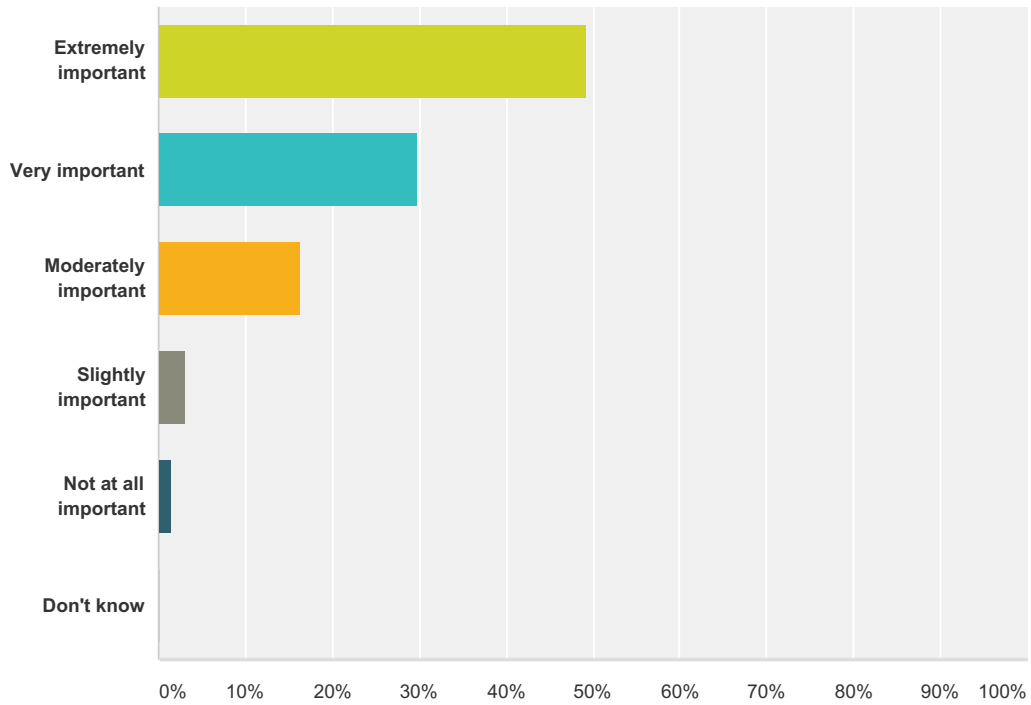
Answered: 496 Skipped: 0



Answer Choices	Responses
Strongly agree	67.34% 334
Tend to agree	25.00% 124
Neither agree nor disagree	3.63% 18
Tend to disagree	2.62% 13
Strongly disagree	1.21% 6
Don't know	0.20% 1
Total	496

Q4 b. How important, or unimportant, do you think this work is?

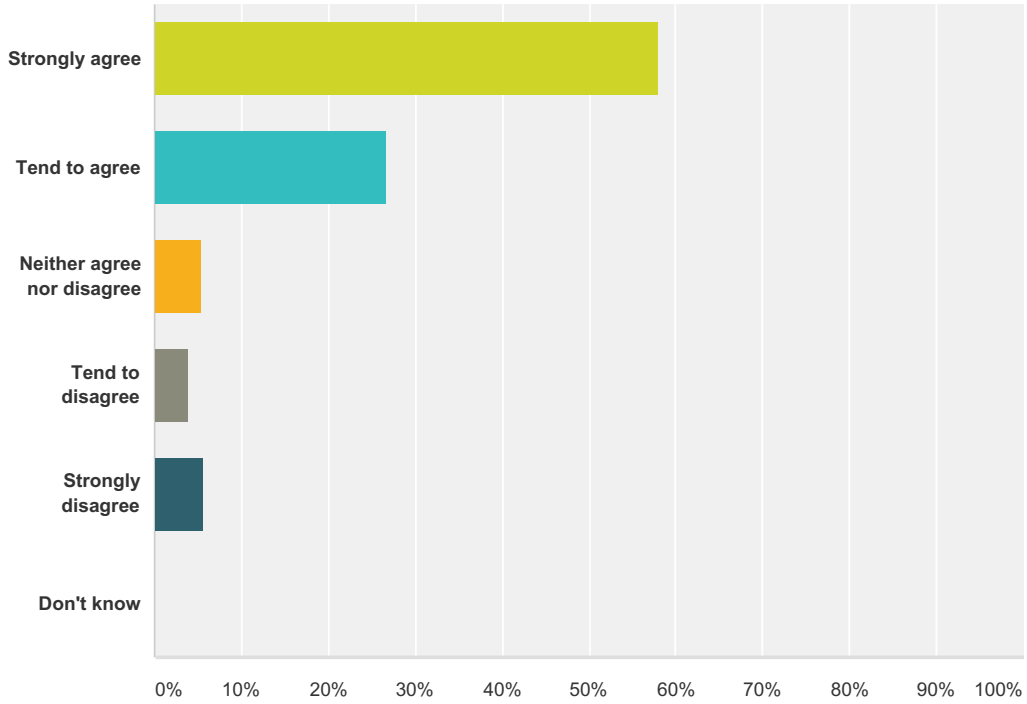
Answered: 493 Skipped: 3



Answer Choices	Responses	Count
Extremely important	49.29%	243
Very important	29.82%	147
Moderately important	16.23%	80
Slightly important	3.04%	15
Not at all important	1.42%	7
Don't know	0.20%	1
Total		493

Q5 Q3. Proposal 3: Work with the Police and Ambulance partners to help meet demand, improve safety and add public value.a. To what extent do you agree or disagree with this proposal?

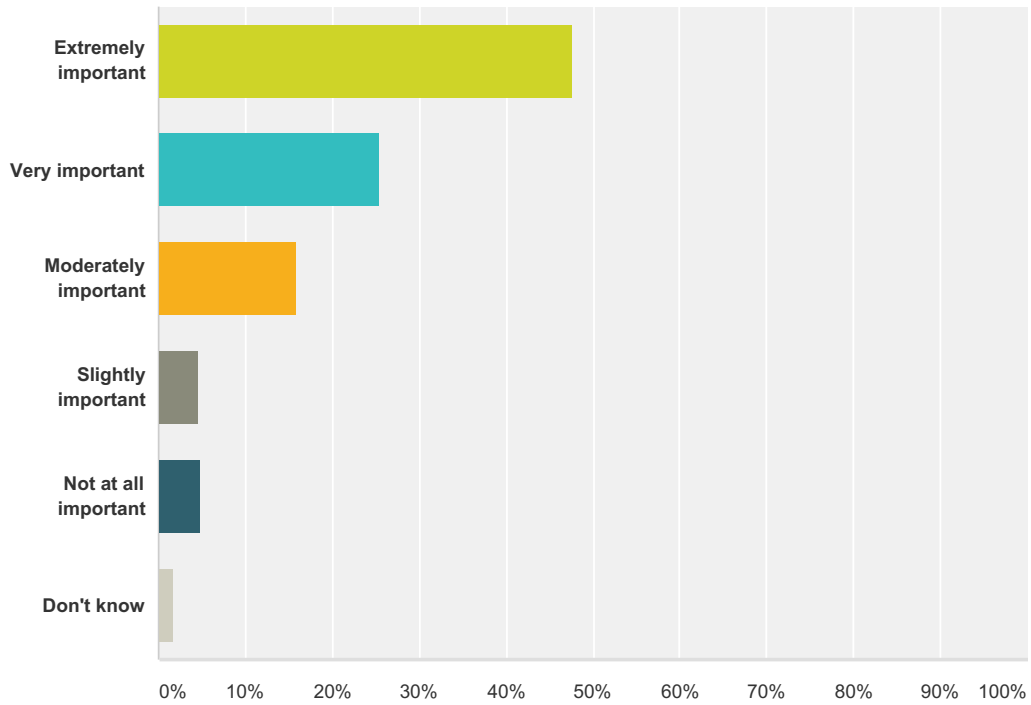
Answered: 496 Skipped: 0



Answer Choices	Responses
Strongly agree	58.06% 288
Tend to agree	26.81% 133
Neither agree nor disagree	5.44% 27
Tend to disagree	4.03% 20
Strongly disagree	5.65% 28
Don't know	0.00% 0
Total	496

Q6 b. How important, or unimportant, do you think this work is?

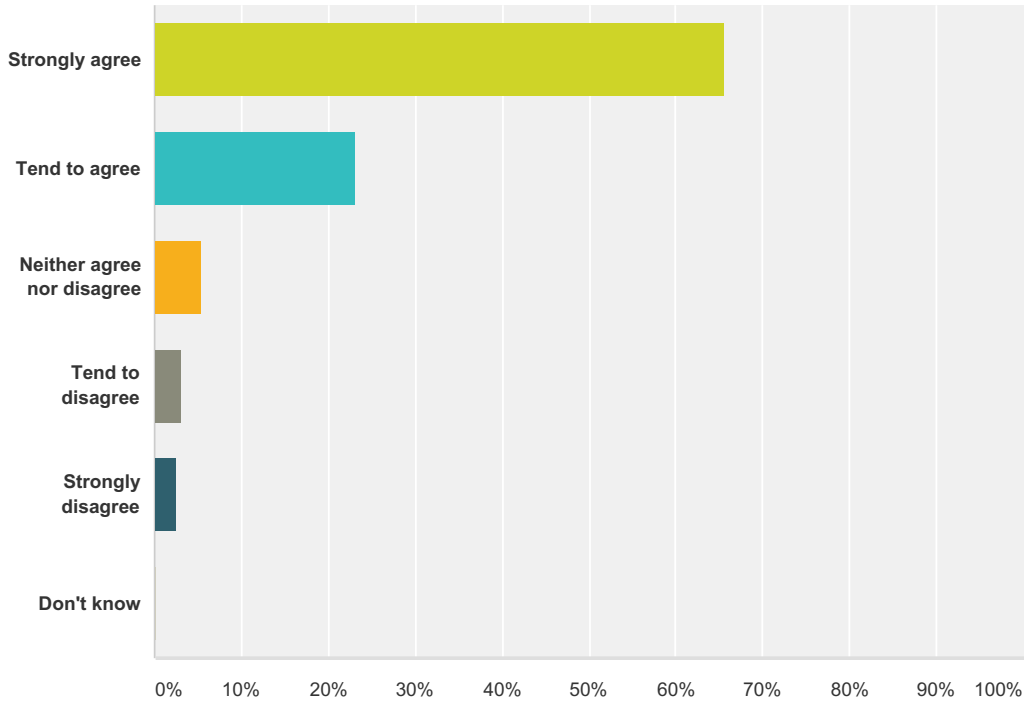
Answered: 492 Skipped: 4



Answer Choices	Responses	Count
Extremely important	47.56%	234
Very important	25.41%	125
Moderately important	15.85%	78
Slightly important	4.67%	23
Not at all important	4.88%	24
Don't know	1.63%	8
Total		492

Q7 Q4. Proposal 4: Explore our 999 control centre operations to improve how we communicate, share information and respond to incidents with the Police, Ambulance and other Fire and Rescue Services..a. To what extent do you agree or disagree with this proposal?

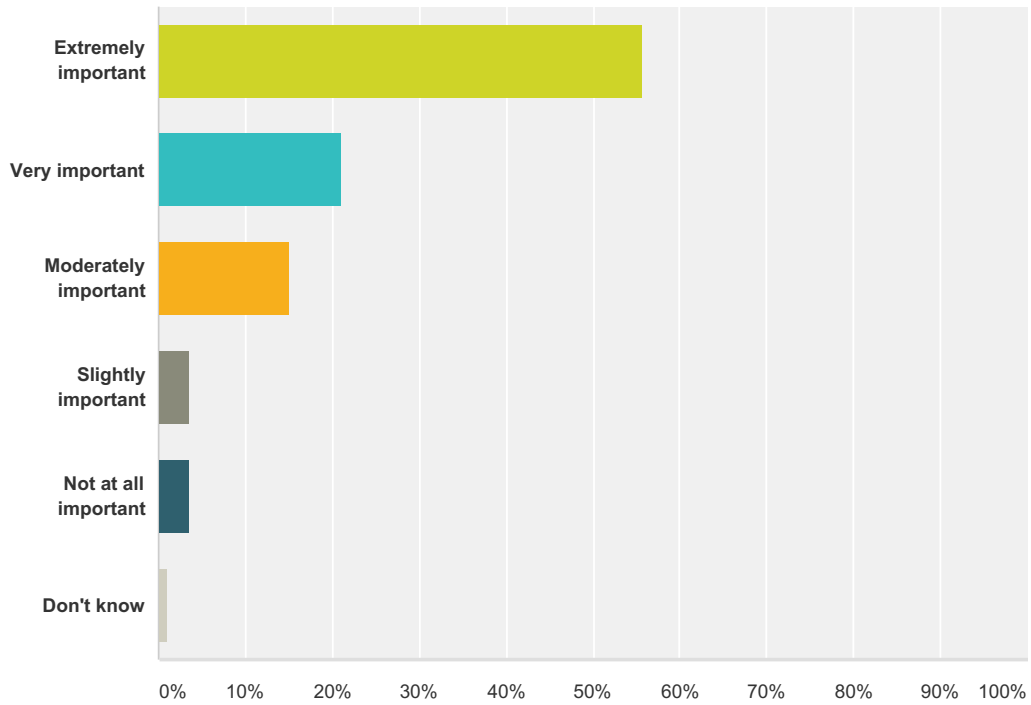
Answered: 496 Skipped: 0



Answer Choices	Responses	
Strongly agree	65.52%	325
Tend to agree	23.19%	115
Neither agree nor disagree	5.44%	27
Tend to disagree	3.23%	16
Strongly disagree	2.42%	12
Don't know	0.20%	1
Total		496

Q8 b. How important, or unimportant, do you think this work is?

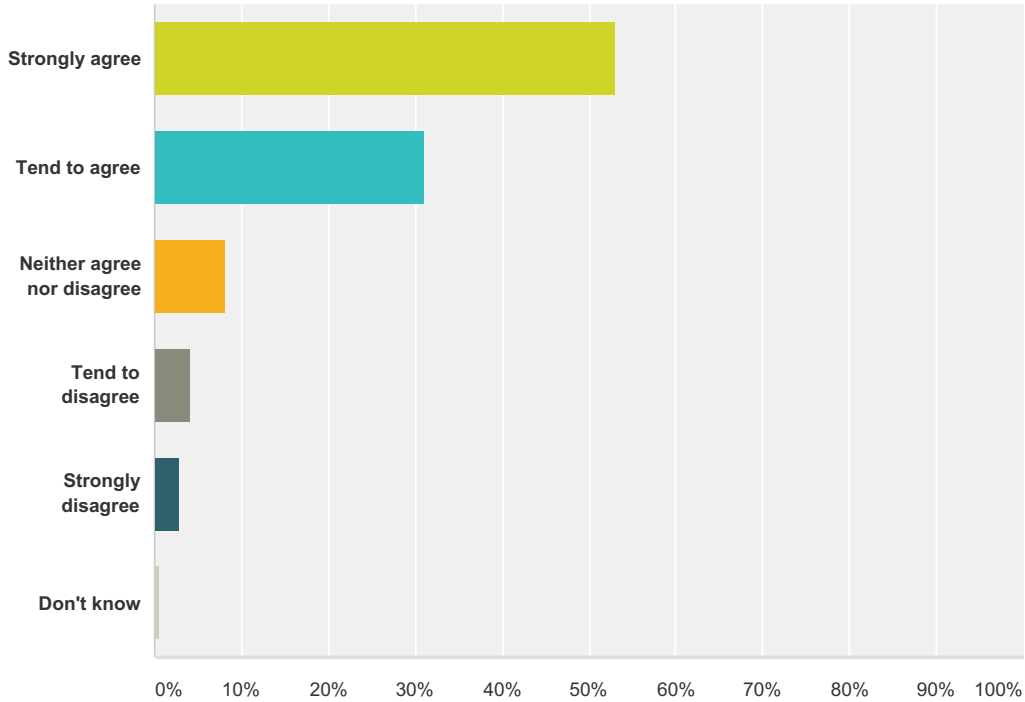
Answered: 491 Skipped: 5



Answer Choices	Responses	Count
Extremely important	55.80%	274
Very important	21.18%	104
Moderately important	15.07%	74
Slightly important	3.46%	17
Not at all important	3.46%	17
Don't know	1.02%	5
Total		491

Q9 Q5. Proposal 5: Review our training requirements and introduce more realistic training to offset the fall in demand for our traditional services.a. To what extent do you agree or disagree with this proposal?

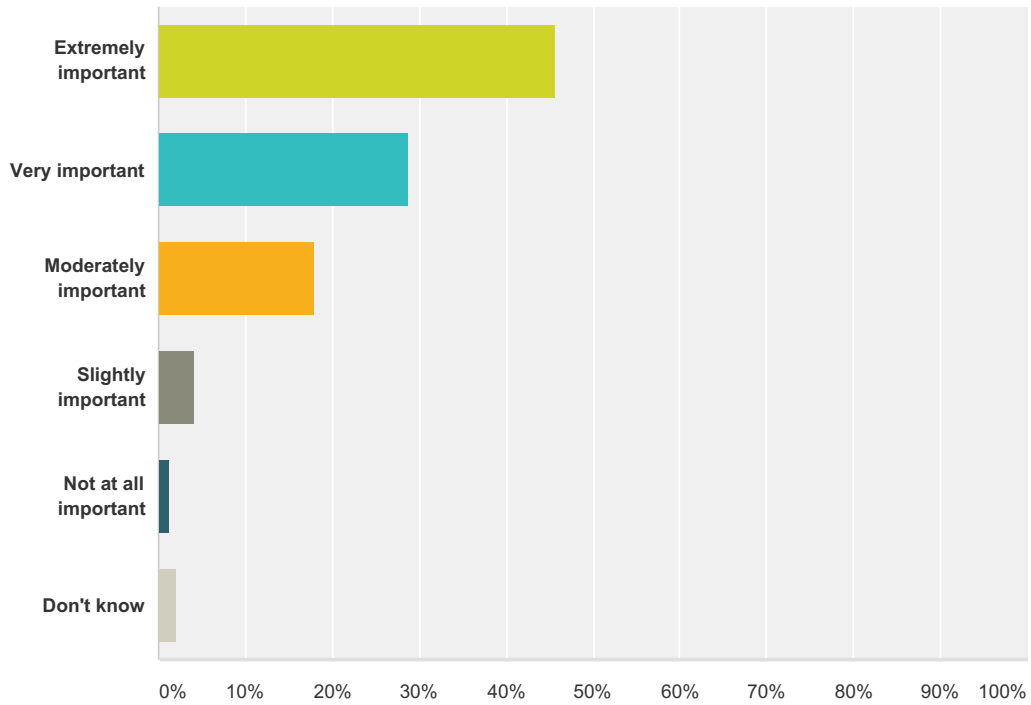
Answered: 453 Skipped: 43



Answer Choices	Responses
Strongly agree	52.98% 240
Tend to agree	31.13% 141
Neither agree nor disagree	8.17% 37
Tend to disagree	4.19% 19
Strongly disagree	2.87% 13
Don't know	0.66% 3
Total	453

Q10 b. How important, or unimportant, do you think this work is?

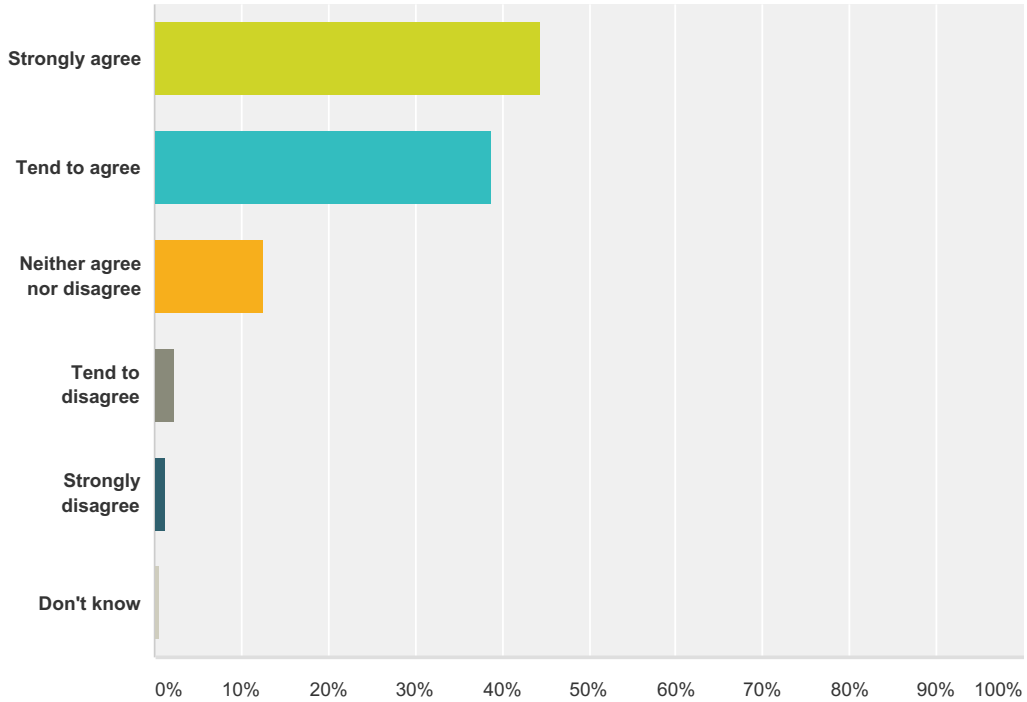
Answered: 448 Skipped: 48



Answer Choices	Responses	
Extremely important	45.76%	205
Very important	28.79%	129
Moderately important	17.86%	80
Slightly important	4.24%	19
Not at all important	1.34%	6
Don't know	2.01%	9
Total		448

Q11 Q6. Proposal 6: Better understand our communities, providing safety programmes that will reflect local needs and benefit residents.a. To what extent do you agree or disagree with this proposal?

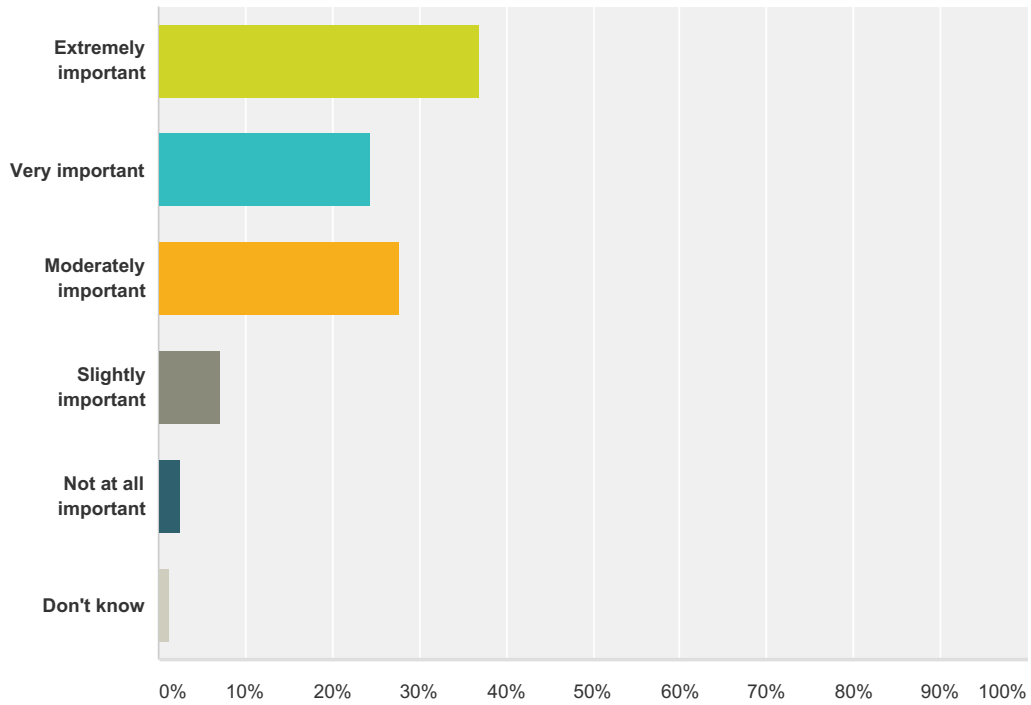
Answered: 453 Skipped: 43



Answer Choices	Responses	
Strongly agree	44.37%	201
Tend to agree	38.85%	176
Neither agree nor disagree	12.58%	57
Tend to disagree	2.21%	10
Strongly disagree	1.32%	6
Don't know	0.66%	3
Total		453

Q12 b. How important, or unimportant, do you think this work is?

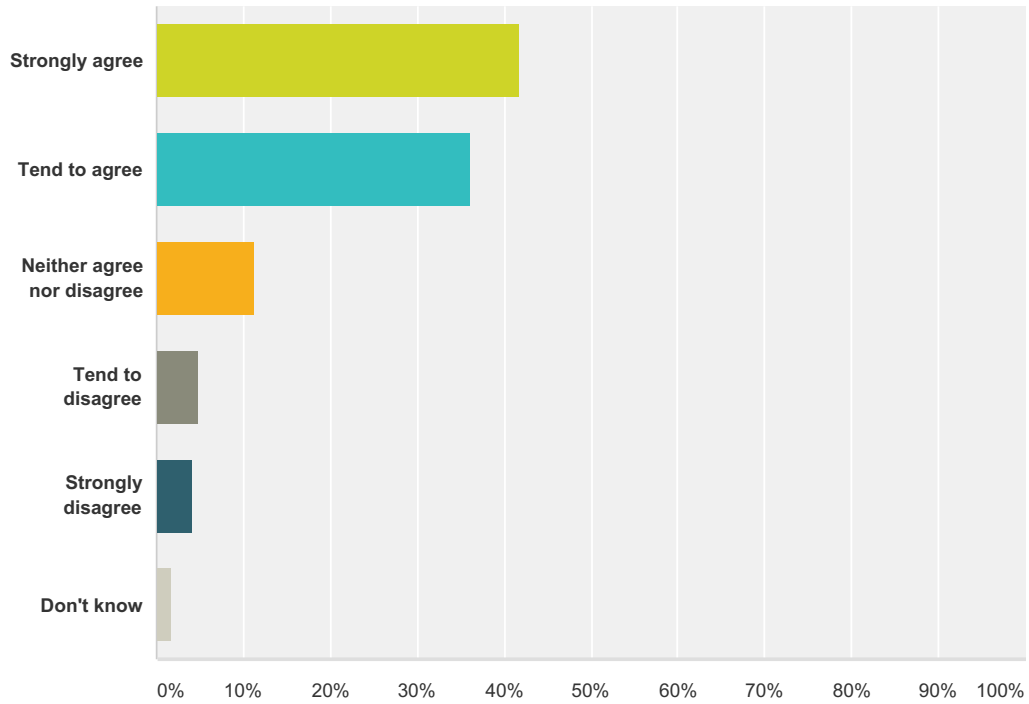
Answered: 450 Skipped: 46



Answer Choices	Responses	Count
Extremely important	36.89%	166
Very important	24.44%	110
Moderately important	27.78%	125
Slightly important	7.11%	32
Not at all important	2.44%	11
Don't know	1.33%	6
Total		450

Q13 Q7. Proposal 7: Continue to look for ways to reduce costs and maximise income opportunities, allowing us to invest money in our workforce, facilities and communities.a. To what extent do you agree or disagree with this proposal?

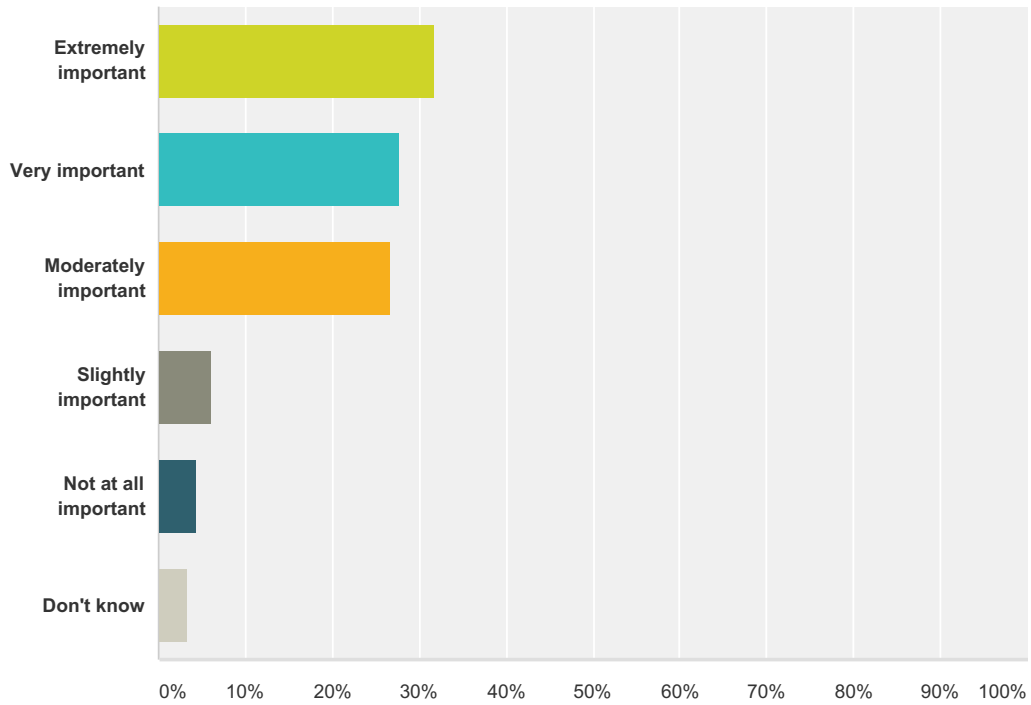
Answered: 453 Skipped: 43



Answer Choices	Responses	Count
Strongly agree	41.72%	189
Tend to agree	36.20%	164
Neither agree nor disagree	11.26%	51
Tend to disagree	4.86%	22
Strongly disagree	4.19%	19
Don't know	1.77%	8
Total		453

Q14 b. How important, or unimportant, do you think this work is?

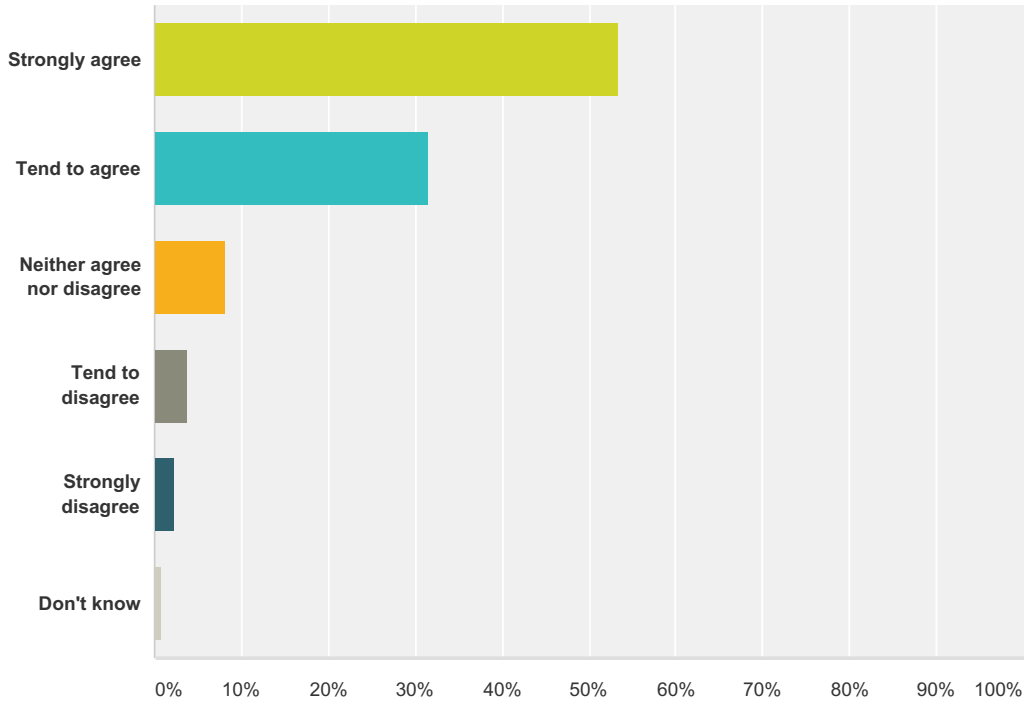
Answered: 450 Skipped: 46



Answer Choices	Responses	Count
Extremely important	31.78%	143
Very important	27.78%	125
Moderately important	26.67%	120
Slightly important	6.00%	27
Not at all important	4.44%	20
Don't know	3.33%	15
Total		450

Q15 Q8. Proposal 8: Review the criteria for the Surrey Response Standard, to ensure it takes into account the attendance of the most appropriate vehicle and crew for the type of incident reported.a. To what extent do you agree or disagree with this proposal?

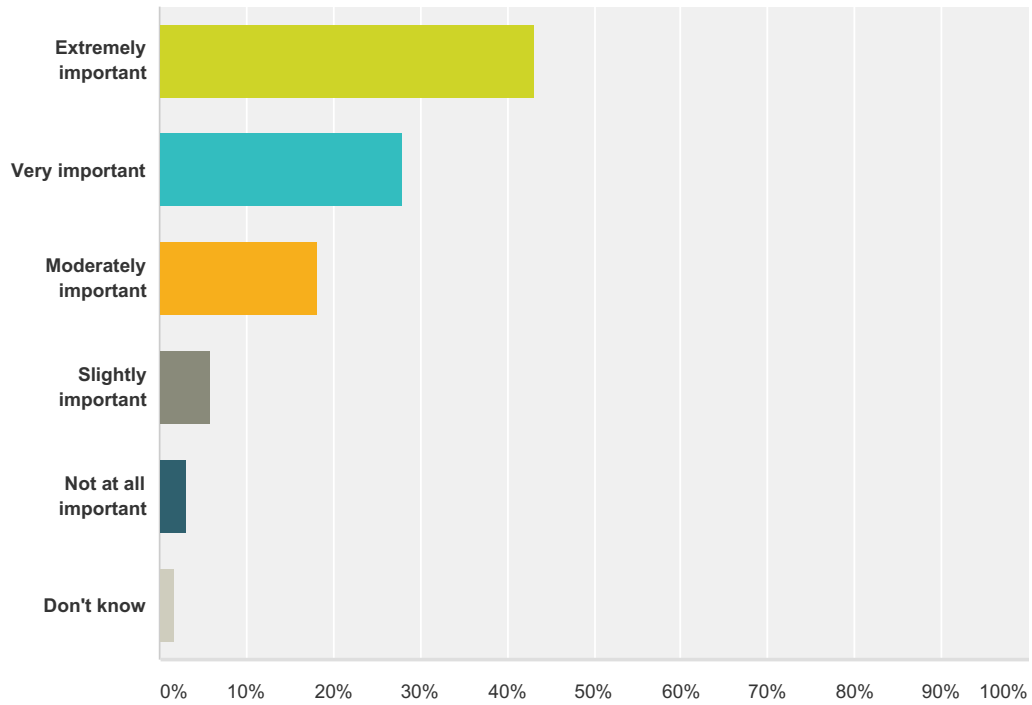
Answered: 453 Skipped: 43



Answer Choices	Responses	
Strongly agree	53.42%	242
Tend to agree	31.57%	143
Neither agree nor disagree	8.17%	37
Tend to disagree	3.75%	17
Strongly disagree	2.21%	10
Don't know	0.88%	4
Total		453

Q16 b. How important, or unimportant, do you think this work is?

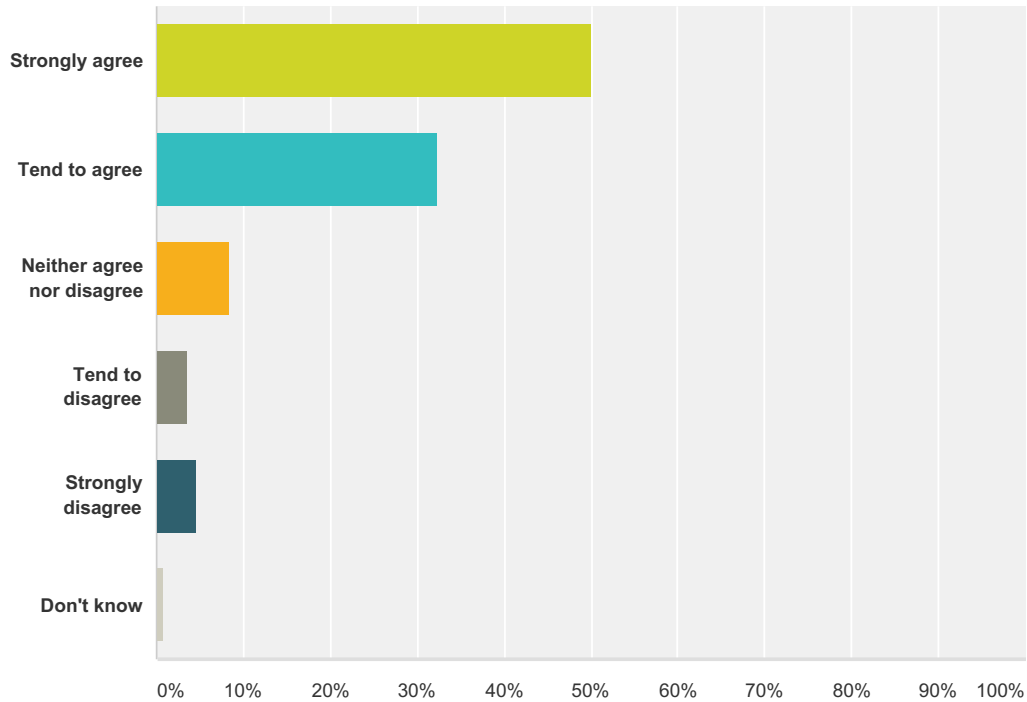
Answered: 451 Skipped: 45



Answer Choices	Responses	Count
Extremely important	43.24%	195
Very important	27.94%	126
Moderately important	18.18%	82
Slightly important	5.76%	26
Not at all important	3.10%	14
Don't know	1.77%	8
Total		451

Q17 Q9. Proposal 9: Explore how we deal with automatic fire alarms, including how we handle the initial call, because these can restrict our ability to respond to genuine emergencies.a. To what extent do you agree or disagree with this proposal?

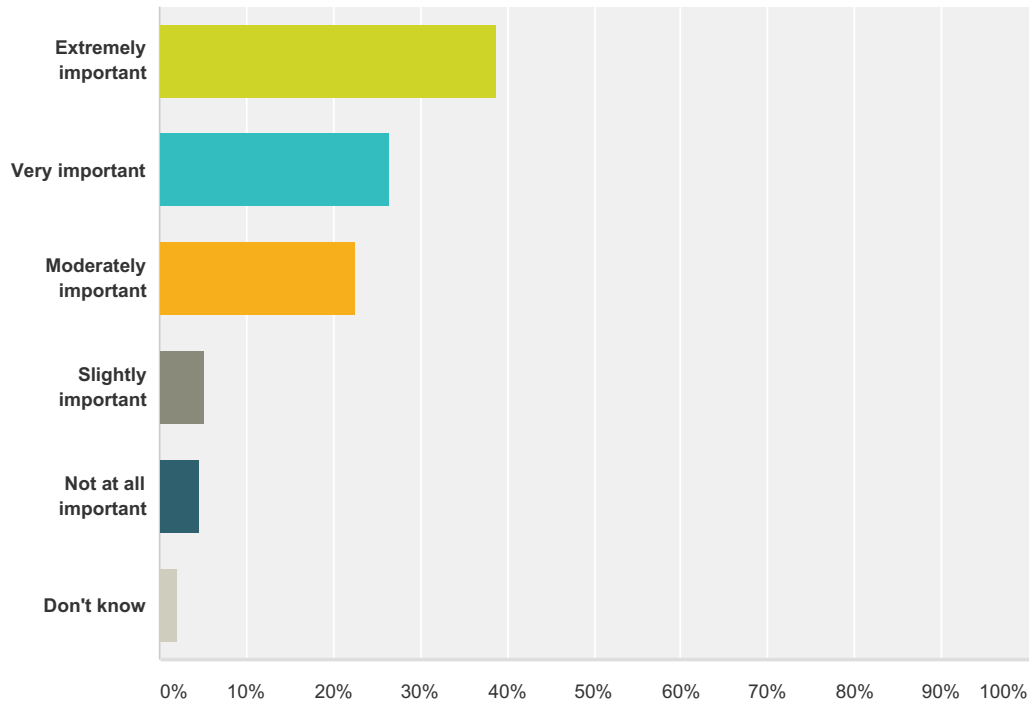
Answered: 453 Skipped: 43



Answer Choices	Responses
Strongly agree	50.11% 227
Tend to agree	32.45% 147
Neither agree nor disagree	8.39% 38
Tend to disagree	3.53% 16
Strongly disagree	4.64% 21
Don't know	0.88% 4
Total	453

Q18 b. How important, or unimportant, do you think this work is?

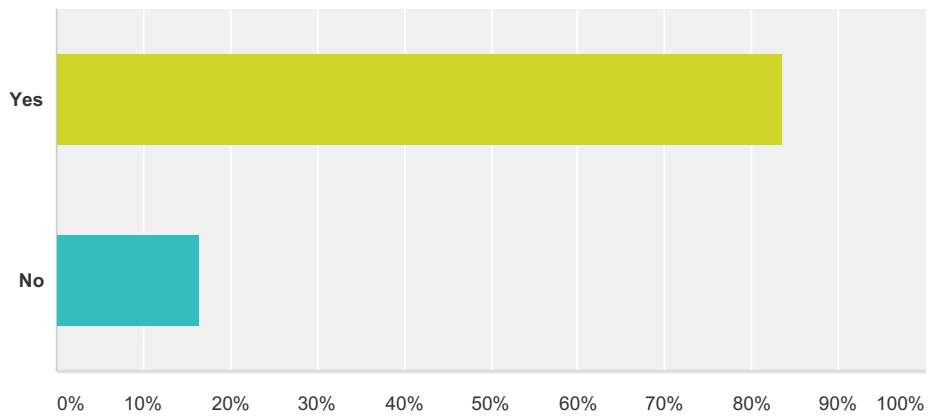
Answered: 451 Skipped: 45



Answer Choices	Responses	Count
Extremely important	38.80%	175
Very important	26.61%	120
Moderately important	22.62%	102
Slightly important	5.32%	24
Not at all important	4.66%	21
Don't know	2.00%	9
Total		451

Q19 8. Are you happy to answer some equality and diversity questions?

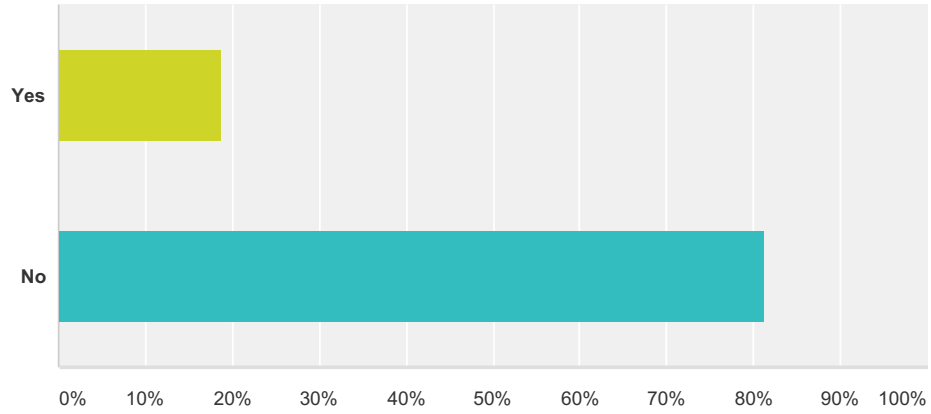
Answered: 452 Skipped: 44



Answer Choices	Responses
Yes	83.41% 377
No	16.59% 75
Total	452

Q20 1. Are there any positive or negative impacts that you believe we should take into account?

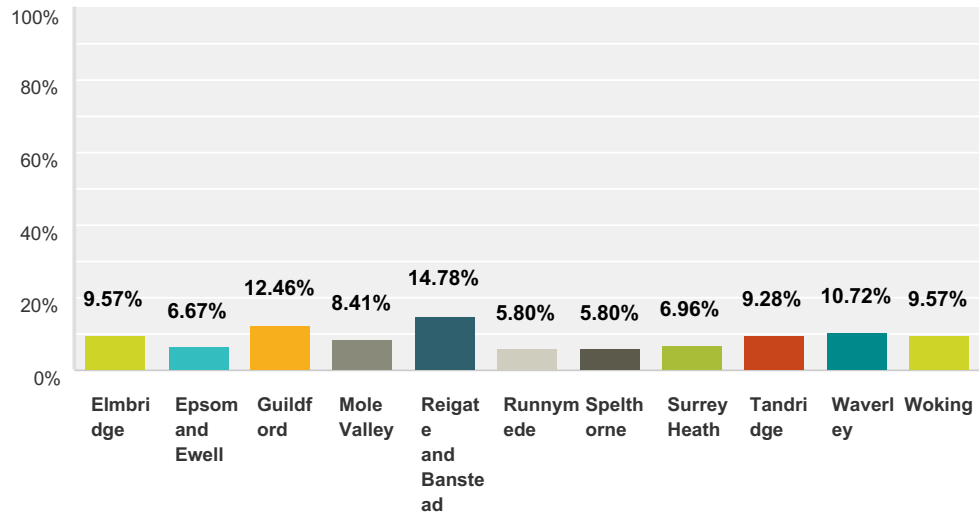
Answered: 335 Skipped: 161



Answer Choices	Responses	
Yes	18.81%	63
No	81.19%	272
Total		335

Q21 2. Which District or Borough of Surrey do you live in / is your business located in?

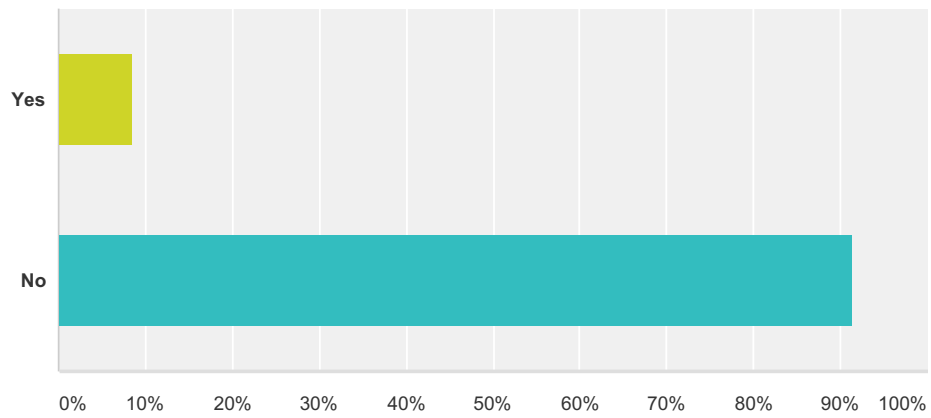
Answered: 345 Skipped: 151



Answer Choices	Responses	Count
Elmbridge	9.57%	33
Epsom and Ewell	6.67%	23
Guildford	12.46%	43
Mole Valley	8.41%	29
Reigate and Banstead	14.78%	51
Runnymede	5.80%	20
Spelthorne	5.80%	20
Surrey Heath	6.96%	24
Tandridge	9.28%	32
Waverley	10.72%	37
Woking	9.57%	33
Total		345

Q22 3. Are you responding on behalf of an organisation?

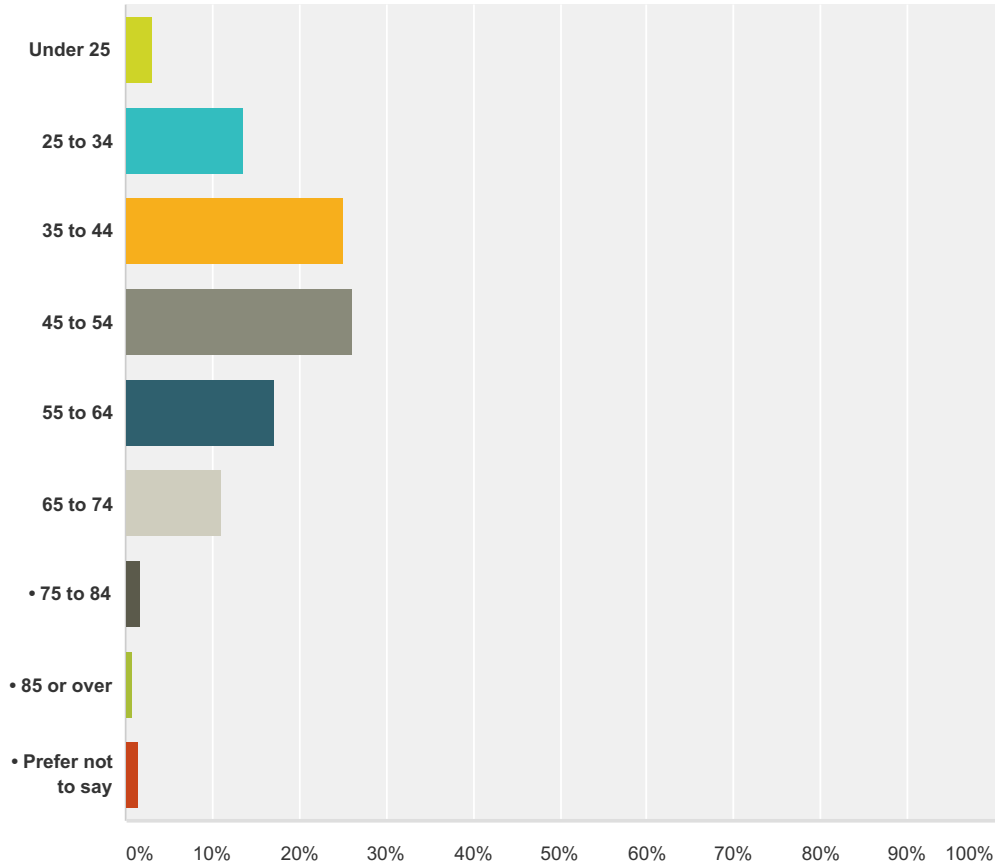
Answered: 359 Skipped: 137



Answer Choices	Responses	
Yes	8.64%	31
No	91.36%	328
Total		359

Q23 4. What was your age on your last birthday? Please choose one of the following answers:

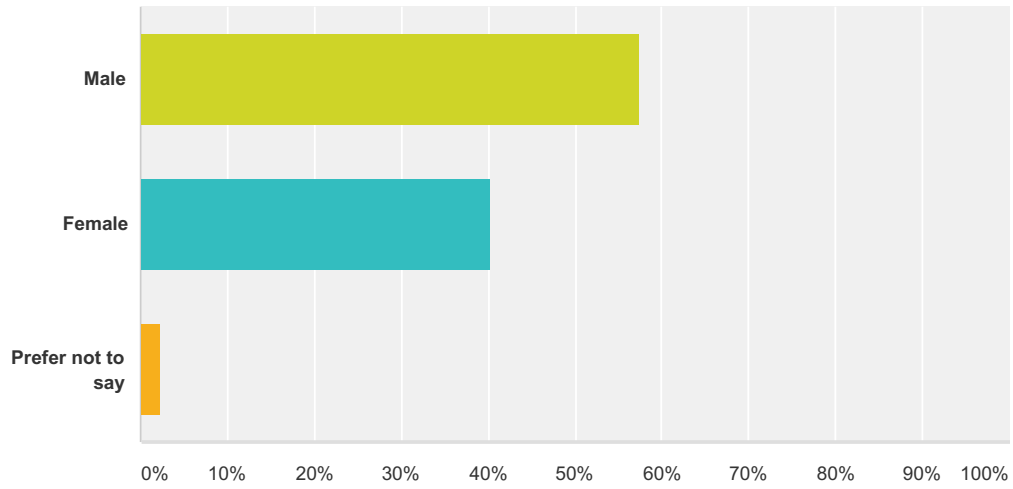
Answered: 360 Skipped: 136



Answer Choices	Responses	Count
Under 25	3.06%	11
25 to 34	13.61%	49
35 to 44	25.00%	90
45 to 54	26.11%	94
55 to 64	17.22%	62
65 to 74	11.11%	40
• 75 to 84	1.67%	6
• 85 or over	0.83%	3
• Prefer not to say	1.39%	5
Total		360

Q24 5. Are you male or female?

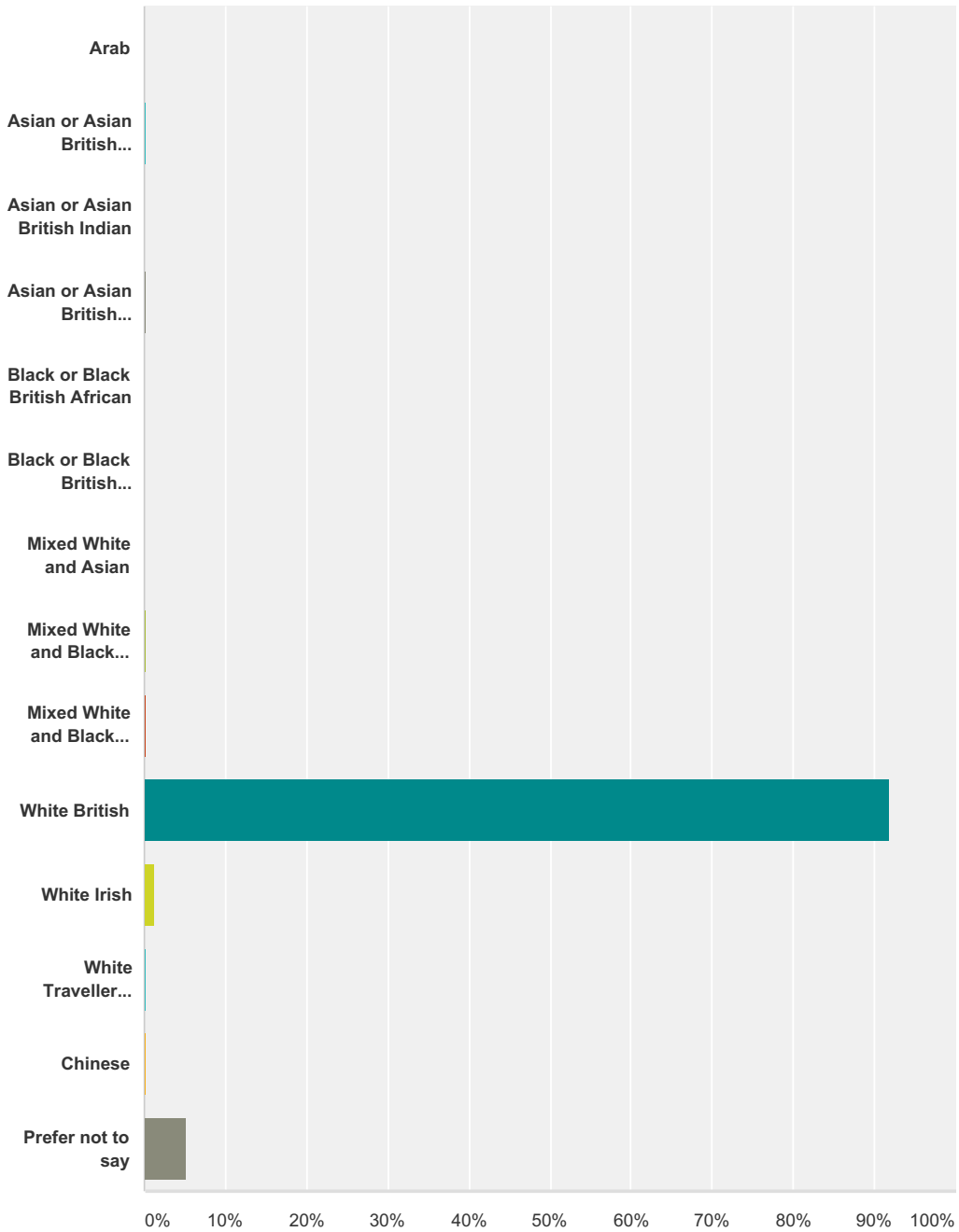
Answered: 357 Skipped: 139



Answer Choices	Responses	
Male	57.42%	205
Female	40.34%	144
Prefer not to say	2.24%	8
Total		357

Q25 6. Which one of these groups do you belong to?

Answered: 348 Skipped: 148



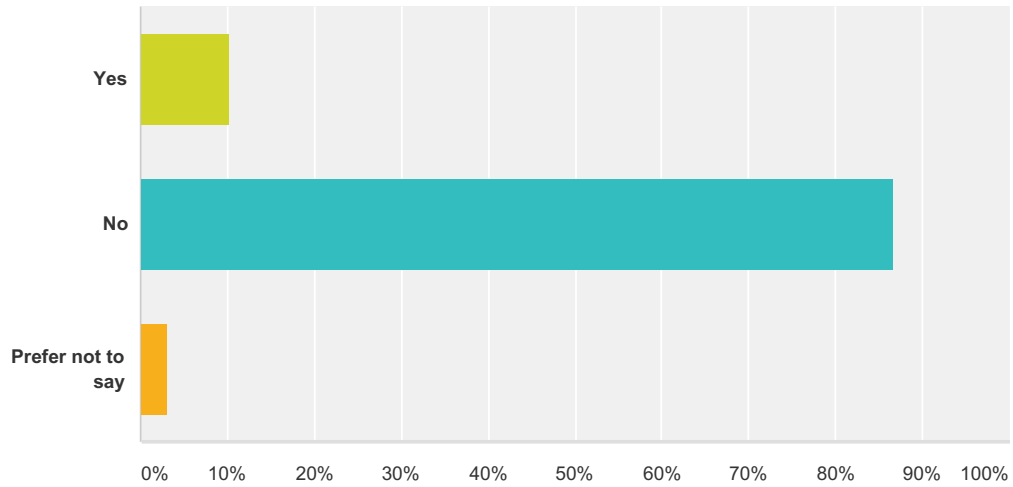
Answer Choices	Responses
Arab	0.00% 0
Asian or Asian British Bangladeshi	0.29% 1
Asian or Asian British Indian	0.00% 0
Asian or Asian British Pakistani	0.29% 1

SFRS - PSP Refresh

Black or Black British African	0.00%	0
Black or Black British Caribbean	0.00%	0
Mixed White and Asian	0.00%	0
Mixed White and Black African	0.29%	1
Mixed White and Black Caribbean	0.29%	1
White British	91.95%	320
White Irish	1.15%	4
White Traveller (including Gypsy, Roma, or Irish traveller)	0.29%	1
Chinese	0.29%	1
Prefer not to say	5.17%	18
Total		348

Q26 7. Do you consider yourself to have a disability (this includes any physical or mental health longstanding condition) that affects how you live your life?

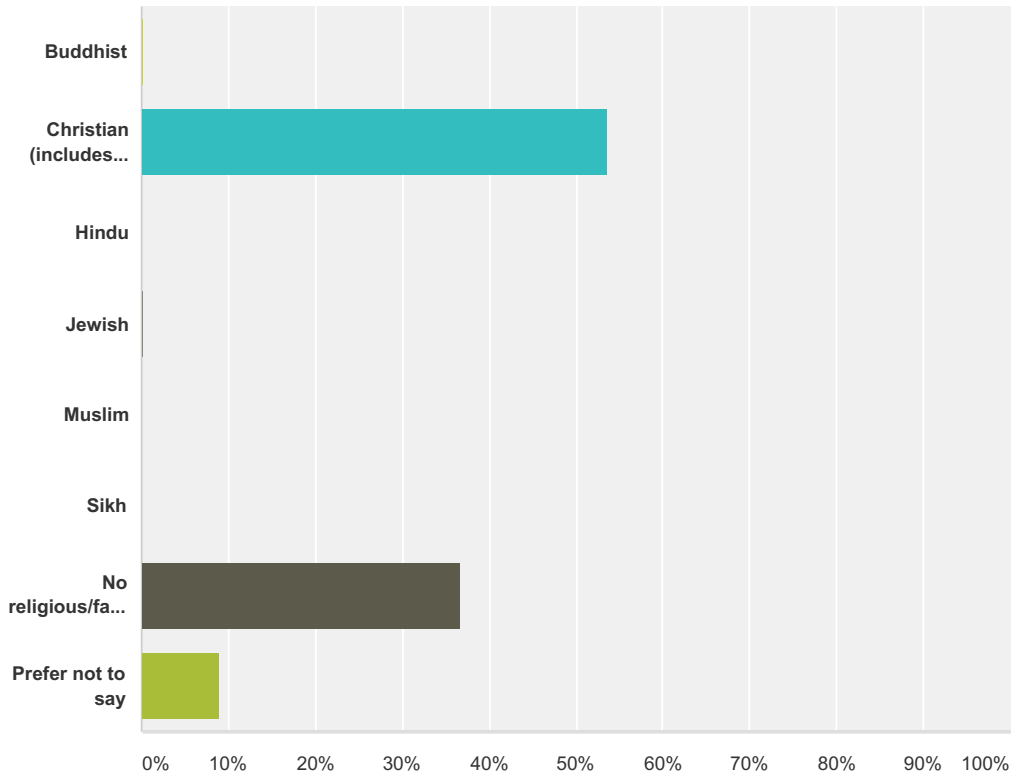
Answered: 359 Skipped: 137



Answer Choices	Responses
Yes	10.31% 37
No	86.63% 311
Prefer not to say	3.06% 11
Total	359

Q27 8. Which of the following faith and belief groups do you identify with? This includes a religious belief or philosophical belief which affects your view of the world. It also includes people who have no religion or belief.

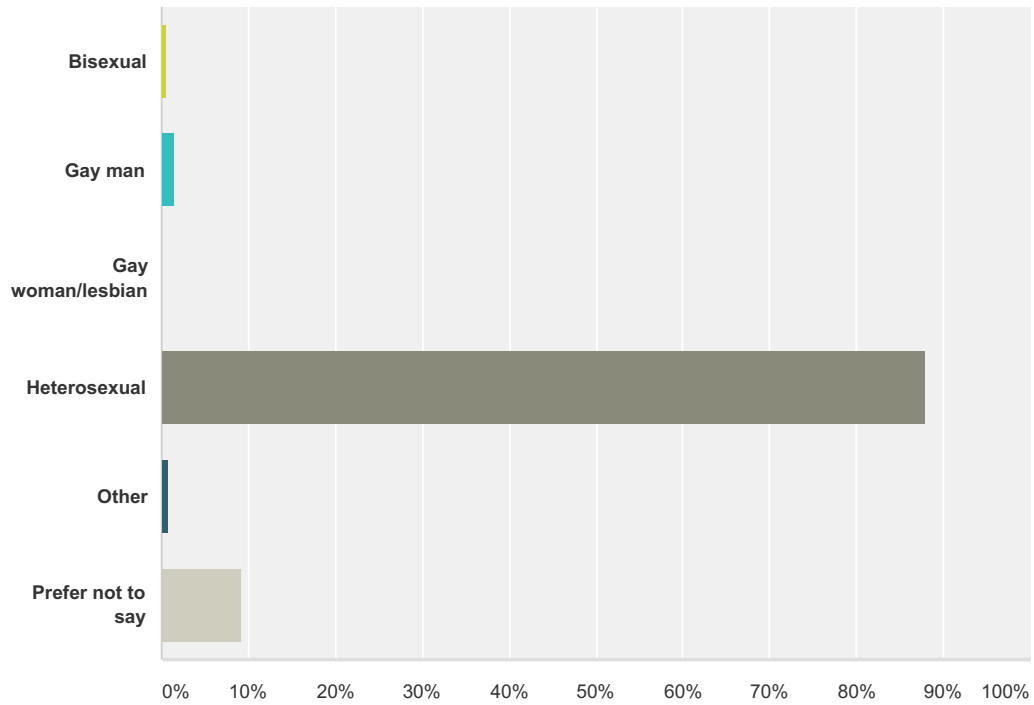
Answered: 354 Skipped: 142



Answer Choices	Responses
Buddhist	0.28% 1
Christian (includes Protestant, Catholic, Methodist and Evangelical)	53.67% 190
Hindu	0.00% 0
Jewish	0.28% 1
Muslim	0.00% 0
Sikh	0.00% 0
No religious/faith group	36.72% 130
Prefer not to say	9.04% 32
Total	354

Q28 9. Which of these best reflects your sexual orientation?

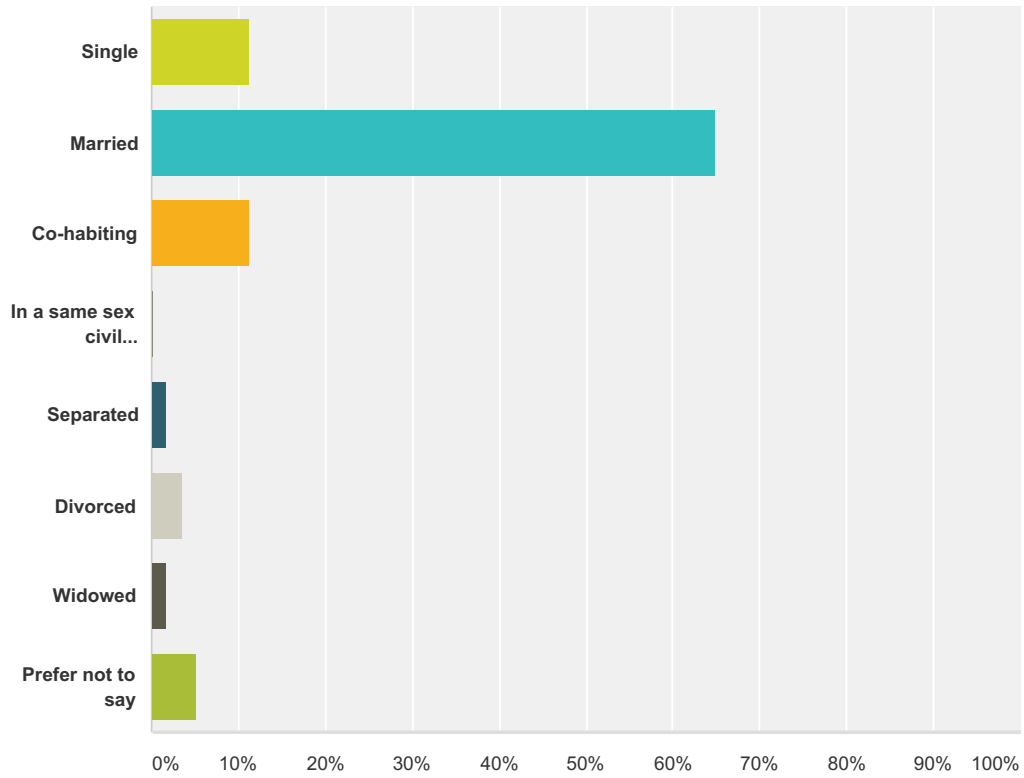
Answered: 358 Skipped: 138



Answer Choices	Responses
Bisexual	0.56% 2
Gay man	1.40% 5
Gay woman/lesbian	0.00% 0
Heterosexual	87.99% 315
Other	0.84% 3
Prefer not to say	9.22% 33
Total	358

Q29 10. Which of these best describes you?

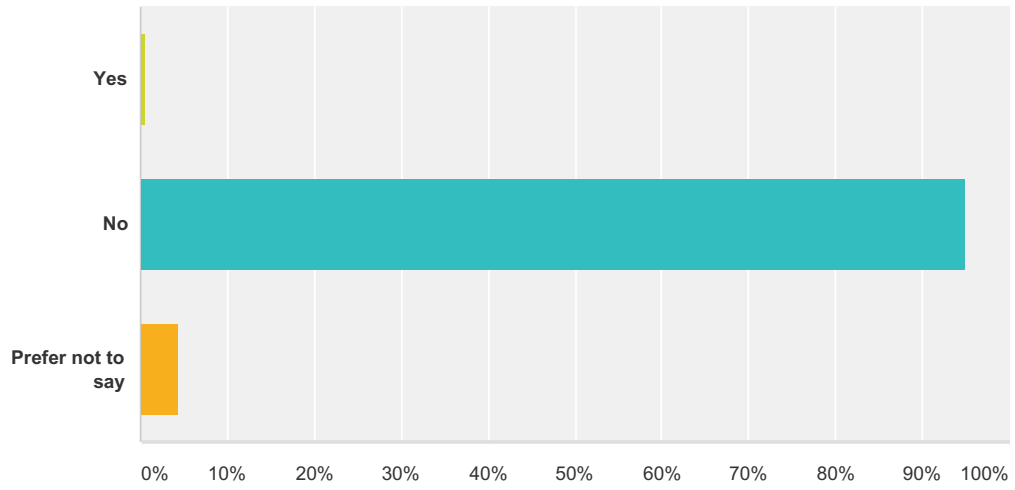
Answered: 357 Skipped: 139



Answer Choices	Responses	Count
Single	11.20%	40
Married	64.99%	232
Co-habiting	11.20%	40
In a same sex civil partnership	0.28%	1
Separated	1.68%	6
Divorced	3.64%	13
Widowed	1.68%	6
Prefer not to say	5.32%	19
Total		357

Q30 11. Does your gender differ from your birth sex?

Answered: 357 Skipped: 139



Answer Choices	Responses
Yes	0.56% 2
No	94.96% 339
Prefer not to say	4.48% 16
Total	357

This page is intentionally left blank

PSP Consultation: Qualitative Comments**Proposal 1: Working even closely with other Fire and Rescue Services, Police and Ambulance Services and undertaking a joint options appraisal to look at opportunities for future joint working**

- As long as staff are trained to do their role
- Commit to being a United emergency service and utilise the resources of neighbouring brigades more widely
- It is important to maintain collaborative working practices with partner agencies to benefit the public
- Co-operative working is all well & good as long as SFRS does not lose sight of its prime objectives and not providing 'free' cover to other budget cut emergency services to the detriment of its own service.
- Should utilise staff more
- We would agree that collaboration across fire and rescue services and with other blue light partners creates more robust, resilient and relevant service delivery for the public and offers best value through the effective and efficient use of resources. As this work continues we would value the opportunity to be part of discussions and align our work with Surrey FRS and other fire and Rescue Services across the region. We believe this is important for the varying boundaries of different blue light services and therefore the value that can be achieved by all parties working towards effective collaboration beyond those boundaries. For example both FRS's work with South East Coast Ambulance Service. Alignment and collaboration in similar areas of work with SECAMB would add value for all services in for the future.
- teamwork is important
- Joint working needs to be agreed before trials take place to ensure all parties are aware of each other's limitations, and to see what we are able to assist with.
- If joint working means combined call centre, back office and more collaboration then I am all for it. If it means sending a fire engine and crew to attend emergency health issues then I am not. This I feel is unsustainable, gives duplication of services & call outs. This is a waste of resources and cannot be cost effective.
- It is crucial that the fire service works closely with other emergency services, to provide a better service for Surrey residents.
- Whilst maintaining focus on local issues and requirements
- Where duplication is avoided and savings can be made this should be a priority.
- More integration with the other 2 emergency services. Cut costs by merging the call centres and train fire-fighters to double up as paramedics
- I believe money can be saved by joint use of command and control facilities. We also need to think about the most appropriate use of the 3 services at a scene. It does not make sense to send all 3 where with a little more training one would do.
- The aftermath of a terrorist attack is a typical example of a situation where collaborative work is crucial. Should such an event take place (and one hopes and prays it will not) having blue light services well accustomed to work together would mean faster and better coordinated action.

- Further collaboration can only serve to offer more effective emergency services.
- Your strength has been in your success to protect your ability to respond. You have resilience. One cannot help but feel that the fire and rescue programme to assist the ambulance service is more of a reflection of their underfunding. It would be a shame for your service delivery to be affected negatively in the pursuit of papering over deficiencies in a partner agency.
- Why aren't ambulance and fire stations based together to save costs and promote joint working?
- Fire, police and ambulance teams sharing premises is a good idea, although the services are too different to be merged into one, with a single management.
- The amount of down-time Fire and Rescue have would be best spent acting as paramedic back up
- The Fire Service must modernise and it is vital that all staff are gainfully employed for all of each shift less meal breaks.
- Close working and co-operation between all emergency services is very desirable and if improvements can be made, it can only be for the benefit of all who work in them, plus the general public (providing this does not mean staffing cuts as they are already cut down to their limit).
- Believe that the control room functions of the fire service should be moved to the police service control room site.
- no opposition to training with other services but co-responding is of great concern
- It reads very much like working together in a way that people and therefore services will be cut as others are available. Lock fire and rescue is extremely important, working together must be an acronym for sharing resource at the expense of safety
- Keep the fire service police and ambulance separate and concentrate on what you are good on.
- Working together planning, training and attending incidents is fine, but integration is not. It will worsen the service to the public by watering down the effectiveness of each service.
- You should also look at other service providers, highways England, local council etc
- There are times when other counties need help and times when we may. Working with other services in Surrey will help in a serious time.
- Not sure why this is a proposal, I thought this was already happening.
- Considerable potential cost savings in joint working.
- Must overcome all data/information silos - read about Gen McChrystal in Afghanistan - would lead to better response, Greater flexibility and over time a greater range of capabilities with better career opportunities to boot
- Understand the need but feel Surrey needs to remember it is a Fire Service first of all. Does seem to be forgetting that in the proposals.
- The distinct lines between the services need to remain, particularly between fire and police as the fire service is seen as neutral in the eyes of the public. The fire service are NOT the police and should NOT do any policing or police jobs.
- It needs to be done to ensure joint working is effective and efficient. It must ensure that all services understand and support the role of each other using common communication methods. it should not be to cut costs alone.
- I would like to have a say in agreeing or disagreeing the final option selected

- The fire and rescue service should not be used to fill shortfalls in other services.
Reducing its availability
- The compilation of 'new' ideas outside of conventional standards is vital.
- Makes economic sense, but have to be careful each service retains its individual identity
- I disagree with what is happening to all emergency services in Surrey.
- Major savings could be made by sharing costs of buildings and back office support. Further savings could be possible by sharing software and databases and enabling staff to work across services, esp rescue and ambulance services
- While I agree that joint working is a positive thing, there needs to be clear definition between the different emergency services to protect the level of service to the public and recognise the levels of specialist skills that are required to carry out each role. Too much joint working will lead to a jack of all trades emergency service, unable to deal with anything properly
- I think it is vital we collaborate closely with partner agencies. We need to do this to comply with the direction of central government policy. In doing so we must be mindful that we protect and preserve our identity and purpose.
- Collaboration if cost effective could be great but done in a rushed ill informed way could be detrimental to the fire service. We need to make sure the core strengths don't suffer and the fire service gets dragged down by an underperforming service
- I believe that too much is now being added to the firefighters role! They are being asked to complete and get involved that other services should be managing. Cutting the watch numbers is not practical to maintain public safety.
- Joint working has the opportunity to deliver savings and efficiencies however caution is needed to ensure that quality of specialism is not lost and that bureaucracy does not become obstructive.
- Better collaboration between the services, will always give a better outcome to those who need the emergency services.
- I feel the traditional view of the Emergency Services working separately to each other no longer fits with the modern world... so I think there should be more collaboration between the services. Obviously, each have their own specialties, but there is still quite a lot of overlap.
- It is important to support other services where possible but not to dilute the work of the Fire Brigade or try to duplicate services already provided.
- Must be carefully managed so resources for primary fire service roles & skills are not degraded whilst supporting (propping up!) other services.
- You should remember what your role is and the rep the fire service has, this will be dramatically reduced if you have anything to do with the police, not because there's bad but because young people do not trust them as they do the fire service, collaboration with the ambulance service is on the other hand a great idea, you should be saving life!
- Work closely whilst keeping the fire service a separate entity is important
- There are likely to be further financial restrictions on all public services, so looking at ways to work together to improve services, maintain quality and remain financially viable are essential.
- Should not compromise public safety or undervalue staff
- They already work closely with the police and ambulance services

- Only by doing this will SFRS have a say in its destiny.
- Whilst it's good to discuss working practices with other services, it's very important that each service and each area maintains independence and a local physical presence.
- Options appraisal very important
- SECAMB are very busy and will be biting your hand off to accept any help you can provide. How will you maintain appropriate fire cover if your crews are tied up at medical emergencies?
- Question (b) is unhelpfully worded - by "work" do you mean the work of Fire and Rescue or the cooperation between F&R and Police and AMB (both of which are vital), or the options appraisal work, which is less vital.
- I think the fire service should be kept separate from other services.
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- The discussion should be based on what the public want and NOT on austerity and cost cutting
- Makes sense to have a joined up approach and best use of resource
- It totally depends on what is in the detail of the proposal. All genres are very different, they are specialist. None of the different jobs can be totally merged because of the specialisms.
- this needs to include community safety work as well as operational and support functions
- I live in Epsom, a small town of around 30,000 people. Within a few hundred yards there are police, fire and ambulance stations. Consideration should be given to a common estates policy, and a sharing of resources around fleet management and maintenance etc. I recognise that budgeting arrangements come into play, but these should not drive what would be common sense solutions.
- Coordinated service provision must have the primary aim of better responses, and a secondary aim of reducing costs.
- Cuts to such vital services are unacceptable. We are an area with some major risks around us - the M25, M4 and M5, as well as the airport. Added to which the affect of the floods had on us in 2014, and we need our services to remain intact.
- under no circumstances should any staff be cut.
- Meaningless without information on what joint working will involve
- Joint working should not be an excuse for making cuts
- Skill sets needed for Paramedics or Fire officers are significantly higher than for Police. It's important that Police are not used to deliver high skill services just share property and phone resources.
- I think there is great value to be had from emergency services working more closely together, it should improve services to the public. Not really sure why there are so many separate fire services with separate and expensive management structures in place. Streamline that before cutting frontline services.
- It is essential to all work together going into the future
- Look at working with local charities like Surrey Search and Rescue
- This should be 3 questions, it's wrong to put ambulance and police comments together

- All services should remain independent of each other.
- It saves time, effort, cost and most importantly lives
- Working closely together will build a stronger (and one team approach) emergency service with a wide variety of skill. All emergency services have the same common goal to keep the County and Country safe and save lives.
- Emergency operation the dark ages of public sector - True modernisation is required to deliver a vital service, but in a more business like way
- This work should not be at the expense of the core roles of the fire service.
- Evidence within this document highlights the work that SFRS is undertaking on behalf of the Surrey Police and SECamb. This demonstrates the collaboration work we are pioneering in rendering assistance and saving lives. What it does not contain are any direct and tangible benefits to the SFRS in delivering its own responsibilities. This means we are taking on additional responsibilities but it is very one sided. In addition there is a distinct lack of evidence of effective collaboration with other Fire and Rescue Services. The document references what we would like to do but in practice this is not supported with meaningful action and dialogue.
- Important to not be filling in other services gaps
- If firefighters are going to work closely with the ambulance service they must have adequate training in first aid and also how to support relatives if there has been a fatality before the ambulance gets there. Also psychological help may be needed by the firefighters.
- While this includes Blue Light partners it does not show how joint working with other public services and partners will happen
- It is critically important for the emergency services to be working more closely and where possible to integrate functions and responsibilities - this will result in improved services to the community, savings and efficiencies and better training and career opportunities for staff.
- The three emergency services have various common ground in respect to back office functions, Training, office and workshop facilities. These areas should provide easy wins in respect of joint working and in line with the JESIP principles of co-location and training.
- Ensure that staff are trained and rewarded correctly in line with taking on these new and collaborative roles
- support fire/amb integration - less keen on overlap with police work
- Joint working saves lives. Not just financial
- As long as this does not mean that staff and appliances are to be spread out to serve the area in order to reduce staffing and appliances as a means to save money.
- Fire service should be separate from ambulance and police services
- Police and Fire are totally different functions and will totally lose their way under these proposals
- it works in other countries like France however it should not happen if it makes our fire service less efficient by diverting too many resources elsewhere
- The correct training should be given, the co-responding/IEC roll out was and continues to be poor. You need to listen and respond to frontline feedback. Where are our Hep B jabs for example.....

- I notice that internationally the fire and ambulance/EMS are very often combined but in far fewer countries the fire and ambulance services are combined. Will a greater proportion of the overall collaboration be with the police or ambulance service?
- All three services work in a very different way and have different competing priorities - how can you have a one size fits all approach when the case is one size will not fit. I can only see this as a reduction of service whereby fire are trying to cover up/pick up those things the other services cannot achieve due to cuts in their services but as the fire is being cut too how will they cope
- Makes sense in this time of austerity
- It is important for services to work together, however NOT TO TAKE ON EACH OTHERS WORK
- All 3 services should remain separate and experts in their field, however back office functions and buildings could be shared to save money but not at a cost to the frontline
- The words are guff, this doesn't say or change anything, but rather sounds like something a comms team have come up with.
- Fire and Ambulance should become one emergency service as we've seen in so many other countries. I cannot see Fire service and Police being efficient nor cost effective to the fire service.
- Firefighters are firefighters NOT paramedics or police officers!!!
- Fire & Rescue Service is there to provide emergency aid when there is a fire, or when rescues need to be performed, not to undertake tasks that could, and should, be done by others.

Proposal 2: Using data to identify those most at risk of fire

- The focus on fire prevention should not diminish your ability and resources to deal with incidents on a large scale when they do occur
- Helping vulnerable folk protect themselves is admirable but in any emergency, eg fire or flood, crisis has no respect for artificial social barriers.
- We anticipate that, as a statutory Fire and Rescue Service, this approach would be used to effectively underpin understanding of risk. This understanding would inform where and how resources are directed to reduce and mitigate risk as well as respond in the event of an emergency. As a service that has recently undertaken a risk review we would willingly share our experiences and learning. As work is undertaken, given the shared border between Hampshire and Surrey, we would have a particular interest in any findings and subsequent decisions about how Surrey FRS might deploy Service Delivery resources that may in turn impact on Hampshire FRS. We would welcome the opportunity to align our views on risk so that we have a common approach to addressing that risk.
- I thought this was being done everyday at every fire station?
- If this can prevent fires in the first place, it can only be for the good. Issues such as data protection need to be addressed. How will you define and identify "old and vulnerable" adults?
- If services aren't able to share information about who is the most vulnerable then this really hinders our firefighters in knowing what to expect at an address and how best to prepare, so this is really important.

- Presumably this would result in a register similar to that operated by the electricity companies
- This is bread and butter for the fire service I would hope that this is just continuing what they already do.
- More effective prevention measures will inevitably leads to less of a requirement to be reactive where poor measures have failed.
- Fire reduction is a sensible use of your time. Far better to prevent hinge catching fire than to purely react when they are on fire.
- The service should be careful not to decrease its focus on other sections of the community, as some vulnerable people are bound to be overlooked.
- they could link in with 39/24 sent to social services by police
- Surely this is done already ? If not I would be amazed.
- While I agree that some premises etc are more vulnerable than others, I do not believe this would be the best way forward because it would be going over matters that have already been covered to a certain extent.
- Very important to protect vulnerable persons - should work alongside police vulnerable adult teams and MASH units to identify those at risk
- Do not reply understand the question, but think it's quite obvious in the majority who is most risky
- Who's right is it to decide who's vulnerable and who's not?!
- No one agency has all information if data can be shared it helps protect everyone
- Information & data analysis key - a competence that could only be afforded on a national basis though - MUST NOT be reproduced regionally
- My wife and I and our 2 neighbours live [address details removed] and we have always been worried by the difficult access to our houses if Fire Services or Ambulances are needed. We are situated at the end of the bridle path [address details removed] and access is not improved by 2 iron posts with a gap of 7 foot between them, put there for insurance purposes required [location information removed]. The only other access is from the bridle path's exit onto [address details removed], a steep slope of 100 yards. Our main concern is age, I'm 81, my wife 74 and all 3 of our neighbours are over 65.
- I would be against cold calling or door knocking to achieve these goals. Social services or housing associations should insist on these visits etc being done without the need to cold call.
- It is important, but the most vulnerable often live alone and privately and there are no laws permitting us to help them when they refuse it.
- Once identified, what will you or the service do about it proactively?
- of my 'normal' building survey process, I look at conditions and associated risk elements closely, and report back on same.
- Data needs to be kept up to date and should include all those living within sheltered and assisted housing eg adults with learning disabilities need to be supported by those trained and experienced to understand their needs.
- Prevention is better than cure
- Consider connecting to the charity sector to identify vulnerable groups, especially older people living alone.

Once identified, education should be offered to groups other than schools such as day centres for adults with learning disabilities. They can then learn how to keep themselves safe in their own homes.

- Recent incidents involving fire fighter fatalities have exposed a lack of risk information as a primary factor in unsuccessful outcome of the event. The risk to the public must also be quantified so that we can accurately gauge our provision of fire cover.
- targeting should save money by less wide spread publicity needed
- How peoples personal and private space should not be invaded upon and we should not force ourselves on people unannounced
- Prevention is always better than cure however as trends show fire calls are declining is there a need to invest to accelerate this fall or would it be better to maintain current services and therefore the current trend and use the money where greater focus is needed?
- I think that a stronger regulatory hand is needed to ensure these higher risk businesses make improvements to reduce the chance of fire and reduce the severity that the fire can become.
- These businesses that are particularly vulnerable should also be made to make improvements to their premises to reduce the chance of fire and reduce the chance of a fire becoming a major incident. A sterner Regulation role is needed.
- I can't see the point of the the Fire Brigade duplicating others work, support for sure but all emergency services must share information
- Tight management & maintenance of current & relevant data vital
- Are you not already doing this, this is concerning that in the 21st century this is only a proposal!
- This method has been tried previously but with little success as other agencies / partners seem reluctant to share the information the Fire Service require to reach the vulnerable people.
- It is just common sense
- With all that is required of a crew is their time hugely valuable. We now have a database of vulnerable adults to target our safe & well visits. So, no more having spend huge amounts of time trying to locate them ourselves. So now 100% of our visits will be to vulnerable people. A perfect solution.
- I would have thought this data already available and used
- Sounds like good, common sense.
- Am shocked you have not been doing this already!!
- this should be done anyway adn regularly updated
- This kind of work is already in progress, however there are still services in my experience that don't seem to carry this through. For example Social Services still gets referrals for the police highlighting fire hazards, they could make a direct referral to SFRS but they expect Social Services to do it. They forget there is a Memorandum of understanding.
- Businesses should undertake this activity themselves with the fire service checking and assisting where needed
- to do this effectively we need correctly resourced intel team, back office systems and admin support

- You should be doing this anyway, but it makes sense to review in the light of developments in 'big data'.
- under no circumstances should any staff be cut.
- Far less important than proper resourcing to respond to demands.
- Targeting resources delivers better results
- Don't you do this already?
- With less personnel and a greater expectation of our responses we need to address and identify our vulnerable people in the community
- This is a good thing to do
- Highlighting those most vulnerable will allow the service to focus on those most in need.
- Prevention of fires is very important - talks in schools, community groups etc
- It is important that we have data and analysis to have a better understanding of how effectively our service operates - as well as others - and it is even more important that we make specific and general improvements on the basis of this evidence.
- Information sharing is as equally important at the scene of operations as it is behind the scenes. Working with other agencies to identify those at greater risk will enable the emergency services to provide a better targeted response to the vulnerable
- A targeted approach will bring about the greatest improvements
- Important but would be more efficient if the agencies / businesses could identify the risk and buy in to the reduction model - they need incentive/value - similar to Neighbourhood watch for crime maybe.
- prevent better than cure
- People have to take responsibility for themselves to a certain degree. Prevention is important but not to the detriment of the provision of emergency capacity.
- I don't quite see how that would happen in practice. I am sure the Fire Service knows most of this already....
- I have no real knowledge beyond that of the armchair expert (!) so struggle to say how important this work is. I can only really ask how will this deliver savings. Will it deliver savings to the same degree as collaborating and partnership or is it more about being intelligent and creative in managing risk with less overall resources and thus keeping a lid on, for instance, fire deaths.
- Prevention and sharing data represent vfm
- Not to rely on data as it can be flawed
- I keep a 'Neighbourhood Watch' list for my road which identifies vulnerable residents.

Proposal 3: Working with Police and Ambulance Partners to assist and add public value

- Working with the police and ambulance is important to give the public the whole emergency service approach they deserve. However it shouldn't be forgotten they are still individual services and that should be maintained... Police for policing issues, fire and rescue for just that and ambulance for complete casualty care

- Co-operative working is all well & good as long as SFRS does not lose sight of its prime objectives and not providing 'free' cover to other budget cut emergency services to the detriment of its own service.
- it is achievable , but we MUST be able to respond to a fire call firstly and foremost. If we can have the assurance that if we attend a minor RTC (police assist) then should a firecall require us we get remobilised to the more serious incident, every time.
- I remain convinced that sending a crewed fire appliance to attend when other services are stretched is not the best use of resources and finance. Money would be better spent on more ambulance crews and/or paramedics in cars.
- Ultimately all the emergency services are serving the same group of residents, so working together is the only efficient way of managing demand. Co-responding not only helps Surrey residents but also increases the skills of our firefighters.
- If there is spare capacity in the Fire & Rescue Service to allow this to happen. Should the budget be transferred to SEACamb to give them the resources to manage these emergencies. It seems a bit pointless to dispatch both services
- Police and ambulance services are under more pressure than ever, its time the fire service stepped up to the plate and got stuck in using their existing powers of entry to relieve the pressure on police.
- This relates to what I wrote in (1) above
- It's important but a firefighters expertise should not be intertwined with the skills of paramedics or police officers
- Its should not however be a precursor to cuts where services are diluted or withdrawn.
- Need to alleviate some pressure off ambulance and police, as their capacity is lower and they are over utilised.
- Again, this should not result in a merger of the services. I fear fire crews becoming first responders to too many incidents for which they are not properly trained.
- There is no doubt that in the public eye the Ambulance Service and Police are seen to be extremely busy whilst the Fire Service have spare capacity.
- This is almost the same as Proposal One, as far as I can tell, as I am hoping that Proposal One would also take 'meeting demand, improving safety and adding public value' into account.
- As with Q1 believe that the command and control aspect of the fire service should be absorbed into the police control room functionality - not just in Surrey, but nationally.
- firefighters arriving when an ambulance is required is bad enough but to meet demand of others is madness. firefighters have no powers to stop and search or arrest and so asking them to attend police calls is ridiculous and takes away fire cover
- Is that not happening already?
- Each service should focus on their own responsibilities.
- More important to work with ambulance saving lives. Not sure how fire service can assist police service especially with arrests and burglaries.
- Totally agree that this should be the case, as long as each of the three emergency services do not have too many skills to maintain, which may lead to unprofessionalism.

- While I am happy to see an American model fire station with a paramedic vehicle I don't want firemen to have general arrest rights unless they are fire related and on or near an incident
- I think that each service should concentrate on its strengths and not try and be everything to everyone
- This proposal is s ok aslong as it doesn't take our fire fighters away from doing their job.
- Cost savings in joint use of buildings and good opportunities in co-responding. I still think a core fire response is essential.
- Ideally co-located
- As per q1b, you are a fire service primarily, don't forget this.
- Fire and Ambulance should work together. Police side not so much very different role.
- Consider stronger ties with adjacent services to hopefully reduce overheads and improve overall service
- I'd like more detail and be kept informed as the work proceeds
- Getting worried that maybe you're proposing to create a 'nerve centre' for 'combined' services?
- Consider firefighters' training to include paramedic training and the police/ambulance to consider basic fire fighting. First responder needs to be multi skilled.
- too many changes, things should stay as they are and let each section deal with their own problems
- As above, too much collaboration will lead to added stress on staff and a lack of capacity to deal properly with incidents due to a lack of knowledge and experience. To do one of these jobs is tough, to try and learn all three would be impossible
- This is important, but the caveat is that all of this work must be rigorously assessed to ensure we are making the best use of our limited resources. There is a danger that we overcommit, or take on work that is easy to achieve (the low hanging fruit) but of negligible value to the public. Secondly we must ensure we adequately trained and equipped for new roles. The service should also seek to access new income streams associated with undertaking work for partner agencies. It is not right that we continually offer our services for free, we need to be busier but we should also be financially recognised. Increasing responsibilities for staff should also result in increasing remuneration.
- this is exactly the same as the first question so see my response
- Better collaboration between the services, will always give a better outcome to those who need the emergency services.
- Fire Brigades budget should be spent on Fire Services, of course aid where-ever possible in a life threatening emergency. If Police or Ambulance are having trouble meeting demand they should receive extra funding rather than depleting Fire budgets
- Stay away from the police, this is not your role in anyway! You are to save life & reduce risk not chase baddies and slow traffic.
- Keep the fire service separate and concentrate on its core duties rather than propping up other services
- They should stop cutting the services and invest in them to meet demand. Why would you want a paramedic trying to put out a fire or a firefighter trying to arrest someone. They are trained in that area for a reason and decided to do that job

because that's their passion. The more they try to mop up for each other to meet the demands, the more the public are at risk.

- Multi agency approach to co responding is a good thing but the right level of investment in training & equipment must be provided if this is to succeed
- Where appropriate
- There is scope for all kinds of joint working some of which we are not yet aware of but it will evolve over time. It will be interesting to see the final model.
- Important, however any gaps in police or ambulance services should not be plugged Fire and Rescue but addressed individually.
- Fire service should deal with Fire issues only and should not be used just to supplement the shortfall of the NHS let alone the Police. Ambulance staff did not join the NHS to be firemen. If there is a decline in calls for the fire service then downgrading stations to retained status would save money.
- Nothing new here too
- Shared facilities sound like a good idea. HQ buildings, workshops, Control rooms, training facilities.
- Fire service should be completely separate from other services
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- but each agency should play to their own strengths
- Again this relies on the other agencies to actually value and work with SFRS. If SFRS are supporting the other agencies will the other agencies support SFRS? There are probably more that SFRS can do for the other agencies but not a lot they can do for SFRS.
- we need to monitor this with care so that we maintain time for community and business safety and risk management work - this protects firefighters and the public from injury and death
- In a world of change, with budget increases unlikely, sharing and partnering is not just sensible, it should be mandatory.
- What does that even mean?
- under no circumstances should any staff be cut.
- Obvious but not a key objective
- Only if it improves service to the public. I don't want firefighters doing Police enforcement work, they need to stay neutral and continue to be seen as a service that helps the public.
- Again these should be separate questions this is wrong and misleading
- I have no problem with red 1 calls. We should not be committing resources to other ambulance incidents where the patients need transporting to hospital. We have no right to attend minor RTC as we hold no powers in directing traffic. You are tying up resources and while we are in attendance both the other services will not prioritise the incident we are dealing with
- Working together as one emergency service will ensure the community are kept safe by the increase of demand.
- Many opportunities to save money AND provide a better more tied up total service.

- Assisting the ambulance when possible is very important, firefighters join to help people in their hour of need. The collaboration with the police I believe is less important, sharing premises etc yes but carrying out police work (e.g. minor rtc) no.
- Police and Ambulance issues are theirs to deal with. It is not for the fire service to bridge this gap.
- There needs to be an assessment that this does not come at the cost a deterioration in the services that SFRs currently provide or a negative impact on response times
- Aligning with police could damage fire service image, and with ambulance already stretched to the limit they could become too dependant on the fire service
- Work with them to share infrastructure, but not overlap of responsibilities. It is a larger decision to combine tasks
- We should be striving to be an singular emergency service to reduce the time it takes to get the most suitable response asset to those that are in need.
- Must not affect the FRS ability to attend efficiently & effectively to their priority and specialism
- What does 'help meet demand' actually mean? If it is responding to calls which the Police/Ambulance would normally deal with how will this be financed?
- coordination and cost saving
- Working together will improve efficiency and the service to the public but the parameters for each service must not be allowed to become blurred. I do not think that fire appliances should routinely be sent to urgent ambulance calls for example as has been my experience in the recent past.
- it works in other countries like France however it should not happen if it makes our fire service less efficient by diverting too many resources elsewhere
- I still believe the joint approach is needed however we are plugging holes for the ambulance service, in essence robbing Peter to pay Paul. The is not a robust solution.
- Employ more skilled police and ambulance rather than trying to upskill an already stretched, important and essential service.
- Let the police and ambulance service do their job, with proper funding and let the fire service do your job, again with the correct funding. One cap does not fit all.
- What does "help meet demand" mean - who's demand, what demand - you state traditional fires are reducing so fire would be meeting the demand of the other services which we know are already stretched. I can only see this as bringing the fire down to the level of other services so they struggle to meet their own demand
- The public should receive the best service from the best qualified people, the services should not cross over especially with very little training and no experience and no compensation for taking on extra work
- Working with is one thing, doing the job of another service should not happen as this dilutes expertise.
- Again, the words means nothing, of course these are things you will do, but how will you do it?
- Each of the services should be funded and resourced enough internally to meet their own service demand without relying on other services to fill the gaps. Improving safety and adding public value is a must and savings can undoubtedly be made by 'joint' working across some areas however I do believe it is not necessarily done through multi - skilling firefighters to be first responders for ambulance or first on

scene for RTCs for Police. Whilst I agree sending a fire engine to a critical call to save a patient is better than no ambulance for 30 mins due to shortages, I believe the ambulance shortages should be addressed first before using the fire service as a 'stop the clock/response time' facility

- The resources need to be used in the correct manner not just sent because another partner doesn't want to deal with it as part of their normal day to day work. Fire service is the only highly skilled to train with fires this must be the highest priority for what they attend.
- Early intervention by Fire Service if they are better placed to attend would be good. Could be conflict with other Services re pay, terms and conditions as 3 emergency services are not equitable. Fire Service helping to lift people who have fallen could be really helpful as comparably younger workforce.
- I believe we learned how effective joint operations worked during the 2013/14 flood.
- How is this different from proposal 1? Looks very similar, see answer to Q1.
- Currently disappointed that cost savings and budget restraints have curbed visible neighbourhood policing teams. They were a vulnerable asset.

Proposal 4: 999 control centre operations

- All data should be shared with other services without fail. That doesn't mean joint control centres. Computing in this day and age gets information across quicker and more effective. You should focus on the integrity of the fire service as an individual and share information on a technical basis
- Reducing back office costs is good as long as staff have sufficient time and knowledge to know the geographical boundaries of their respective services. Currently Police & Fire seem to follow County demarcation lines whilst NHS has its own territories & boundaries.
- We would be interested in working in conjunction with Surrey FRS and other services in the Region to explore the above question. We would want to go further and identify viable options, a means for achieving improvements and putting those improvements in place. Hampshire Fire and Rescue Service are part of the Network Fire Control Service Partnership with Dorset and Wiltshire FRS and Devon and Somerset FRS. We are open to discuss how Surrey might benefit from this experience and arrangement.
- If money can be saved through shared working then it can only be supported, as long as the operators are kept up to the level that ours is at this moment, no shortcuts or reduction in skills base.
- I cannot believe this hasn't been done before. No duplication of call outs, the right service first time. This will require careful planning however but it has been done by multinational organisations. i.e. British Gas.
- All part of the collaboration work that needs to go further.
- National call centres to receive emergency calls and direct relevant services is achievable, huge savings can be made. This is achievable and I would like to see a firm plan that would make this happen , rather than just being an aspiration. Most

commercial organisations that run 24 hour response services have already centralised their emergency call centres.

- It cannot be cost effective to work in isolation to the other 2 emergency services - merge the control room with the police to cut costs.
- This relates to what I wrote in (1) above
- If you desire a joint Control Centre for Fire, police and Ambulance please can someone have the guts to say it!
- This is on the face of it sounds a good idea as when there are incidents involving two or more of the services then it can only be a benefit to have greater comms. Consideration is required however where comms relating to criminal activities or operations of the Police could be compromised by non police personnel working in the same control room
- Of course it is important to communicate well. Who would ever suggest it isn't?!
- Should there be a shared control centre? This would help with major incident coordination
- Share control centre information more, but do not have a single control room.
- It is about time that one Control Room covered all three Services.
- Surely covered under Proposal One again, unless my logic is at fault?
- As with Q1 believe that the command and control aspect of the fire service should be absorbed into the police control room functionality - not just in Surrey, but nationally.
- Will lead to job losses and a clouding of skills in each department
- I think the existing small fire control is perfectly adequate and able to meet its needs
- Please see answer above.
- We are behind the curve on this - speed is essential
- Don't cause delays, overload your staff or impact local knowledge.
- Surely it is about time the service used the new number - 112.
- Makes sense to help co-ordination
- Important to consider integrating with adjacent operations to get benefit of scale and hopefully reduce overheads.
- Local knowledge in an emergency situation is key!
- See comment above..there's an old saying "If it aint broke, don't mend it" safety and service is NOT all about money.
- I have used the 999 service and found it to be very efficient.
- Communication at early stages can allow appropriate response to be deployed
- Absolutely. Rationalisation that results in a quicker and more efficient emergency response is difficult to argue against. However we need to be mindful of the difficulties that major projects IT present (I am sure the regional control fiasco is in the fore front of everybody's minds). The public sector has a very poor track record in this area. If this work is outsourced then there needs to be very careful legal scrutiny of the contracts as it seems that when private companies get it wrong it is the commissioning public organisation that carries the burden, both financial and reputational rather than the consultants that draft the contract.
- again we do not want to become a jack of all trades and master of none
- The work is extremely important and should be a specialist service not linked to other emergency services

- I don't know enough about any current issues or trends to comment meaningfully about this. I would have thought that if it's not broken it doesn't need fixing - is it broken? Are the potential improvements a greater need/easier win than other areas, is this needed to sustain services in future?
- I think that an incident is an incident, and having to decide which service to call, and then either follow up to the other services, or hope that the message is passed on to other services, wastes time. A combined call 'emergency incident' centre could provide a better incident notification system.
- Communication is key to Any situation... An incident is an incident, and proportional response can include several branches of our emergency services... having to decide which service to ask for on the phone, then hope they get the message to the other services, is wasted effort, in my opinion.
- A sharing of premises to house all control rooms seems sensible
- Individual Services skills & standards must be respected & retained not lost under the umbrella of technology. People skills and person to person communications are vital.
- The police are not great at sharing information and their mobilisation is a joke! You call the fire service they respond with 10 to 15 mins. The police may or may not turn up a few days later.
- All forces need to share information- I don't understand why this doesn't already happen
- Joint control rooms may not provide the best response to the public. If for instance you call the Fire Service you generally get an immediate response, however if you call police or ambulance the response may not always be immediate, in particular with the ambulance service being stretched to capacity & having no resource available to send, & the police depending upon the nature of the call being assessed by their operatives as urgent or non urgent may turn up a week or so later.
- It is a no brainer
- There should be one control room covering all the services. All services should be housed under one authority.
- Any improvements possible will be very welcome
- Combined Control rooms would improve communication.
- This would mean improving the skills and knowledge of the 999 workers.
- Explore the possibilities of sharing your Mobilising & Control Centre with the Police
- information sharing is key to timely interventions
- under no circumstances should any staff be cut.
- Poorly described and lacking specific outcomes. Needs a complete review and re-provision to cater for new technologies and modern ways of working.
- Surely in 2016 you can share information quickly and easily between services!
- Moving in the right direction to have joint 999 Centres
- Needs a lot of thought to get this right
- having the 3 services in one large building may be beneficial, as long as there are no job cuts between the control staff
- This should be vital and fundamental to future working.
- So much waste with current setup not a particularly great service for incredible amounts of money.

- Lots of cost savings to be gained. Although the work has some differences it is largely similar
- The 999 control centres must not cover too large an area - it is important that the operators have local knowledge.
- appointing a response asset to a emergency call should be as simple as selecting the right asset and sending them the details of where to go. Why is there a need for three different control centres?
- explore/promote new technologies to enhance 999 response re text and videos
- This information needs to be collated and used by all agencies to improve their own overall situational awareness. There should be greater freedom on information sharing between responders.
- Place your control room with either surrey police or secamb
- Common sense -
- on going self assesement/review
- This will and has led to mistakes. Once misdirected call will and has led to loss of life. An ambulance was mobilised from Poole for a fatal road acciident between Haslemere and Liphook
- I would have thought you already do this
- This is just common sense.
- As long as it is only sharing information. Not joint mobilising.
- These must not be merged they all have different requirements and ways of working, again there has been much evidence of failings in both police and ambulance control centres
- Most residents would assume this happens already
- More business as usual.
- It needs to be explored in the right manner that all partners get equal say in the future of the control rooms as they have highly trained staff in them with a depth of knowledge and experience that could be last
- Fire Control staff are specialists in their field and should not be expected to cover work meant for other organisations.
- Again, what about parity of pay, terms and conditions? Would we need different/ new control centres?
- And let the public know. Many citizens know you are working together! Highways Customer Panel. (Resident enclosed leaflet about the Highways Customer Panel, writing on it 'Not every citizen has the facility! However a modern Fire Service must have!').

Proposal 5: Review our training

- To maintain safety to crews and public.
- Can't agree more. The community we serve is diverse in its structure, there are still the simplistic old houses and buildings that should be trained for along with the modern state of the art buildings that are complex. The same as motor cars, boats etc. Along with all he other services that are provided.

- Rather surprised this is not happening already as continuing appraisal of demands on the service should have already revealed this shift in demands on the FRS.
- We would agree that realistic and sufficient training are of critical importance to both firefighter safety and to ensure effective delivery of services. As Hampshire Fire and Rescue Service develops its own Training Academy we would welcome enquiries from Surrey Fire and Rescue Service as to how they can benefit from this capability and provision.
- Still using PPV defensively after 12 years of promising that we will train offensively?
- Would this mean training Fire fighters as paramedics and using them during off peak and quiet times? If so, this would require careful planning so as not to leave the Fire emergencies without cover.
- It's great that demand is falling, but skills need to be developed so our crews know what to do when they get to an incident.
- The implication is that training will be reduced. This potentially puts your employees at risk as the type of problem to be dealt with remains the same though less frequent resulting in a greater need for training.
- This is an obvious thing to do, more training with how to deal with a terrorist attack I hope would feature in the future plans more so than they do now.
- If your service is more and more successful at preventing fires it makes sense to use your current down time more effectively.
- Motorway accidents with multiple vehicles involved is the typical example, also with the increased number of foreign drivers/vehicles in our roads the risk profile has changed considerably in the last 5 years or so.
- An outcome of greater fire prevention and reduced general risks means that the service has to adapt to a wider public safety service including the provision of medical services in an emergency.
- Training is not a luxury. It is the bedrock of resilience.
- Training must take into account of changing technology of buildings and vehicles
- Training within the fire service needs to be maintained to meet the changing needs of the local community as well as the changing technology for both building and vehicle design and construction
- Better and more realistic training can never be wrong.
- Life moves on, training must reflect this.
- I read recently that less than half of Fire Service response staff had agreed to extra training in order for them to attend certain medical episodes if there would otherwise be a delay in an ambulance attending. It should be compulsory.
- Training is important but this sounds like an excuse to drop fire training and increase other so can co respond more resulting in less fire cover for public
- Who said the traditional services are falling? People still being rescued or dying in fires and car accidents.
- It is nonsense to change training based on demand. Firefighters need to be fully trained for all incident types. If they are attending certain incidents types less frequently, then experience is lost, so more training is required for those types. This does not allow time for training on the work of other services.
- The training should still be the same in case of an event which warrants it - perhaps the demand for traditional services is tending to decline but to not have firefighters trained in case would be detrimental to safety.

- Why is this a proposal and not an existing dynamic process of feedback, training design, execution & feedback-answering my own question are you getting feedback to unsure Unions to move??
- We have the best fire and rescue service in the world. Do not change it
- Training is paramount, you could argue that more time should be devoted to training as less time is accrued in experience at incidents
- Are you saying that training is currently not realistic,
- You have to review training so that you protect both the public and yourself
- Most training is already realistic. Future methods should not be allowed de fault to on line training, just to meet guidelines. There is no substitute to face to face and practical training. On line tick box is not training!
- Are you suggesting that firefighters aren't properly trained?
- Ensure that your training protocol combats this incessant requirement for saving money.
- Hard to comment since we do not know what is the problem
- We are in an ever changing world and everyone needs to adapt to it
- Include awareness training of vulnerable groups eg dementia, autism, learning disability etc
- what does this statement even mean?? doing less training? more of the things we don't do a lot of? different things ie propping up a failing ambulance service??
- You have to meet needs, and there is no point in having staff who cannot deliver.
- While I think that realistic training is extremely important, I think that the fire service already provide amazingly realistic training to it's staff, from what I've seen at open days.
- Having seen some of the training at Fire Station open days... I'm not sure how much more realistic the training can get... it already is extremely good.
- Major incidents and fires with persons reported are thankfully rare. It has taken many years and sacrifices to get to that position. Fire Services must be fully trained and funded
- Demand may have fallen but traditional skills & and standards cannot be downgraded. Training to cover wider spectrum to cover wider role.
- Without knowing what training the firefighter have to do this is not a great question!
- Realistic training is very important
- There may be less fires but what about RTA's that are on the increase?
- Training for the Fire Service personnel has always been a high priority to ensure the safety of crews & the public. This should continue with investment being directed towards this area as fires will always occur. Also with the ever expanding role of the modern firefighter now including water rescue, flooding, wildfire, chemical incidents , CBRN incidents etc investment in training for these type of incidents is crucial.
- The concept has been with us for a good number of years but the reality has never quite matched the aspiration. It would be true to suggest we are going in the right direction and future collaboration should help to realise this aim. Often it is the time it takes that is the frustration.
- Not possible to make a decision on no information
- If the services do not move with the times then you have problems
- Isn't the fall in demand a good thing?

- The traditional role of the Firefighter will not go away even it has reduced. Maybe you could reduce the amount of staff who get all the training so that you always have some fully trained staff available.
- take care to include resilience into this rather than the minimal training and ongoing access required to maintain training standards
- less reviewing and more action required as we have been discussing this of a few years
- under no circumstances should any staff be cut.
- Establish why there has been a fall in demand
- It is really important that firefighters are fully trained and equipped to deal with the incidents they respond to.
- Develop a commercial arm to training
- As FF's we have a large skill base in lots of different aspects. To keep the service working to the top of their ability training should be frequent and consistent. By taking on all the other projects that get mentioned we are gradually getting away from doing our basic training on station which can't necessarily be a good thing
- Training should be in-line with the current trends of incidents the service is attending regularly.
- Fewer incidents, means less experienced personnel - move away from online training - It's cheap, but doesn't add sufficient value.
- The provision in training is being reviewed as a result on the need to make savings and the limited capacity of operational personnel to be detached from operational duties to attend training. It is wrong to state that a review of training is down to the fall in demand for traditional services. It is simply less money means less training. Frequency of training is being reduced to accommodate these factors, based not on risk but on cost. Currently we do not provide sufficient practical operational training. This is misleading and inaccurate.
- As incident numbers decline frequent quality training is the only way to reduce the risk to staff. Also as FRS attend more diverse incident types train of core skills will keep staff safe and competent.
- More realistic training needed if firefighters are to be the first people to arrive at an emergency
- I feel the level of training current fire officers receive is of a very good standard and officers are well trained in all areas they are involved in/respond to. Training will need to be amended/reviewed if their roles and responsibilities do so that can ensure they are fit for their role.
- Training should be harder and more frequent than the real event ensuring that when called upon staff are more than capable of meeting the demands of the job
- The Fire and Rescue Service has been extremely successful in the recent past and this should be a good indication that we will be successful in meeting the emerging new requirements and demands - it is therefore important that our staff have the best available training and equipment.
- Realistic multi-agency training is essential to get it right when it's really needed in real situations.
- Has there been a fall in demand for the traditional services.
- The training must be relevant to the role. It should not be a deskilling but a development

- don't think there is a fall in demand for an instantly responsive professional trained force at a fire whether it is one house fire a year or hundreds no cost can be put on a life.
- If the way of working is to change then obviously training needs to follow
- With all of the admin and community work we have to do now you give us little or no time to maintain our core competencies through drills. This needs to be addressed, you can only spread us so thin.
- I take this extra training would be such that the service can respond to call that it perhaps does not currently; will this mean responding to calls which are currently the preserve of the police and/or ambulance service. My only potential concern is that the service could find itself like the police, in a situation where the organisation has expanded its remit so far that it takes on roles which are far beyond its core purpose and expertise that a whole host of problems are caused and then the painful process of contracting away from some areas has to happen.
- This proposal is not very clear, what type of traditional services have fallen in demand? Fires do and will always occur as well as cats in trees, people stuck in lifts, RTC, water rescue etc etc
- I'm starting to wonder what the point of this survey is, it's clear you should already be doing all these things and should continue to do so.
- Then why has the training over the last few years been cut right back?
- If you want to introduce more realistic training then you need to start by allowing crews to actually practise the skills that are dropping off from 'traditional services' by giving them appropriate exposure to realistic training scenarios without being trained on the run! A W@H session interrupted 4 times by fire calls etc is of no benefit to anyone least of all the firefighters whose only exposure to that skill may be their 'annual' refresher. Realistic training for firefighters is predominantly practical based exercises. Stations and HQ need a huge amount of investment to make training more viable and realistic for all
- Although fires are an every day situation that cannot be avoided, I think firefighters on all units should be equipped and trained for water rescues in our county due to the amount of water and not reliant on water rescue units.
- Still need firefighters to be highly trained in their own area of expertise but would require additional training, support ambulance and police.
- I did express concern at the meeting that the services continue to recruit young officers.

Proposal 6: Communities and local needs

- Stop the use of front line firefighters carrying out needless tasks for the sake of number crunching and employ people that choose to carry out these roles.
- Does this mean increasing local knowledge so that appropriate vehicles are dispatched as required?
- We need to also better understand and provide increased safety to those passing through/visiting our county ie those travelling on Surrey roads and motorways and not just residents.
- Accepting the approach proposed in question 2 we would also agree with this proposal as it aligns to the better understanding of risk and targeting of resources.

We would highlight the role FRS might play in the wider public health agenda and the potential alignment between FRS risk, target groups and priorities and those of colleagues in Public Health, Social Care and Health Care. HFRS are progressing work in this area and we welcome the opportunity to work together to find alignment with our progressive approach to 'Safe and Well' and 'Fire as a Health Asset' work, so that programmes that operate near or on the Hampshire/Surrey borders are aligned.

- we know our local communities, we see them daily. we work with(or against) them regularly, we understand most if not almost every persons needs in fire/RTC and social wellbeing, and we adapt our safety messages accordingly already.
- Common sense!! Silly question!
- It's important to have a county-wide offer, but to make sure that local areas can tailor their work to the needs and circumstances of their residents.
- Programmes needs to reach community leaders, as well as those on the service line in positions of responsibility for the safety of others, such as wardens, caretakers.
- It is hard to see how this concept translates into anything tangible
- More community education is required, to further reduce the risk of fires. Perhaps the fire service needs to get more involved in schools.
- Prevention is so much more productive than funerals.
- whatever your background you're still flammable!
- Don't overcomplicate putting out fires or cutting roofs off cars.
- I think that all those that are willing to be educated have been already
- Forces need to be able to mutually support - skills/trg should reflect all threats, liaison might reflect local circumstances
- Without impacting on full and retained staff front line availability.
- Doesn't really say anything. The public need trained, motivated, appropriately equipped fire and rescue service.
- we already live in our community and know what are local needs are.
- Why is this never been done before?
- Being a Man from the 'Fifties' we used to have a understanding of 'initiative' where did that go?
- see my comment above regarding those with learning disabilities.
- more communication is required between publics and services
- In culturally diverse communities, education is essential
- again this is a very blank wishy washy statement that doesn't really say anything
- Need to work in partnership with Voluntary and Community Groups which may already being working in this area to reduce duplication
- I'm surprised this is not already the case, what is the value in a service that does not understand the community it is serving.
- As they say prevention is better than cure...
- Better prevention is always going to beat better response...
- This should already be happening.
- Need to look at a provision for schools again
- Safety is safety; localising basic safety programmes is probably not cost effective.
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- this may benefit from working with other aprts of the council such as public health
- This would mean pulling on the resources of the SFRS personnel that are LOCAL and not central offices that don't actually work in the field anymore. You need to listen to the folk that are in field and working with the public.
- may be difficult to achieve with current resources and a declining budget

- Without a true picture of needs, the temptation will be to continue to do what was done yesterday and repeat the current model. It will be tough, as doubtless there will be resistance to change.
- Fire service is a key community stakeholder
- under no circumstances should any staff be cut.
- How will you achieve? Use big data. Age of buildings, occupancy and use to determine risk areas.
- Again, don't you do this already? But if you can improve it why not!
- Focus on the vulnerable
- Important to target for local needs
- This needs to be a structured and targetted activity but its impacts will be limited by other factors and issues such as income levels and education levels etc among the groups being targetted.
- I read this as prevention and this is the real gold in the service.
- But you already do this!!!
- We are a emergency service, not a social work agency. Let us stick to what we do and do it better rather than being jack of all trades, masters of none.
- More money should be spent on actual 999 response that prevention attempts because they are not 100% effective, especially in the world we live in today.
- To let the people of Woking know how the new Fire Station is coming along and building on this for local knowledge and understanding.
- Public value in Woking can be a bridge from the past to the future. A new beginning with all the old goodness brought forward to a new Fire Station. What an opportunity!
- Seems to be working well already contributing to fall in demand.
- I have attended a number of meetings. It is apparent that councils and community services are endeavouring to combine these activities for the benefit of the community.

Proposal 7: Income Generation, cost avoidance, cost recovery

- Budgets are important but understaffing is not an option for safety for the public or staff
- I disagree that reducing costs is necessarily the way to go as this potentially details that the brigade can be run on a lesser budget. I agree with further investment into the workforce. But bearing in mind the council tax for policing is ridiculous compared to the measly budget allowed for fire and rescue services. Why not consult for the public to change the way it's funded.
- No more cuts to fire stations and pumps available
- Constant reviewing to increase effectiveness through change and evolution of response within decreasing budgets has to happen. Does not Wray Park already earn money from running training courses etc. Increasing income could mean anything from car washing in the station yard to offering fire extinguisher inspection services etc to community buildings etc, BUT commercial companies may shout 'Foul'
- Use volunteers
- It is not possible to keep on cutting costs without reducing services. Central Government need to realise this before there is a real disaster caused by cuts to Fire and Rescue services

- We would agree that, as with all public services, all FRS should be continually applying measures to deliver efficient services.
- every justifiable cut without diminishing the frontline forces protecting the public should be explored to provide a capable and enthusiastic workforce. Also a pay rise would be great!
- Joint call centres, Joint servicing contracts, Joint training, Joint IT projects. Flexible and versatile equipment. Charge for 2nd (?) and subsequent false alarms. Look for income by offering training schemes, safety assessments etc. (in commercial Office and retail sectors). This could cover Fire Marshall courses, Evacuation procedures Risk assessments etc.
- The scale of the savings needed is large, and requires concerted collaboration and income generation to get there.
- need to get the balance right reducing costs implies reduced services and training.. Maximising income implies charging for some types of call out.
- This relates to what I wrote in (1) above - joint use of command and control facilities. Income generation could be, charging for fire safety checks in line with the insurance industry, to reducing claims.
- Appreciate finances are tight and every penny counts but please don't become too commercially focussed.
- The reducing of costs whilst being continuously explored should only happen if it does not impact on the safety of the community it serves or the fire & rescue crews
- Reducing Costs should only be considered if it can be done without reducing safety of the local and national community as well as the safety of fire fighting & rescue staff
- A bit concerned about maximising income opportunities if it means hiring out fire crews for commercial undertakings such as filming.
- I've seen Fire Service BMW X5's running around Surrey. I suggest that if you are serious about cutting costs you buy something cheaper. How exactly will money be invested in communities ? More like take from communities by charging for certain services.
- The fire service is essential and cost should not be an issue
- The better use of budgets, and the creation of income should be concentrated on, while not denying that there may be some areas where costs can be significantly reduced.
- Perhaps cut the number of people in headquarters and put more firefighters on the engines.
- Pleased to see you taking a cost saving rather than service cutting approach.
- Wasting money on wages trying to find income. The balance is not right
- Cutting costs is good but not when it puts employees under more pressure to do the job with less staff etc
- Stop reducing front line service, it's all well and good having a fireman who's also a paramedic in a special new vehicle, but if there's only one and he's too far away.....a waste
- Reducing costs only if it has no effect on front line services
- The more you cut costs the more the government will think you've got too much budget in the first place and will cut you even further!!
- Bread & butter - worried it is a question

- "Reducing costs" normally isn't associated with investing money back into the work force. I agree with reducing costs in areas which are ineffective and have no impact on the safety of the community.
- Don't impact front line response in the quest to earn money.
- The staff on the front line should not be the ones to suffer from cutbacks it needs to be middle/management that get hit.
- We need to look at methods for cutting waste, before cutting more costs.
- Don't quite see how you expect an income from services mostly based on other peoples misfortunes - charging for ambulances etc?
- Please do not make this the number one priority even if disguised behind political words.
- not be an issue. Corrupt politicians should not be squeezing the emergency services of this country!
- Money, I thought as much!
- Must not reduce cost as expense of service provision
- although important, should not be at the expense of public safety.
- Don't want to see the FRS become a commercial operation!
- cutting services is not the answer, all emergency people should be on duty when required.
- When the sole purpose of the fire service is to save money, things have already gone too wrong. The cuts have had a huge impact already, and now should be a time for reversing those decisions, not cutting deeper into a stretched service
- Why not use hose equipped motorbikes?
https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5 Why not use hose equipped motorbikes?
https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5 Why not use hose equipped motorbikes?
https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5
- But should maintain sufficient numbers of staff for safe operation
- we can do more but not for less. why are we sending a £250000 17t fire engine with four people on to code reds. Could these people maybe be seconded to seacamb. The brigade cuts costs and the seacamb gets a boost!
- The reduction of costs and/or the maximising of income opportunities must not be done in a way that deteriorates, or detracts from, the current levels of service. Income streams should not come from areas where SFRS should be providing that service for free particularly in the areas of risk identification, raising awareness, and conducting any regulatory safety checks (involving "not for profit", charity, etc. organisations rather than commercial "for profit" people or organisations where the costs for such regulation compliance should be born by them as part of their cost of operating their business).
- But don't put yourselves in financial competition with Voluntary Sector organisations that are already delivering similar services
- This sadly is the future. The current government will strip all public services of the ability to operate without raising additional income. This has to be a priority as nothing else can be delivered without resources; collaboration and efficiencies only

partly fill the gap. However this should not be seen as an alternative to improving efficiencies.

- You need to charge more for automatic false alarm call outs!
- Fire Service needs to charge more for false call-outs (where possible), and charge businesses for fire response where negligence was the primary factor.
- Cuts to fund other areas sound great but rarely improve things
- Reducing costs is a fact of life but in real terms means reducing resources and response. No senior management have courage to fight cuts to front line but happy to upgrade to top of range officer transport etc.
- As long as it does not come at a cost to lives!
- I'm sure the public would rather pay a little more to know they were safe. It should never be finance over life
- It appears that very public service is having to make significant financial savings at the current time. It is however important to be able to provide a first rate professional service with the right amount of appliances & the right amount of stations in the correct location. If appliances & stations are reduced to make further savings then I can only see the level of service will fall & the public will receive a reduced service with longer attendance times & fewer resources to deal with incidents.
- Being mindful of the primary requirement to promote risk reduction and provide first class emergency response
- all members of the emergency services (police fire & ambulance) deserve to be paid a fair wage that reflects their value to society. cost cutting should not be a priority
- Whilst I agree with the concept I am concerned that we do not cut funding to a point where it becomes impossible to provide an emergency service. I would like to think that savings made through collaboration can be channelled into other areas where it will have the greatest effect.
- You cannot cut costs when lives are at risk
- Yes it's important to monitor overheads but not at the expense of everything else. Often too much money is spent looking at savings and this counteracts any savings made! Saving lives costs what it costs.
- Not sure what this means
- Don't know meaning of "maximise income opportunities"
- Thanks to the Conservative Government budget cuts are now unfortunately taken as a given.
- Emergency services are fundamentally resource-intensive and low/no-income generating activities. That doesn't mean they should be curtailed. We can't invoice home owners for attendance at house fires.
- this is good practice and should be a regular and repeated process
- Again , it is about listening to those that work day to day in field and how it affects their working practice. Saving money isn't always possible and could put peoples lives at risk. Charging people who waste the Brigades time would be one way, just the same as charging folk who waste Ambulances time. Actually listen to the firemen and not the Officers who don't work on the engine day in day out
- may the solution to dealing with proposal 6 requirements
- Partnering, sharing and collaborating are key. In addition, the opportunity to deliver services for other government departments and agencies (e.g. health and safety assurance, not just fire) is real and tangible.

- Quality of service must not suffer
- Not clear about income opportunities.... Provision of these services is a cost. However if it means recovering cost of fire services from insurers then could be worth considering.
- under no circumstances should any staff be cut.
- Cost reduction is a poor outcome. Targets must be outcome driven first.
- Cost cutting needs a service delivery focus not driven solely by budget
- Nothing good seems to come out of cutting costs. Personally I'd be happy to pay more tax rather than have a stretched emergency service
- Yes - remove duplication in back office / management and protect front line services.
- You are cutting the work force and the savings on this alone should cover the expense of training
- Reducing overheads should not be at the cost of vital services
- Lots of areas for savings - Collaboration being at the heart of this opportunities
- Reducing costs? At Leatherhead Fire Station there are new mats with the SFRS emblem, which get taken away for cleaning every 2-3 weeks. This is an unnecessary cost to the Fire Service, and has been actioned whilst we are under financial restraints.
- This needs to be balanced with maintaining at least a minimal level of operational support.
- Large market for fire related training not to be priding it is foolish. A small amount of effort for a big return.. SCC not always supportive of things like this - the more money you make the more we reduce your budget!!!!!!
- Everything should be based on need - not always on cost.
- Income generation opportunities should be pursued that will provide long term income streams as well as opportunities for operational staff to take up non operational roles if their health requires it. As well as supporting the mission of making surrey safer.
- Given the economic pressures over the last decade which look to continue for many years ahead it is important that we reduce costs and maximise income - this should be done in collaboration with our neighbouring FRS's as well as other partners.
- However, I believe that you should invest in your WHOLE workforce, not just the ones that wear the uniform!!
- Saving costs and working efficiently is sensible and reasonable but has to be balanced with the potential impacts from the changes.
- I don't think this is a very well worded question. Are you trying to hide the fact you will in fact cut engines and stations without saying that?
- An improved and maintained service is best for the people and it all develops ownership and healthy interest in the service.
- but not at the cost of reducing the quality of fire fighting
- None of the reduction in costs must be at the expense of firefighter numbers or their pay or conditions.
- You must already be doing this. don't divert energy and resources further from the real job by looking at admin and peripheral activity
- I do not have enough information about what Proposal 7 would involve. The wording is so broad that it is difficult to give a definitive answer.

- You are linking two different projects. Yes reduce efficiency but don't try to turn the service into a profit centre, its still a public service.
- This is a public service which should be funded by the taxpayer and not treated as a commercial operation
- as long as firefighters and fire engines are not cut
- By employing and training some key additional resources permanently rather than offering overtime every watch should save a huge amount
- Reduce costs yes but not at the cost of frontline services
- Not my area of knowledge, but if there are fewer staff on station then we need fewer managers?
- Combining fire and ambulance would save time, but what is also needed is for no further fire engines being taken off the run and all pumps manned by at least 5 firefighters or 4 firefighters and one paramedic
- Invest in the workforce and the right equipment to meet the needs of the public
- We pay enough in council tax to cover the emergency services without having to pay again when we need them.
- Value for money is important as long as it does not diminish the service
- Would need to understand more about "making income opportunities" before commenting further

Proposal 8: Surrey Response Standard

- Also within this to meet attendance times for all incidents. And going back to a previous proposal work more closely with neighbouring brigades to use their resources when required
- This seems to link with Q6 above on increasing local knowledge of the 'patch'.
- Whilst in principle we would agree HFRS would want to understand future response standards in Surrey and how this may impact upon agreements under section 13 and 16 of the Fire and Rescue Services Act. It is noted the current agreement was formed in 2007. We would value the opportunity to understand any substantial changes by Surrey FRS which might increase demand for HFRS appliances responding into Surrey or increase availability of Surrey resources to respond into Hampshire. With this knowledge we may wish to review the agreement under Section 13 and 16 of the FRSA and consider associated charges. Hampshire Fire and Rescue Authority agreed proposals from HFRS Risk Review in February 2016. The proposals were consulted on by all stakeholders and we ask that you give due consideration to the now planned capabilities in Hampshire. We would ask that particular attention is paid to the Farnham area and key risks such as the Hindhead tunnel so we are assured that we have properly considered risk and have aligned resources accordingly. HFRS having just undergone a Risk Review have a lot of experience and learning particularly in developing our approach to implementing new SD capabilities in the future. We would welcome the opportunity to share our experience and learning in this area.
- All our equipment should be standardised and available at every station, we, as firefighters are expected to work anywhere in Surrey, why vary tools/ equipment at

each station resulting in more training and pumps off the run when crewing shortfalls occur?

- No Fire appliance to attend health issues. Consider Flexible vehicles and equipment. Fire officer in cars to attend first unless absolutely sure of needs.
- Review response standard to reflect first officer on site (see above). This will immediately provide cost savings. i.e. fuel, wear and tear of equipment Surrey residents would expect this response standard to not fall, although the levels of traffic across the county provide quite a challenge for maintaining a quick response standard.
- This needs to be under constant review in order to keep up with the current trends and types of incidents the fire service is required to attend
- Already mentioned this above
- This is somewhat obvious, is it not? In any case, it must not affect negatively present response times.
- Understand the need to be effective with appliancesbut don't use this as an opportunity to diminish the service.
- Restricting the type of attendance could cause problems and too-late mobilisation of the correct resources when the exact nature of the incident is ascertained.
- Why wouldn't you send the right resource for the scene?
- sending a fire engine to a smoke alarm installation is a dreadful waste of resources
- I would have thought that it is important to review this Standard on a regular basis anyway.
- If you send a small vehicle to a bin fire that has by the time the crew arrived spread and engulfed half a house how will you justify the death of the public because of cost saving. Surrey residents pay for fire engines not cars or motorcycles or any other ideas you might have.
- A fire engine. With a crew of 5. Within 8 minutes followed by a second within 10 should be gold standard
- Information from the public is often inaccurate or insufficient to justify anything other than sending at least one fully crewed conventional fire engine. Even information from other emergency services can be inaccurate. Mucking about with converted vans and smaller crews will put firefighters and the public in danger.
- Integration of Sussex response standard to ensure compatibility especially in areas on county boundaries
- As long as the review doesn't downgrade or if two options of vehicle
- Essential: (Another question to pressure unions, ?) QUESTION: National vision for future Fire/Ambulance /Police co-operation with Union involvement - role of the 21st century firefighter, Data specialist, Arson cell with Police, Paramedic training, Nuclear, biological, chemical training, floods, boat skills etc Direct Officer Entry, Pay escalator in return for no strikes
- Other local fire services have looked into this. Really unpopular with staff and scares the public. Right equipment and ability to act if incident is different when first team arrive is better than less arriving in a van to tick your time to arrive box.
- Seems to be a vehicle to justify sending "lesser" fire appliances MRV's etc to incidents that used to be attended by proper fire appliances with all the resources which they carry. Could be viewed as clock stopping or watering down of fire service capabilities and flexibility. The type of incident reported and the type of incident which

is actually occurring are very often different if you sent a fully crewed fully equipped proper fire appliance it can deal with most of these incidents or the initial stages of them until back up arrives. "lesser" fire appliances, MRV's etc do not have the same capabilities. It is ALWAYS better to over resource an incident than under resource it, otherwise unacceptable risks to fire service personnel will occur (and massive public pressure to do something without the appropriate personnel/equipment)

- I would have expected this to be a recurring activity for continual service improvements.
- The key reason perhaps NOT to be a combined service?
- This makes economic sense
- I would expect this to happen each year anyway and an assessment made of the number of times the response rate was missed or the number of times an inappropriate vehicle was sent to an incident and how this impacted on the outcome of the incident. How do response times compare to other home counties? are they appropriate to dealing with motorway incidents?
- Perhaps other modes of transport need to be considered appropriate to the need
- Haven't read the standard I'm afraid.
- Sending the right vehicle must be more important than sending just any vehicle, just for the purpose of target hitting, as some ambulance services have done...
- Sending the right vehicle is more important than sending just any vehicle.
- Why is this considered a new proposal - this has always been the concept!
- As long as it doesn't make things less safe
- The right number of appliances & personnel to an incident has a dramatic effect on how well the incident will be resolved. In general the correct weight of attack at an incident determines a successful outcome, if fewer resources & personnel are available I feel more incidents will be lost & safety of personnel put at risk.
- Where risk and safety have higher ranking than operational cost saving
- As resident of Surrey I would be concerned if the response standard were diluted any further. 10 minutes is a long time to wait when you are in urgent need of assistance and a lot can happen in that time. I am not overly concerned on the type of vehicle that attends as long as it is up to the task and has sufficient crew to make a positive impact. As an employee of the SFRS I want to know that the response standard will give crews a better than average chance of making a positive impact when they arrive at the scene and that the vehicle they arrive in, and the equipment they use can be used to good effect. What would not be acceptable is for solution that sees an inappropriate resource despatched where the crew cannot make an intervention because they are too few and/or lack the right equipment.
- Some intelligence is needed here depending on what is reported. Witnesses or people in shock may not always report everything.
- Are we looking at the American format where fire crews act as medics
- A more flexible response capability sounds important and sensible.
- The criteria should be reviewed, but attendance times should be made quicker not slower.
- Taking into account geography and demographics.
- Crews and vehicles are a sunk cost - they are already there and waiting. Better to have them out on a call than doing nothing in base.
- under no circumstances should any staff be cut.

- Setting criteria is pointless unless there is a delivery methodology and they follow the strategy. Premature to include in a strategy review.
- Make sure it's clear so that people can easily understand it.
- Improve our data collection Use many partners
- It is important that the nearest appliances attend an incident, as this is not the case now in some areas.
- The Surrey Response Standard should be reviewed in-line with the current environment, workforce and type of incident.
- Measuring whats easy to measure, not whats important. More focus needed on quality of service on arrival.
- It is right that the most appropriate resources are mobilised to an incident. However this requires additional work on call challenge and intelligent mobilising rather than basing mobilising on historical data. No matter how you word it, a lesser response time means a reduction in standards.
- The highest priority
- There is no point sending resources that are not needed however need to be careful that not enough resources are available
- allows better application of resources across the county based on risk identification for business and communities from the previous proposal
- At many incidents man power is a more important asset to manage than appliances and this should be the standard we mobilise against. How many Fire fighters do you need to deal with the scenario and what is the fastest and safest way to deploy them.
- We need to maintain the Surrey Response Standard recognising that this has become more difficult with the increasing amount of traffic - this is rightly an expectation of all members of the public and particularly the most vulnerable.
- This is a very ambiguously worded proposal. This review of response should be led by requirement of resource not by budget constraint. Do not use the surrey publics safety as a financial argument to reduce resources
- This is a sensible approach but not always practical as timigs is also a factor, as is the lack of situational understanding in the early stages of some incidents.
- I don't understand why you need to send a HGV to each call when maybe a smaller vehicle with a crew of two would do.
- Hope your current standards are working
- If this is leading to sending smaller vehicles to bin fires this is dangerous. I have heard of said incidents that are actually premise fires and this puts lives of crews attending in a real moral dilema which is unfair and unsafe.
- This sounds like code for a lesser service with lengthened response time. SECAM already misses targets in the south west of the county and there is no excuse for other servcies to do the same
- SURELY you must already be doing this!!!!!!
- You continue to get this wrong, I'd be intrested to see if you act in the intrest of your staffs safety and that of the communities that pay for us. We are dangerous low on numbers and response times get worse and worse, particulary for second pumps.
- This is increasinly getting worse, needs addressing
- As long as this doesn't reduce weight of attack or increase attendance times
- These should not compromise firefighter safety just to meet cost savings

- Too much reliance on the knowledge of the caller could prove to be catastrophic if they get their facts wrong, as often happens.
- History takes time!

Proposal 9: Automatic Fire Alarms

- To have special response vehicles
- Building monitoring can be carried out by outside companies employed by the building proprietor.
- You don't ever go to AFA's you only ever come back from them. I feel it's important to respond to them because it could be a genuine emergency
- Difficult to be too 'tough' on guilty auto callers, do nurses homes and toasters come to mind? As one day it will be a real shout!
- We would support an approach that reduces demand of these Automatic Fire Alarm incidents, has an effective call challenge and call handling system in place and provides a proportionate response given the nature of the risk. We have explored this and found that a distinction can be drawn between building types when taken into account with the nature and associated risk of the occupancy.
- our unwanted AFA's have dropped dramatically to call challenging already, could you produce a leaflet which we could deliver to any AFA's which occur due to poorly maintained systems.
- Charge for 2nd (?) and subsequent false alarms. 97% is NOT acceptable in any business model! Drastically reduce by liaising with senior/responsible persons on site if possible to ascertain problem (ie Hotels/ Retail Outlets/Offices). Send Officer in car as first response unless in very remote areas where time to attend would be an issue
- This work must ensure that the vulnerable (care homes, schools, hospitals) are not put at risk. More work should be done with fire safety officers premises to reduce false alarms.
- I have experienced trying to cancel yourselves from attending a false alarm but you still insisted on doing so. It obviously depends on which professional body is cancelling you but there are saving here to be had. Also, after say 3 false alarms, refuse to attend until their alarm has been upgraded. This could be enforced through the insurance industry.
- Continuous false alarms undermine the service ...but again measures to prevent attendance in the regard have in the past just resulted in a opportunity to reduce the number of personnel rather than the issue of genuine emergency cover.
- This is one area where charging for continual false alarms should be bringing in funds.
- If all you need is eyes on scene a car is faster and less resource intensive than an appliance.
- It is a matter of priorities. You divert to the most serious emergency. If an appliance wasn't at an alarm it would most likely be at a Fire Station. Either may be nearer to an emergency.
- Automatic fire alarms must be fitted for a reason. maybe consider that if someone calls to say your not required then don't turn up instead of sending a fire engine to check anyway

- Not all fire alarms are false alarms. Have you learnt anything from clandon?
- Automatic fire alarm calls can be genuine emergencies, so until you arrive and confirm the call is false, you should treat the call as a potential fire. Anything else is unprofessional and irresponsible.
- A review is needed but educating businesses and general public is important
- How many response times to serious incidents have not been met because an appliance was attending a fire alarm ?
- Yes - false call outs should not be used to justify resources - data analysis and tailored response key
- Are alarms always false? If the answer is no, then send the proper response.
- Fire service attends very few fire alarms compared with previous times I can't believe that they affect the ability to attend other incidents that much.
- Fine all false call outs but ensure quicker response to all call outs. Ensure all installations are registered with up-to-date contact details etc.
- Back to the drawing board.
- Introduce stricter penalties for persistent FAs - source of income generation?
- The initial call should surely be dealt with in the same way as a genuine emergency, until such time as it can be confirmed.
- Perhaps responding with different modes of transport, use of CCTV, fire volunteer response.
- would need some justification if there was a fire no one had seen
- Balance needs to be achieved. For commercial properties where the automatic alarm can be shown to have been activated due to a fault or neglected maintenance then cost recovery should be considered.
- My experience of Housing Associations would suggest that this is very important as they are employing less staff to oversee fire tests and alarms.
- You need to charge them more. It's not the fire services responsibility to fix a poor industry... Charge them more and eventually the users and manufacturers will improve the false alarm rate.
- While I totally agree that something needs to be done to reduce false automatic call outs... I don't believe that this is the responsibility of the Fire Service. This is a country wide problem that the onus should be on the manufacturers and users of such devices. I think the Fire Service should limit their involvement in fixing this problem to just charging more for false call outs. That may motivate industry to fix the problem, if not then they just pay for it.
- A single person could quickly assess these situations responding in a car or motorbike
- You should respond as it will catch you out one day, don't play with lives.
- Fine them if not real ?
- Where commercial premises are concerned a serious look at how AFAs are managed and the training they undertake to do this could be a starting point.
- Not enough information
- Put more responsibility on the building's owners unless in a high risk to life building. Owners should confirm fire is present first before SFRS respond.
- An automatic fire alarm could be a genuine emergency.

- Not sure this does affect performance significantly, ie how many genuine emergencies have been impacted in this way. This needs to be balanced by risk of not attending automatic fire alarms and people dying or property being lost, or by putting people at risk to enter buildings that might be on fire to check things out for you.
- its a waste of time going to all the automatic alarms. businesses should have a procedure in place to confirm its a real alarm before anything is sent out
- People should not be interrogated by control, or sent to check if there is a fire. Send an appliance asap.
- we should continue going to life risk / sleeping risk premises
- The Fire and Rescue Services should lobby government, through the Home Office/DCLG, for private companies to install CCTV in large buildings to monitor areas reported as being 'on fire' when automatic fire alarms sound.
- impact on ability to respond to emergencies must be minimised - there needs to be a balanced approach and alarm owners must take responsibility for their kit
- under no circumstances should any staff be cut.
- Redraft to say improve validation of automated alarms received to reduce responses to false alarms
- I would rather you were out helping people in need rather than dealing with a faulty alarm system that someone should be maintaining properly but make sure that you do it safely. How will you make sure you know the difference between a false alarm and a real one?
- Develop a workable strategy
- Public do not understand this
- People pay their fees and expect a response. This is more important than attending a minor RTC for the police as there is the possibility of a fire.
- Why look to stop attending these incidents, yet actively seek other incidents from other sources, particularly those that other services don't want to do, but have a legal duty to do so!
- Why do you even go to them the police don't respond to burglary alarm unless there are robbers on site Why don't you do the same with fire alarms only go if there s a fire
- There are other areas priority areas.
- Fewer incidents - this is not a problem for FRSs currently. Focusing on the wrong issues
- Automatic fire calls could be the first sign of a serious fire. Progress this issue but not dealing with them to some form of conclusion is not acceptable.
- Amount of AFA's is costly
- The attendance at Automatic fire alarms should remain unchanged but have a more streamlined ability to charge repeat locations who do not correct their faults. An automatic charge at repeat addresses over a 6month period maybe?
- Either a car or motorbike to attend to make an assessment with a pump to back up if needed
- 16k calls a year 97% not necessary - there has to be a better way. Find it.
- AFA can, even though a low amount, can be confirmed fires dangerous ideas!!

- While I understand the problem, I would not like SFRS to reduce the service it provides.
- Every call should be reacted to in the same way. Pre-judging without reviewing the situation onsite could be very costly
- surely a fire alarm can be an early warning of fire so it must be important to ensure the alarm is not identifying a fire - this would be a genuine emergency
- Potentially putting the caller at risk and delaying turn out of crews if there is indeed a fire, should get an appliance moving until/ unless it is confirmed fire/false alarm
- Single response units. Or allowing police to respond to assess
- Fire units should still be sent to fire alarms incase they are genuine calls
- AFAs are not automatically false alarms.

This page is intentionally left blank

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES AND COMMUNITY WELLBEING****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE****LEAD OFFICER: RUSSELL PEARSON, CHIEF FIRE OFFICER****SUBJECT: APPROVAL FOR THE FIRE AND RESCUE SERVICE TO TRIAL THE USE OF INITIAL RESPONSE VEHICLES AND AWARD A CONTRACT FOR THE PROVISION.****SUMMARY OF ISSUE:**

Changes to how Surrey Fire and Rescue Service (SFRS) respond to incidents need to be implemented to achieve targets within the Medium Term Financial Plan (MTFP). SFRS are therefore proposing to trial the introduction of a different response method using Initial Response Vehicles (IRV) that can be sent to specified incident types in place of a traditional fire appliance.

Subject to the results of the trial, the intention would be to recommend purchase of additional IRVs to replace and/or support part of the current fleet. This will provide options for increased flexibility and speed of delivery, whilst maintaining quality and potentially reducing cost by over £4m per IRV over its expected 10-year life.

This report also seeks approval to award a contract for an IRV 'package' as detailed in Part 2.

RECOMMENDATIONS:

It is recommended that the Cabinet agrees that:

1. Surrey Fire and Rescue Service trial the use of Initial Response Vehicles to prove safe systems of work under the Health and Safety at Work Act 1974, leading to a more flexible and efficient response model to Surrey residents.
2. A contract for Initial Response Vehicles is awarded in January 2017 to Rosenbauer UK Ltd for a two phase contract, consisting of an initial trial period with two vehicles with an option to extend for a further two years with up to an additional four vehicles, subject to the completion of a successful pilot.

REASON FOR RECOMMENDATIONS:

In order to better meet demand with the resources available, SFRS need to adjust the way it delivers services to improve efficiency and support a more sustainable approach that is value for money and continues to meet the needs of Surrey residents.

The IRV trial will enable the Service to assess capabilities and gathering data on the scope of operations that could be delivered through a different response method. The trial will ensure that the vehicles, equipment and crewing can be tested across a wide range of incidents and peaks of operational activity. The outcomes from the trial will inform the decisions around implementation, policy and safe and effective service delivery for Surrey residents.

DETAILS:

Business Case

1. The proposal is to introduce IRVs to replace/assist the current fleet. An IRV is a van sized vehicle (see Annex A) which can be crewed by two firefighters, in comparison to the traditional LGV sized fire engine crewed by four firefighters. It has the capability to attend a range of defined incidents (see Annex B), provide support at more complex situations and deliver community safety activities creating both capital and revenue savings.
2. The vehicle will be fitted with new modern equipment to tackle fire incidents differently and in some cases, more safely than before. For example, at some incidents a Piercing Tool can be used to tackle a compartment fire situation from the outside of the building. It will be equipped with a unique water delivery system that can be used with the Positive Pressure Ventilation fans and the Thermal Image Camera to ventilate and suppress the fire, using 200 litres per minute of water. The use of automated pumping with a ground monitor can be used to cool or extinguish fire, while the crew and vehicle maintain a safe distance or remain inside the vehicle.
3. The IRV concept has been co-designed and agreed with the relevant representative bodies. The initial pilot is to utilise two IRVs across Surrey in addition to current provision to assess capabilities and gather intelligence on the scope of operations that could be delivered by such a model, ensuring safe systems of work. Variable factors such as locations, crewing arrangements, fixed or roaming locations and the types of incidents attended are expected to be flexible throughout the duration of the pilot scheme.
4. Following award of contract, vehicle build, delivery and training, the trial will commence in June 2017.
5. Data captured will inform SFRS of performance against set criteria. The Key Performance Indicators (KPIs) will be monitored by the IRV project board and a governance board including key stakeholders, Cabinet Member, Associate Member and the Fire Brigades' Union (FBU).
6. The contract will host the provision of an end-to-end package to include two vehicles, equipment and proof of safe systems of work and also additional training requirements including a 'train the trainer' methodology for the pool of staff to crew the vehicles during the pilot.

The proposal for a two phase contract:

7. Phase one will see the appropriate delivery, review and completion of the pilot. Central to this will be the understanding of how safe systems of work can be maintained whilst adding significant value to existing service provision. The capabilities and limitations of the specification will be tested during the pilot and this will be used to refine the final product. It is intended that within the pilot scheme monthly performance reviews will be reported through SFRS governance arrangements.
8. On completion and evaluation of phase one, if successful, phase two will provide the option for an extended roll out of further IRVs. The contract allows for up to an additional four vehicles to be introduced. SFRS plans that any provision of additional vehicles would be in replacement of existing assets such as traditional fire engines and deliver a capital and revenue saving. Breakout clauses have been established in the contract that allows the Surrey Fire and Rescue Authority (SFRA) not to progress with further roll out of the scheme if it is deemed not appropriate at the time. For planning purposes the financial information within this report identifies estimated costs associated with both phase one and phase two, followed by an overall cost for the contract and forecasted savings over three years.

Procurement Strategy and Options

9. SFRS believe that outsourcing the provision of the specialised vehicles and the equipment, safe systems of work will utilise previously developed solutions with an expectation of lower overall cost, shorter development and build time as well as improved quality by benefiting from an experienced commercial provider.
10. A supplier market engagement day took place at HQ Wray Park that allowed suppliers to meet the project team, discuss the requirements and contribute to the development of the specification ahead of the tender being published.
11. It was established that there were no suitable national frameworks available to provide this service and so a fully compliant tender was deemed the preferred route for the 'proof of concept' package.
12. Consultation continued with the Chief Officers' Group (COG) and the FBU and it was decided the most appropriate procurement approach was to carry out an Official Journal of the European Union (OJEU) Open Procedure to incorporate all elements and award to a single provider.

Competitive Tendering Process

13. Using the OJEU Open Procedure, the tender was divided into two phases:
14. Phase one – the delivery of 2 IRVs and the review and completion of a pilot as previously described. SFRS are comfortable that they understand the capabilities and limitations of any proposed specification.
15. Phase two – the option for an extended roll out of further IRVs. It is anticipated that this could be up to an additional four vehicles. SFRS plan that any provision of additional vehicles would be in replacement of existing assets such as traditional fire engines and deliver a capital and revenue saving.

Key Implications

16. The initial contract term will allow a full and comprehensive evaluation of the concept.
17. The contract terms allow the Council to terminate the contract with three months' notice in the event of legislation changes; change of Service and/or County Council priorities or supplier performance is not to the required standard.
18. Performance will be monitored through a series of key performance indicators as detailed in the contract and reviewed at monthly operations meetings with the provider.

CONSULTATION:

19. Key Stakeholders externally and within the County Council have been consulted at appropriate stages of the procurement process including:
 - Fire Brigades Union
 - Kay Hammond, Cabinet Associate for Community Safety Services

RISK MANAGEMENT AND IMPLICATIONS:

20. **Finance** – The IRV concept is a key enabler for SFRS to reform how the Service respond to incidents and to achieve significant planned savings within the MTFP. If the project is not successful, it will lead to significant financial pressure that can only be met by reducing existing response capability and closing fire stations.
21. Currently SFRS are using the natural leaver profile and not recruiting to manage budget pressures. This can only be sustained if changes in service delivery are implemented. Without these changes, SFRS forecast a requirement to recruit in 2018/19 financial year in order to maintain the current service provision.
22. Initial investment is required to deliver a pilot scheme, supplementary to existing resources. Sourcing additional staffing from the existing establishment can only be achieved by changing the current response model. Changes to the Surrey response model requires full consultation with stakeholders.
23. Pricing within the tender submissions was confirmed until November 2016. This has now been extended until 31 Dec 2016.
24. **Political** – Central government policy supports further collaboration and new models of delivery, accelerated following the move of fire and rescue services to the Home Office.
25. Local political governance understands the need and supports ideas for investigating alternative methods of delivery in a more innovative and cost effective way, providing an evidence based alternative that protects the resident's needs can be proven.
26. **Public/Resident** – SFRS should remain open and transparent about change in service provision. Such changes will require public consultation.
27. Information from a pilot scheme would provide objective evidence to proceed or not. It should be confirmed that any adjustment to SFRS' operations strategy is centred on providing the best service possible in the current financial climate.
28. **Workforce** – This programme is co-designed with the FBU in order to maintain engagement of the workforce and to ensure an understanding that senior officers and

workforce representation maximise the effectiveness of frontline service delivery in extremely challenging times.

29. In order to meet the savings required the majority of savings will come from a reduced level of establishment. This could be achieved through SFRS' natural leaver profile, depending on amendments to the current MTFP, thus avoiding the need for compulsory redundancy.
30. **Redundant assets** - The pilot will enable safe systems of work to be evaluated and address operational risks prior to commencement of phase two. However, if the pilot is unsuccessful there will be two IRVs that may no longer be required. Repurposing the IRVs within the Service could negate the need to replace other Service vehicles and potentially the equipment could be re-used to enhance operational capabilities. This would be the preferred option.
31. Alternatively, the vehicles could be dealt with as follows:
 - a. The assets acquired through the pilot, both vehicle and equipment, to be sold as a complete package.
 - b. The vehicles and equipment will be repurposed and used within SFRS.
 - c. The vehicles and equipment will be sold separately and remaining assets will be repurposed.
32. Robust project management methodology will ensure appropriate levels of governance are applied to enable the effective management and control of the programme progress, finance, risks and issues.
33. There will be monthly reviews of performance data. This will be monitored and managed via the Service governance arrangements in place. In addition, the contract includes consultancy throughout the pilot to develop the solution.

Key risks identified:

34. Project objectives not achieved within required timescale

There are various risks of delays in meeting the intended timescale for the pilot:

- a. programme implementation falling behind schedule;
- b. changes to key personnel in project;
- c. lack of data gathered to support decision making;
- d. challenges received through public consultation;
- e. opposition from national, regional and local workforce; and
- f. lack of capacity amongst the knowledge experts required for the pilot.

All such delays could result in a delay in both the realisation of the required savings and unlocking the identified service benefits.

Mitigation: Early engagement with stakeholders and the public, implementation of robust project management, having consistent project sponsorship, gathering and collating supporting evidence and maintaining co-design at a regional and local level.

35. Inability to undertake pilot either fully or in part

There are some risks around limiting what can be delivered during the pilot phase:

- g. insufficient availability, interest or funding to crew the new appliances; and
- h. single breathing apparatus (BA) user restrictions arising from national operational guidance

Mitigation: Development of an efficient crewing model, having the option to be flexible with the duration of the pilot, early engagement with workforce, maintaining co-design with the FBU, review and amendment of breathing apparatus policy to ensure single users can operate safely at appropriate incident types and working closely with local FBUs and the BA training section to develop appropriate control measures within the national incident command doctrine.

Subject to Cabinet approval, SCC Investment Panel have agreed Invest to Save funding of £270,000 for the pilot scheme.

36. **IRVs not implemented to replace appliances following pilot**

- i. Safe systems of work cannot be proven.

Mitigation: Work with the supplier throughout the pilot to develop safe systems of work. Gather sufficient data to evaluate and evidence all decision making. Undertake monthly pilot and provider performance reviews and report through SFRS governance arrangements.

Should the project be unsuccessful then vehicles are potentially surplus to requirements, and total investment in project will have been £590,000 less any market value achieved through disposal.

Financial and Value for Money Implications

37. The Funding for stage 1 capital expenditure is from the existing SFRS Vehicle and Equipment Replacement Fund (VERF) with the training costs from the existing 2016/17 training budget. The invitation to tender invited alternative bids to include such schemes as a 'lease to buy' for the initial two pilot vehicles. None of the tender submissions included these alternative options. The remaining funding required of £270,000 to cover the staff costs of operating the trial in addition to the current emergency response arrangements, has been agreed by SCC Investment Panel as an Invest to Save proposal, subject to Cabinet approval.
38. Should the pilot scheme prove successful the capital funding for stage two will be from the VERF. This will be diverted from funds currently planned for the procurement of replacement traditional fire engines. No additional revenue costs for stage two are forecast.
39. No immediate savings are expected within the year 1 pilot scheme as this will be supplementary to existing service delivery assets. However, subject to a successful pilot, SFRS expect to see ongoing capital and revenue savings from year 2 onwards should the Fire Authority decide to change emergency response provision by introducing IRVs in place of traditional fire engines at some locations, subject to Integrated Risk Management Plan consultation, so that it addresses community risk and not just saves money.
40. A comparison of the costs associated with an IRV against a traditional fire engine is outlined below:

Comparison of IRV to traditional Fire engine.

Notes	Fire engines	IRV	Variance
1 Procurement of Vehicle and equipment	£375,000	£159,000	-£216,000
Life expectancy	15 years	10 years	-5 years
Capital cost per year (contribution to Vehicle Reserve)	£25,000	£15,900	-£9,100
Crew size	4	2	-2
2 Annual cost of crewing (direct staffing only)	£905,000	£505,000	-£400,000
3 Total Annual cost of provision	£930,000	£520,900	-£409,100

- 1 When operating within a fleet both vehicles types require spare vehicles to provide cover for when off run. Estimated at 20% across the fleet. This is not included within the figures above.
 - 2 Crewing costs does not include associated costs of training and Personal Protective Equipment. These costs will also reduce, but may initially be partly offset by extra introductory training
 - 3 In addition there should be a reduction in service and maintenance costs. Awaiting results of the trial to establish the differences.
41. There are potentially significant savings to be achieved by replacing a traditional fire engine with an IRV. The revenue saving is estimated at £400,000 per year. In addition, there could be a capital saving of £91,000 over the 10 year life of an IRV leading to a reduced requirement for VVERF contributions of £9,100 per year. This gives a revenue saving per IRV of £409,100 per year, equating to £4.1m over its 10 year life.
 42. As part of the pilot phase any proposed equipment changes will be bench marked to ensure value for money before accepting any further proposals (similarly any reductions in equipment provision will lead to a reduction in cost).
 43. An Expenditure and Savings profile over the IRV 10 year life can be seen below.

Expenditure and Savings profile for IRV project

Notes	Investment 2016/17 and 2017/18	2018/19	8 years 2019 - 27	Total 10 year IRV life
Capital				
1 Purchase of two IRVs for trial	320			320
2 Saving against vehicle replacement programme		-320		-320
Total	320	-320		0
Revenue				
Additional staffing for trial	270			270
3 Staffing (2 IRVs)		-800	-6,400	-7,200
4 Reduced revenue contribution to replacement reserve		-18	-146	-164
5 Reduced running costs - To be quantified through trial				0
6 Total	270	-818	-6,546	-7,094
Total expenditure changes for successful implementation of two IRVS	590	-1,138	-6,546	-7,094
Possible Implementation of further two IRVs in 19/20 (8 year saving)			-6,546	-6,546
7 Total saving over next 10 years if four appliances replaced by IRV'S	590	-1,138	-13,091	-13,639

- 1 Initial purchase of two IRVs funded from the Vehicle & Equipment Replacement Reserve end 2016/17 or beginning 17/18
- 2 If trial is successful and IRVs replace appliances then shows as saving in year 2 as replaces planned vehicle expenditure
- 3 Staff saving of £400,000 per IRV
- 4 capital saving of £91,000 over 10 year life of IRV gives reduced VERR contributions of £9,100 per year.
- 5 The reduced maintenance and running costs of IRV to be quantified through trial.
- 6 Nine year staff savings achieved. Reflects reduced funding requirement of the Vehicle & Equipment replacement reserve
- 7 Total saving from replacing four appliances with IRVs over 10 years from start of trial.

44. Stage one of the project is to purchase two IRVs. If these are successful and are used to replace current appliances they could lead to savings of £7.1m over ten years after allowing for the costs of the trial run. Implementing further IRVs would require no further investment as they would be funded by the VERR as planned replacement of obsolete appliances. A phased implementation of two further IRVs, to give a fleet of four, would increase the potential saving to £13.6m over the same period, with annual ongoing revenue savings of £1.6m.

Achievement of Savings

45. To operate a traditional appliance with four firefighters on a 24/7 basis requires 21.2 FTE after taking account of productive shifts per firefighter. The current operating model uses a combination of crews of whole time firefighters (20 FTE), and additional overtime (approx. 1.2 FTE equivalent).
46. To date there has been a no redundancy policy for Firefighters, relying on the natural leaver profile within the workforce to reduce the overall headcount.
47. When removing an appliance the firefighters are reallocated around stations and the staffing costs are saved through filling vacancies as other staff retire or leave the service. Each appliance that is replaced with an IRV will reduce the Firefighter headcount required by approximately 10FTE. With anticipated leavers, it is expected that there will be a sufficient reduction in headcount to fully achieve the ongoing savings from replacing two appliances with IRVs during 2018/19.
48. If IRVs are then implemented further, the expected leaver profile would also be sufficient during 2019/20 to cover the headcount reduction from a further two appliance replacements.

49. This does not take into account any other proposed changes to station configurations that may be agreed separately which could further reduce the required workforce.

Section 151 Officer Commentary

50. The Section 151 Officer notes that significant expenditure is required to deliver the trial, however the proposal to replace traditional vehicles with IRVs will deliver an ongoing saving to the council if the trial is successful and the change in service delivery is implemented following appropriate consultation. These savings form part of proposed future cost savings for the service in order to meet the Medium Term Financial Plan.
51. The cost of the trial is not budgeted and additional revenue funding of £0.27m will be required on an Invest to Save basis for the cost of the staff involved in the trial.

Legal Implications – Monitoring Officer

52. The procurement has been completed in accordance with the Public Contracts Regulations 2015. The use of the Open Procedure means that SFRS have tested the market thoroughly for best value.
53. The contract has been specially written to help SFRS achieve its objectives of trialling the concept of an initial response vehicle to see if it can be proved. SFRS has the flexibility in the contract of not continuing if things do not go as planned.

Equalities and Diversity

54. One facet of the proof of concept exercise will be to develop the equalities impact assessment and monitor how the differentiated response to incidents is experienced by communities and staff. Therefore, assessment of the pilot's success and deciding whether to propose advancing to the second stage will, in part, rest upon the outcome of the EIA.

Climate change/ carbon emissions implications

55. It is anticipated that when comparing like for like mileage between a traditional LGV sized appliance and an IRV there will be less fuel consumption and therefore fewer carbon emissions. Similarly, when at the site of an incident the IRVs are likely to use less fuel to power connected appliances than a traditional vehicle.

WHAT HAPPENS NEXT:

56. Key programme milestones:
- Award of Contract – January 2017
 - Receipt of vehicles, equipment, training package and safe systems of work – June 2017, followed by 'go live' of pilot.
 - Review of pilot and incorporate IRV concept into revised Public Safety Plan proposals for consultation.

Contact Officer:

Project Specialist Leigh Brinton Tel: 01737 733691

Consulted:

See Consultation section in main body of report

Annexes:

Annex A – Example IRV image.

Annex B – Fire and Rescue Service National incident types

Sources/background papers:

- Operations Management Report (IRV)
 - Invest to Save paper – 15 Nov 2016
-

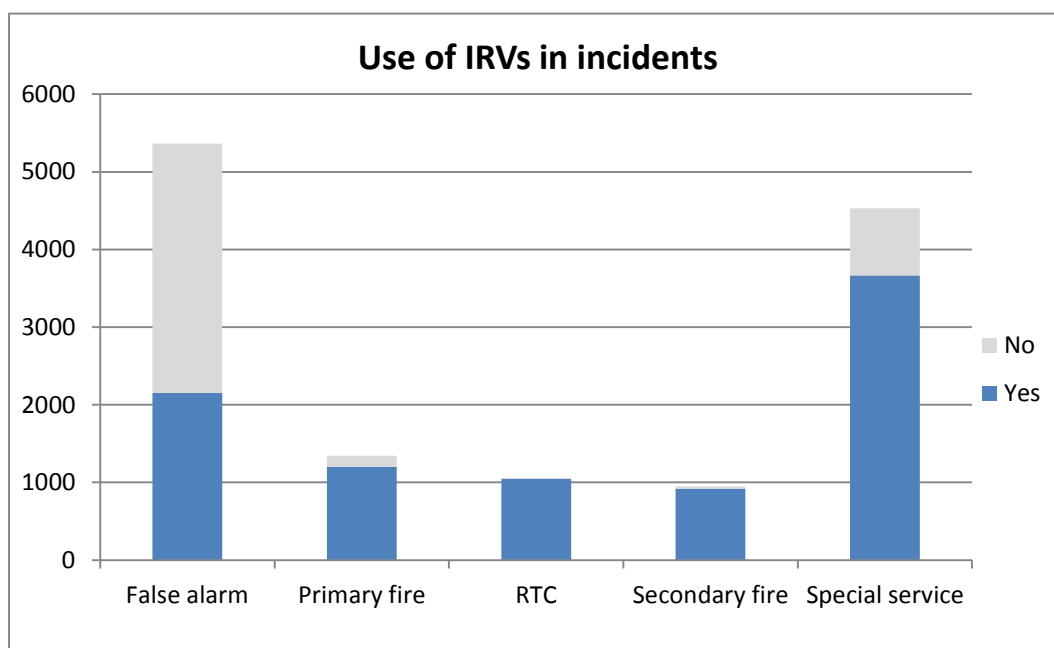
Example of what an Initial Response Vehicle may look like



SFRS attended incidents 01 Nov 2016 – 31 October 2016

Incident category	Number of incidents attended
False alarm	5365
Primary fire	1345
RTC	1055
Secondary fire	949
Special service	4528
Grand Total	13242

Incidents by category type (as above) illustrating those national incident types that potentially may be attended by an IRV in the future.



Fire and Rescue Service National Incident Types

Will be attended by an IRV:

Fire in the open - small
 Advice given
 Caravan / camping
 Chimney
 Co responder
 Fire now out
 Gas alarms

Late fire call
 Lift persons shut in
 Persons locked in
 Persons locked out
 Persons on fire
 Post box
 Abandoned call

Road furniture
Smoke alarm
Smoke in the open

Swill away
Vehicle leaking fuel
Vehicle small

May be attended by an IRV:

Building Fire
Derelict property fire
Fire
RTC
RTC persons trapped (large vehicles)
RTC persons trapped (small vehicles)

Assist other agency
Fire safety issue
Inform other agency
Persons
Persons collapsed

Will not be attended by an IRV:

Aircraft accident light
Aircraft in distress
Aircraft light
Animal rescue large
Animal rescue small
Bomb suspected
Building collapse
Building thatched
Call challenged mp - mobile phone
Call challenged ps - public subscriber
line
Civil disturbance
Cylinder acetylene
Cylinder other
Dangerous structure
Electrical installations
Evacuation of persons
Explosion
Fire in the open - large
Flooding
Hazmat major

Hazmat minor
Oil pollution
Persons trapped
Pipeline
Railway accident
Railway embankment
Railway train passenger
Rescue from confined space
Rescue from entrapment (non-
emergency)
Rescue from height
Rescue from mud
Rescue from water
Ship sinking
Suicide attempt
Supply water
Suspicious powder
Unidentified smell
Vehicle large

This page is intentionally left blank

**SURREY COUNTY COUNCIL
CABINET**

DATE: 13 DECEMBER 2016



**REPORT OF: MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES
AND COMMUNITY WELLBEING**

**LEAD OFFICER: MR TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT &
INFRASTRUCTURE**

**SUBJECT: CHANGES TO HOW SURREY FIRE AND RESCUE SERVICE
RESPOND TO AUTOMATIC FIRE ALARMS**

SUMMARY OF ISSUE:

This report explains the current procedure for attending incidents notified through Automatic Fire Alarms and explores changes that Surrey Fire and Rescue Service are proposing. Surrey Fire and Rescue Service ("SFRS") is seeking to expand its 'call challenge' policy in three Phases. Expansion of the policy will enable SFRS to determine more accurately whether emergency attendance is needed following a notification from an Automatic Fire Alarm or if the response can be a non-emergency response or stood down. SFRS will manage its response to calls from Automatic Fire Alarms based on the information received from the caller.

RECOMMENDATIONS:

It is recommended that:

1. SFRS expands on its existing call challenge policy through the three Phases set out in paragraphs 17-20 of this report.
2. Authority is delegated to the Chief Fire Officer, in consultation with the Cabinet Member for Localities and Community Wellbeing to undertake the reviews of Phases 1 and 2 and make the decision concerning whether to proceed to the subsequent Phase of implementation.

REASON FOR RECOMMENDATIONS:

Due to the increasing number of call outs to automatic fire alarms that have proven to be false alarms, Surrey Fire and Rescue Service (SFRS) is reviewing how it responds to these calls.

This is because when the Service is emergency responding to what turns out to be a false alarm, they are not available to deal with real fire and rescue situations, and it may disrupt training and prevention work. In addition, using resources in this way and responding on 'blue lights' creates a risk to crews and to the public.

The proposal to review how the service responds to automatic fire alarms formed part of the consultation on the draft Public Safety Plan in 2016.

DETAILS:**Background information**

1. Since the last review in 2008 'call challenging' emergency calls has been used by SFRS successfully for calls from automatic fire alarms in commercial premises. The current levels of attendance are:

Attendance Level One – Always Respond

2. The service currently always respond by sending fire engines on blue lights to the following:
 - a. Domestic premises
 - b. Hospitals
 - c. Care homes
 - d. Prisons
 - e. Warden assisted sheltered housing, local authority housing
 - f. Any unoccupied building that is not detailed in attendance level two

Attendance Level Two – Call Challenge

3. The service will ask the caller if there is any sign of fire, and if not, to check the building and confirm while they stay on the line. If there is no confirmation call via 999, SFRS will make an attendance, based on our risk assessment of what may need to be sent to that premises. We may make this attendance under non-emergency conditions, to keep resources available for confirmed emergencies and to reduce risk to the public and to our staff. This is used between the hours of 0700 and 1900 for the following classes of premises:
 - a. Hostels and hotels, other sleeping accommodation
 - b. Further education premises
 - c. Public buildings
 - d. Licenced premises
 - e. Schools
 - f. Shops
 - g. Other premises open to the public
 - h. Factories and warehouses
 - i. Offices and workplaces

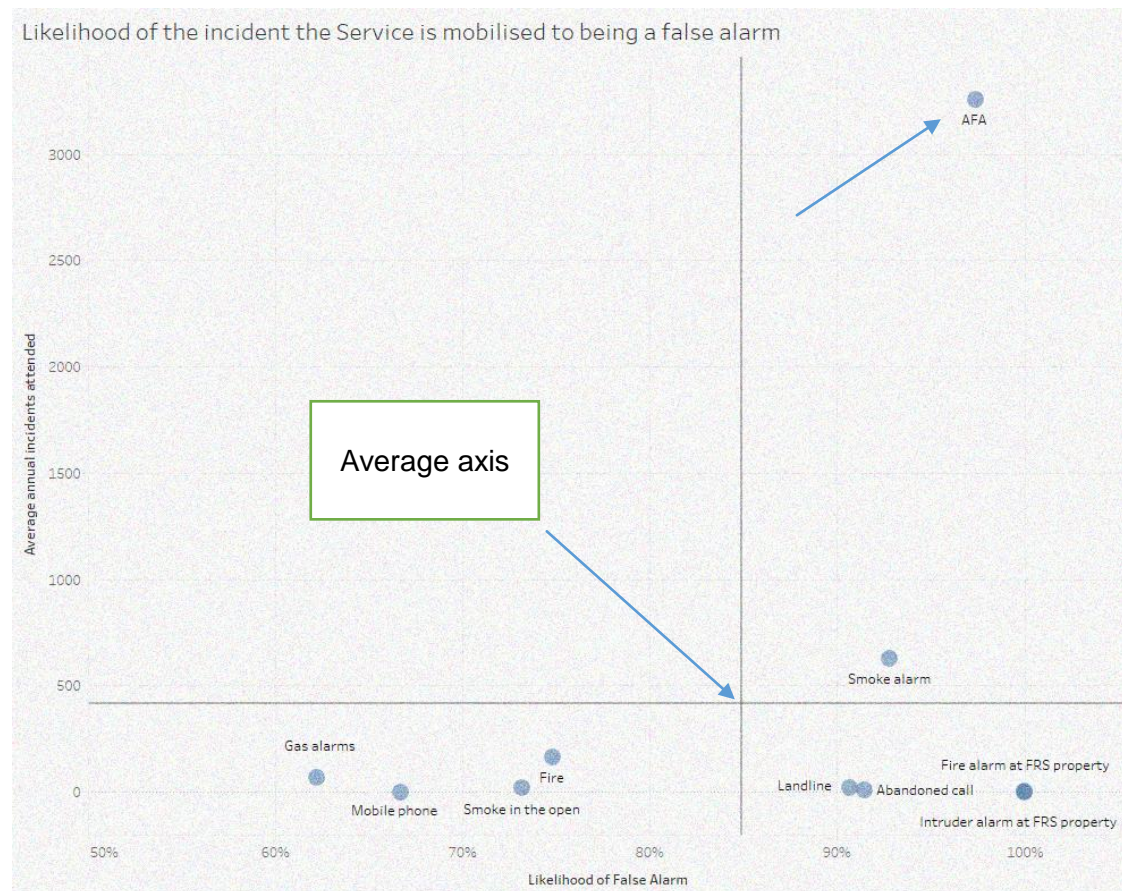
4. Outside of the hours of 0700 and 1900, any of the above premises will receive the attendance level one response.

Attendance Level Three – No response unless call received

5. SFRS will not attend premises that have frequent false alarms caused by automatic fire alarms unless a call is received confirming any positive signs of fire. Once confirmed, SFRS will send a full emergency response.

Why do we need to change how we respond?**The majority of false alarms we attend are to automatic fire alarms**

6. The image below displays the likelihood of false alarms by incident type. The majority of false alarms that SFRS attends are caused by automatic fire alarm systems.



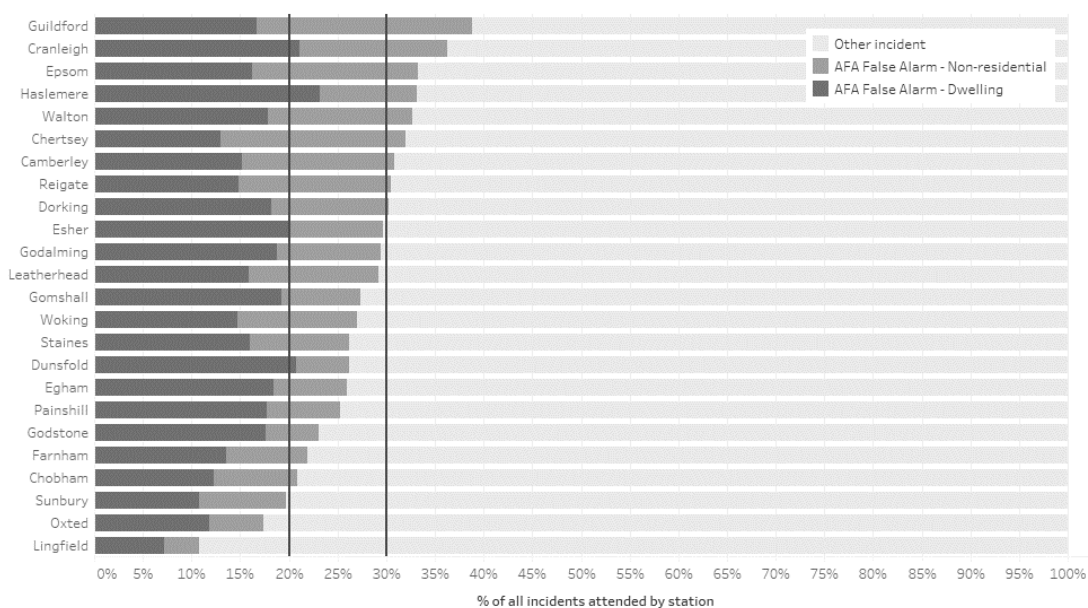
7. The trend of false alarms being triggered is likely to continue and place more demands on the service, with more properties being built over the coming years that will have automatic fire alarm systems fitted.¹

Preserving our resources for real emergencies

8. Responding to false alarms means there is a risk that the service may not be able to respond to genuine emergencies. It also increases the occasions when risk is posed, both to the public and to staff, by vehicles travelling on 'blue lights'.
9. Nine of our 26 fire stations spend more than 30% of their time responding to automatic fire alarms that turn out to be false alarms. The graph below shows the detailed information. Reducing the number of false alarms that the service attends will free resources to focus on prevention and protection activity, a statutory requirement under the Fire and Rescue Services Act 2004.

¹ Surrey Infrastructure Study

False alarms due to Automatic Fire Detection



10. Nationally, 95% of all automatic fire alarm attendances are to false alarms² and in Surrey this is 98% of all automatic fire alarm attendances. In 2014/15 Surrey was among the highest of Fire and Rescue Services nationally relating to the number of attendances at automatic fire alarms including those that are false alarms³. SFRS would need to reduce by approximately 1400 automatic fire alarm response incidents a year to move into the top quartile of national performance.
11. From April 2011 to April 2016, SFRS attended 16,272 automatic fire alarms, of which 15,843 were false alarms.
12. In 2015/16, SFRS attended 11,707 incidents, of which 3031 were to automatic fire alarms. Of this number, there were 3,000 emergency responses to automatic fire alarm systems that proved to be false alarms. This accounts for around 26% of all SFRS emergency incident attendances (excluding co-responding attendances).

Learning from other services

13. Other Fire and Rescue Services have successfully implemented policies and procedures on automatic fire alarms applying to a wider range of premises than before. This has significantly reduced their emergency response attendances for false alarms. Annex A sets out in more detail how other Fire and Rescue Services treat automatic fire alarm calls.

²

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/200092/FINAL_Facing_the_Future_3_md.pdf

³ DCLG Fire Statistics Monitor, April 2014 – March 2015, Table 3d(i)

Potential savings

14. The extra wage costs for on-call staff, and whole time staff on overtime, to attend automatic fire alarms that are false alarms, equates to approximately £13,000 a year, across the different duty systems.
15. SFRS estimates that approximately £10,000 a year is spent on fuel costs for responding to and returning from automatic fire alarms.
16. Capacity gained through appropriate management of attendance at automatic fire alarms will allow SFRS to attend other emergencies and undertake further prevention and protection work to reduce risk and save life.

Proposed changes

17. SFRS proposes to expand its existing 'call challenge' policy on how it responds to automatic fire alarms. In the event that SFRS is unable to obtain sufficient clarity from the caller or does not receive any additional information an emergency response will still be sent. ([See paragraph 1 – 3](#))
18. It is proposed that in the changes would be undertaken in three phases. In this way, the service can review the results of each phase and see if there is any additional work needed to prepare for the next phase. It will also allow businesses and residents to change their procedures in line with advice from SFRS. ([See paragraph 1 – 3](#))

a. Phase 1 – Implementation in early 2017 with review after 6 months

During the day: The existing call challenge arrangements to lower risk commercial premises would continue.

During the night: Lower risk commercial premises would also now undergo call challenge during the night to determine if there is enough information to warrant an attendance.

Designated high risk premises would still receive automatic attendance

SFRS estimates that this could reduce the number of responses to false alarms by automatic fire alarms by up to 1000 calls a year.

b. Phase 2 – Implementation in latter half of 2017 following outcome of review of Phase 1, with review after 6 months

The call challenge policy is extended to include the [premises in the current level 1 response](#), (with the exception of Domestic Premises), and the designated high risk premises during below the day time as well as at night.

- Critical national infrastructure
- Major heritage
- Control of Major Accident Hazard (COMAH) sites (2 lower tier in Surrey)
- Health care
- Residential care
- Residential multi occupied dwellings

- Residential individual dwellings

It is estimated that this could reduce the number of calls to false alarms by an additional 1000 calls per annum.

c. Phase 3 – Implementation in early 2018 following outcome of review of Phase 2

At all times, all premises will attract a call challenge to establish if sufficient intelligence can be gained to mobilise the appropriate response. It is estimated that this could reduce the number of calls by an additional 1000 per annum.

19. In total, once all the phases have been introduced, there will be a reduction of an estimated 3000 responses per year to false alarms due to automatic fire alarms (based on historical data).
20. In order to begin educating the public and to pave the way for these changes, by the end of 2016 the service will offer a Safe & Well Visit to all premises subject to a false alarm caused by an automatic fire alarm. This will ensure that residents and businesses are proactively offered the right advice to make changes. Where the calls are to commercial premises we will also complete an Initial Premises Survey, if required. This survey is where the service visits and gathers risk information to help crews know what they would come across if there were an incident at the premises. Crews undertaking these tasks will remain available for emergency calls unless they encounter serious risks to life or property which are dealt with by other service protocols.

CONSULTATION:

21. There will be a need for information to be provided to the affected premises' occupiers/owners before the introduction of the revised procedure.
22. The draft Public Safety Plan consultation included the proposal to review the Automatic Fire Alarm policy. 84.11% of respondents strongly agreed or agreed with the proposal and 7.72% disagreed or strongly disagreed with the proposal. (See Annex E, Page 17 PSP Survey Responses)

RISK MANAGEMENT AND IMPLICATIONS:

23. The service has ensured through its review that a risk-assessed response is provided and the risk assessment is appended to this paper (annex B). The Service is aware of the risks associated with premises that house vulnerable people, such as care homes or hospitals and will ensure that an appropriate risk-assessed response is given. SFRS will engage with relevant stakeholders and communicate the proposal to them, to enable them to make changes to their processes and procedures.
24. SFRS's proposal ensures that the vulnerability of occupants is the key factor in deciding on how it responds to an automatic fire alarm. If the service is unsure of a call or does not receive any information from the person responsible for the building, a response will still be sent. The Equalities Impact Assessment (annex C) has more information on the impact of the proposal on groups with protected characteristics.

25. When the service receives a call or responds to an automatic fire alarm, it offers a Safe & Well Visit to give advice to help reduce future calls and improve safety within the business or home.
26. At the end of each phase, senior officers within the service will review the findings and will share the outcomes of the review of each phase and make any changes as necessary to the procedure before starting the next phase.

Financial and Value for Money Implications

27. The associated communications campaign for this change will be funded within existing budgets. There are no other implementation costs.
28. The extra wage costs for on-call staff, and whole-time staff on overtime, to attend automatic fire alarms that are false alarms, equates to approximately £13,000 a year, across the different duty systems. In addition it is estimated that approximately £10,000 a year is spent on fuel responding to these calls.

Section 151 Officer Commentary

29. This procedural change should significantly reduce the number of false alarm call outs attended by the Fire Service. Whilst the initial resultant cash savings are modest, it has the potential to generate larger efficiencies by freeing up capacity. In the longer term enabling the service to review and reconfigure its service provision.

Legal Implications – Monitoring Officer

30. Cabinet will want to satisfy itself that the proposed policy changes represent the best interests of Surrey residents in running a safe and efficient Fire and Rescue Service. Furthermore, the Council is subject to the Public Sector Equality Duty under the Equality Act 2011 and is therefore required to have due regard to the impacts of any decisions it makes on those with protected characteristics. The annexed Equality Impact Assessment contains analysis of the proposals and Cabinet will need to consider these carefully.
31. The proposals do not represent a reduction to the level of service provided to Surrey residents, rather a change to way the service is managed. As such, there is no legal requirement for a formal consultation process to be followed. Notwithstanding this, the issue has been considered as part of the draft Public Safety Plan 2016 consultation and Cabinet will need to consider the outcome of that consultation – in making its determination here.

Equalities and Diversity

32. Please refer to the attached Equality Impact Assessment. (Annex C)

Safeguarding responsibilities for vulnerable children and adults implications

33. As part of the Safe and Well visits undertaken as part of the changed response and offer of advice and education to the public any safeguarding issues will be referred in the normal manner to SCC.

Public Health implications

34. As part of the Safe and Well visits undertaken as part of the changed response and offer of advice and education to the public any safeguarding issues will be referred in the normal manner to SCC.

WHAT HAPPENS NEXT:

- **Phase 1 – Implementation in early 2017 with review after 6 months**
- **Phase 2 – Implementation in 2017 following outcome of review of Phase 1, with review after 6 months**
- **Phase 3 – Implementation in 2018 following outcome of review of Phase 2**

Contact Officer:

Iain Houseman, Area Commander for Prevention and Protection, Surrey Fire and Rescue Service, Tel: 01737 224000

Consulted:

Residents Experience Board, SFRS Chief Fire Offices Group, Representative Bodies,


Annexes:

Annex A Neighbouring authorities automatic fire alarm process
 Annex B Call Questioning Risk Assessment
 Annex C EIA for AFDs
 Annex D References
 Annex E Page 17 PSP Survey Responses

Sources/background papers:

- See Annex D

Annex A – Neighbouring authorities automatic fire alarm process

FIA UWFS Policy 2015		Commercial Standard Risk (offices, shops, sports centres, industrial units)		Commercial high risk (Critical National Infrastructure sites, Major Heritage sites, Historic buildings, COMAH)		Health care & residential care		Residential individual dwellings		Residential multiple occupants		Procedure commencing as of:	False fire alarms per year 2014/15
		Day	Night	Day	Night	Day	Night	Day	Night	Day	Night		
Authority													
Berkshire	Mon-Friday	3	3	3	3	3	3	3	3	3	3		2650
	Weekends	3	3	3	3	3	3	3	3	3	3		
Buckinghamshire	Mon-Friday	1	1	1	1	1	1	1	1	1	1		2890
	Weekends	1	1	1	1	1	1	1	1	1	1		
Hampshire	Mon-Friday	3	3	1	1	1	1	1	1	1	1		5688
	Weekends	3	3	1	1	1	1	1	1	1	1		
Kent	Mon-Friday	3	3	3	3	3	3	3	3	3	3	02/04/2013	4394
	Weekends	3	3	3	3	3	3	3	3	3	3		
Oxfordshire	Mon-Friday	3	3	3	3	3	3	3	3	3	3		2444
	Weekends	3	3	3	3	3	3	3	3	3	3		
Surrey	Mon-Friday	3	1	1	1	1	1	1	1	1	1		5398
	Weekends	3	1	1	1	1	1	1	1	1	1		
West Sussex	Mon-Friday	3	3	3	3	3	3	3	3	3	3	12/08/2015	4610
	Weekends	3	3	3	3	3	3	3	3	3	3		
Page 287	1	Immediate response. No call challenge/filtering.											
	2	No call challenge/filtering, vehicle sent to investigate											
	3	call challenge/filtering. Occupant asked to investigate alarm. If occupant cannot search PDA will automatically apply.											
	4	No attendance for unconfirmed AFA											
		Currently revising policy											
		Unvarified											
		confirmed											




This page is intentionally left blank

RISK ASSESSMENT (RA1)

Ref No: [Enter number here]

Initial Risk Assessment	✓	Review		Please place a ✓ in the relevant box			
Venue/Premises		Off Site Venue/Premises		Activity	✓	COSHH	
Fire		Equipment		Manual Handling		DSE	
Vibration		Noise		PPE		Other	

Call Challenge	Nominated Fire Service:  Surrey Fire and Rescue Service
-----------------------	--

Page 289	2 Task	3 Hazard and Outcome	4 Risk Groups	5 Control Measures in place	6 Level of risk			7 Control measures required	8 Level of risk			9 RA2 required
					L	S	R		L	S	R	
1	Call Challenge	Inappropriate information received to determine mobilising requirement	A C H	Standard questions to obtain information to mobilise resources. Intelligent mobilising process in place in JECC. Callers held on the line until arrival of fire service.				Where insufficient information is available, mobilise resources as per the set Predetermined Attendance for the property and incident Type.				Yes or No
2	Amendment of mobilising following call challenge	Inappropriate information received to undertake correct mobilising	A C H	Standard questions to obtain information to mobilise resources. Intelligent mobilising process in place in JECC. Callers held on the line until arrival of fire service.				Where insufficient information is available, mobilise resources as per the set Predetermined Attendance for the property and incident Type.				
3	Amended mobilising has taken place and been dispatched	Further information becomes available from the caller to Fire and rescue call handlers indicating increased risks	A C H	Current resources dispatched made aware to proceed as emergency response. Intelligent mobilising process in place in JECC. Callers held on the line until arrival of fire service.				Current resources dispatched made aware to proceed as emergency response. Increase to Predetermined Attendance for the property and incident Type.				

Risk Groups = A: Wholetime/RDS C: Officers G: Support Staff H: Public I: Other Agencies

10. Technical References

11. Associated GRA's

GRA 1.1 Emergency response and arrival at the scene

12.	Name	Signature	Date	Review Date
Lead Officer	AC Houseman		3/11/2016	
Health and Safety				
Accredited Safety Rep				
Regional Risk Assessment Coordinator				

Document Control					
Document1					
Version	Date	Author	Role	Status	Changes
V0.1	3/11/2016	I Houseman	AC		
V0.2					
V0.3					
V0.4					
V0.5					
V0.6					
V0.7					
V.08					

RISK CALCULATOR

Risk is the chance that harm will be caused by a hazard. It is measured in terms of severity, likelihood & population affected.

A simple approach to quantifying risk is to define measures of likelihood and severity such as the descriptors given below. This allows the construction of a risk matrix which can be used as the basis of identifying acceptable and unacceptable risk.

$$\text{Likelihood} \times \text{Severity} = \text{Risk}$$

MEASURES OF LIKELIHOOD (PROBABILITY)

LEVEL	DESCRIPTOR	DESCRIPTION
1	Very unlikely	The event may occur only in exceptional circumstances.
2	Unlikely	The event could occur at some time.
3	Moderate	The event will occur at some time.
4	Likely	The event could occur in most circumstances.
5	Very likely	The event will occur in most circumstances.

MEASURES OF SEVERITY (CONSEQUENCE)

RISK ASSESSMENT MATRIX - LEVEL OF RISK

LEVEL	DESCRIPTOR	DESCRIPTION
1	Negligible	Minor local first aid treatment (e.g. minor cuts/abrasions) causing minimal work interruption
2	Minor	Injury requiring first aider treatment causing inability to continue with current work activity for 3 days or less. Minimal financial loss or damage.
3	Serious	Medical treatment required. RIDDOR over 3 day lost-time injuries. Moderate environmental implications. Moderate financial loss or damage. Moderate loss of reputation. Moderate business interruption.
4	Major	Permanent or life changing injuries. RIDDOR major injuries. High environmental implications. Major financial loss or damage. Major loss of reputation. Major business interruption.
5	Fatalities	Single or multiple deaths.

Fatalities	5	10	15	20	25
Major	4	8	12	16	20
Serious	3	6	9	12	15
Minor	2	4	6	8	10
Negligible	1	2	3	4	5
SEVERITY	Very Unlikely	Unlikely	Moderate	Likely	Very Likely
	LIKELIHOOD				

Low Risk	Acceptable - Monitor
Moderate Risk	Acceptable - subject to guidance. See Guidance Paragraph 13.2
High Risk	Unacceptable. Activity must not proceed.

No Applicable

Page 292

DRAFT

Annex C

1. Topic of assessment

EIA title:	How Surrey Fire & Rescue Service responds to Automatic Fire Alarms
-------------------	--

EIA author:	Angeliki Humphries, SFRS Project Specialist
--------------------	---

2. Approval

	Name	Date approved
Approved by¹		

3. Quality control

Version number	0.2	EIA completed	5/09/16
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

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

Equality Impact Assessment Template

5. Explaining the matter being assessed

<p>What procedure, function or service is being introduced or reviewed?</p>	<p>Automatic Fire Alarms are alarm systems that are designed to react automatically where heat or smoke is detected to alert the occupants of a building of a potential fire situation. As outlined in our PSP proposals, we will be reviewing our automatic fire alarm procedure.</p> <p>This is because, over the last five years, we have been called out to 16,358 automatic fire alarms, of which 15,919 (98%) were false alarms. We refer to these false alarms as unwanted fire signals. Responding to unwanted fire signals means there is a risk that we may not be able to send fire engines to genuine emergencies and increases the occasions when risk is posed by our fire engines travelling on blue lights. Reducing the number of unwanted fire signals we attend will free our resources to focus on our prevention and protection activity. We already challenge calls from commercial premises and this can result, during the day, with a non-attendance if a false alarm is confirmed. We will undertake a risk assessment to see whether we can safely extend this procedure to cover more unwanted fire signals, including those at domestic properties.</p> <p>As we review our procedure we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable. By doing this we believe that we can use our resources to respond to real emergency incidents. We hope that this will also help organisations. Evacuation of buildings due to false alarms can be inconvenient, costly and harm productivity. Frequent false alarms can also lead to complacency among those who live or work in the building, which may put them at risk if there is an actual fire. We will analyse the impact this might have on our response standard as we review our automatic fire alarm procedure.</p> <p>Where calls and attendances are not required SFRS will offer the callers a safe and well or protection fire safety visit to ensure that they have the information and understanding to manage their fire alarm system appropriately and reduce the impact on them, their businesses and the community from fire service emergency responses.</p>
<p>What proposals are you assessing?</p>	<p>Option 1:</p> <p>A non attendance procedure to all calls for assistance arising from an Automatic Fire Alarm systems at lower risk commercial premises such as offices, shops, industrial units and sports centres which does not convey additional information, such as: 'smell of smoke from...', fire seen at etc.</p> <p>All other premises and lower risk commercial premises during the night time would attract a call challenge to establish if sufficient information can be gained to either upgrade the attendance to a fire or to establish that it is an unwanted fire signal resulting in a non attendance from SFRS.</p> <p>Option 2:</p> <p>A non attendance procedure during the day time only, to all calls for assistance arising from an Automatic Fire Alarm systems at lower risk commercial premises such as officer, shops, industrial units and sports centres which does not convey additional information, such as: 'smell of smoke from...', fire seen at etc.</p> <p>Experience shows this is an alarm that can be dealt with by the responsible person (land lord, key holder, security etc.) leaving the Fire and Rescue</p>

Equality Impact Assessment Template

	<p>Service free to continue with planned work remaining available for emergency response.</p> <p>All other premises such as critical national infrastructure, major heritage, COMAH sites, Health Care, Residential care, Residential multi occupied dwellings and Residential individual dwellings would attract a call challenge to establish if sufficient information can be gained to either upgrade the attendance to a fire or to establish that it is an unwanted fire signal resulting in a non attendance from SFRS.</p> <p>Call challenge has been utilised by the Service successfully for a number of years within commercial premises.</p> <p>Option 3: All premises to attract a call challenge to establish if sufficient information can be gained to either upgrade the attendance to a fire or to establish that it is an unwanted fire signal.</p>
<p>Who is affected by the proposals outlined above?</p>	<ul style="list-style-type: none"> • The business community of Surrey • Other premises with automatic fire alarm systems • Surrey Fire and Rescue Authority members • Surrey communities

DRAFT

6. Sources of information

Engagement carried out

- **The Public Safety Plan refresh survey**

As part of the PSP consultation activities a survey was developed to capture the views of staff, partners, residents and local business on the nine proposals including the review of the Automatic Fire Alarms procedure (PSP proposal 9) [add the consultation report link here](#).

There were 496 responses, of which 14 were postal returns and 482 were answered online. Response rate is hard to gauge, because invites were distributed to an unknown number of people from various partner agencies' mailing and stakeholders lists.

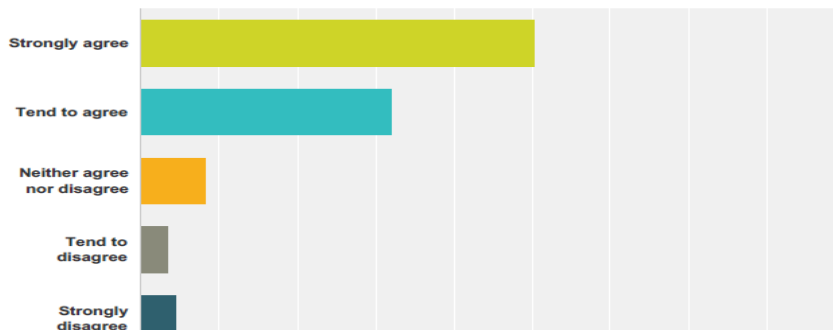
Stats regarding the Automatic Fire Alarms proposal following the Public Safety Plan 5 week formal consultation (April – June 2016):

Proposal	Agree	Disagree	Important	Not at all important	Themes/Comments
9	82%	9%	94%	5%	<p>Concerns on AFAs that could be a genuine emergency.</p> <p>Suggestion: This is one area where charging for continual false alarms should be bringing in funds.</p>

SFRS - PSP Refresh

Q17 Q9. Proposal 9: Explore how we deal with automatic fire alarms, including how we handle the initial call, because these can restrict our ability to respond to genuine emergencies.a. To what extent do you agree or disagree with this proposal?

Answered: 439 Skipped: 43



- **Public and business information will continue and form part the review of the**

management of AUTOMATIC FIRE ALARM procedure:

: Formal information to the public and businesses will begin from: – 2016

Effective information and engagement with the residents, community groups, representative bodies, staff and partners has taken place from ...2016 and will continue as part of the continuous improvement process forming part of the review of our management of Automatic Fire Alarm procedures in order to:

- Identify the specific needs of all groups within the local community
- Identify the likely effect of the proposed procedure on these different groups of staff and partners

The proposed procedure will be reviewed in the light of the information received to ensure effective service delivery for all groups.

During this analysis we will identify directly who will be affected by the proposed Automatic Fire Alarm procedure:

- Identify key stakeholders, partners and relevant groups that have an interest, influence and will be affected by the proposed Automatic Fire Alarm procedure
- Ensure that the above groups are consulted
- Make information available to those consulted
- Make information be accessible to all groups, including those with disabilities and those from minority ethnic communities
- Find out whether there are any barriers to effective consultation and communication with each of the identified groups

N.B Any consultation/engagement and communication activities scheduled for the Automatic Fire Alarm options will enable us to inform and further develop this EIA and identify any equalities implications to staff and the local communities.

Data used

1. FATAL FIRES REPORT

2. Public Safety Plan (PSP) Surrey Fire and Rescue Service (SFRS)
3. Draft-PSP-2016-2025-updated-27-04-2016
4. MTFP
5. Surrey attendance standard
6. 2008 Automatic Fire Detection (AFD) call challenge papers to cabinet
7. Chief Fire Officers Association (CFOA) Code of Practice Best Practice for Summoning a Fire Response via Fire Alarm Monitoring Organisations
8. Fire Industry Association AFA response procedure project
9. [Surrey Infrastructure Study](#)
10. Facing the future Ken Knight
11. Facing reality– the need for a fully-funded fire and rescue service (FBU submission to the Spending Review 2013 and initial response to Ken Knight's review *June 2013*)
12. *FBU integrated risk management planning – The Framework document – ow to construct an IRMP/RRP*
13. British Standard 5839-6:2013 Fire detection and fire alarm systems for buildings
14. CIPFA fire service family group performance for attending unwanted AFD signals (commercial and domestic) Q4 2014/15
15. BVPI 149 number of false alarms caused by fire detection apparatus in non-domestic premises

Equality Impact Assessment Template

18

16. Service Integrated Risk Management Plan Fourth Edition Our 2020 Vision (3.4 Intervention).
17. 1st paragraph is, Section 3 of Health & Safety at Work Act 1974
18. Regulation 3 of The Management of Health & Safety at Work 1999 (Risk Assessment)
19. Census data 2011 Surrey
20. [Community risk Profile](#)
21. Rose park Report into care home fatalities
22. SFRS TGN007/2016 (Version 1)
23. Regulatory reform order 2005
24. Localism act 2011
25. [Section 3 of Health & Safety at Work Act 1974](#)
26. [Regulation 3 of The Management of Health & Safety at Work 1999 \(Risk Assessment\)](#)
27. [Section 7 Health & Safety at Work - General duties of Employees.](#)
28. SFRS incident and Call data from 2011 to 2016
29. SCC risk management vehicle accident statistics and insurance claims data
30. BRE-Trust-briefing-paper---The-causes-of-false-fire-alarms-in-buildings
31. FBU Facing the Facts
32. FSEC property breakdown
33. IRS-FSEC property matching
34. Guidance on false alarm management of FD&A systems
35. IRMP Guidance note 4
36. Operations_NIF_draft
37. OPS1 Proposal_Final_v2
38. SEORRG Paper_Domestic Dwelling Fires_Intelligence-Led Mobilising_v2
39. SEORRG Update_Intelligence-Led Mobilising_v1
40. SFRS Incident catagorisation
41. SFRS-changes-to-emergency-response-cover-for-Spelthorne-2014
42. Unwanted Fire Signal (UwFS) Reduction Policy Cheshire
43. [Health + Safety at work Magazine](#) Study shows false fire alarms have some common triggers

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

Equality Impact Assessment Template

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	Our most at risk from fire groups will feel safer within the premises due to decreased unnecessary evacuations.	<p>The proposed changes may have a negative impact on older residents within Surrey. This is because older residents are more likely to live in sheltered or managed accommodation where automatic fire alarms are fitted.</p> <p>Residents aged over 65 are most vulnerable and most at risk from fire (fatal fires report link).</p>	<p>The implementation of this procedure could be seen as having a negative impact on these residents. To mitigate risks associated with this procedure, Surrey Fire and Rescue Service will continue to work with the identified vulnerable people's groups. The Service will also continue to communicate any changes to this procedure with them.</p> <p>As we review our procedure we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable residents.</p>
Page 299 Disability	Decrease in the number of unnecessary evacuations because of the AUTOMATIC FIRE ALARM s. These evacuations could cause unnecessary stress and worry to the most vulnerable of our residents.	<p>The proposed changes may have a negative impact on disabled residents within Surrey. This is because some disabled residents, may live in managed accommodation where automatic fire alarms are fitted.</p> <p>Residents with disabilities are at higher risk from fire (fatal fires report link)</p>	<p>The implementation of this procedure could be seen as having a negative impact on these residents. To mitigate risks associated with this procedure, Surrey Fire and Rescue Service will continue to work with those groups to ensure a robust risk management plan is in place. The Service will also continue to communicate any changes to this procedure with them in accessible formats.</p> <p>As we review our procedure we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable.</p>
Gender reassignment		Not known at this stage	
Pregnancy and maternity		Not known at this stage	
Race		Local intelligence shows that some of the local black and minority ethnic business groups may be less likely to contact	The Service should provide communication materials in plain, easy to understand English and other accessible formats to ensure residents from this protected group understand the content. In addition, the Service will

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

Equality Impact Assessment Template

<p>Page 300</p>		<p>public services. They may also be less likely to understand the legislative or operational guidance provided to them.</p> <p>A considerable number of minority business groups work at night (fast food restaurants and accommodation associated with these types of buildings)</p> <p>BME residents or those residents who are disadvantaged because of their socio-economic background are more likely to be living within more deprived areas and they may be more likely to live in houses of multiple occupancy, which may have automatic fire alarms fitted.</p>	<p>continue to provide advice and guidance to residents within this group.</p> <p>The Service should make use of the SFRS BME volunteers to help deliver the message during any prevention and protection activities.</p> <p>As we review our procedure we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable.</p>
<p>Religion and belief</p>		<p>The proposed changes may have a negative impact on religion or belief. There are a number of religious buildings within Surrey.</p>	<p>To mitigate risk associated with this, the Service will ensure continuous communication in accessible formats easy to understand if English is not the first language for those community groups.</p> <p>In addition, the Service will continue to provide advice and guidance to reps of those groups. The Service could make use of the SFRS volunteers to get this message across during any prevention and protection activities.</p> <p>As we review our procedure we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable.</p>
<p>Sex</p>		<p>None identified at this stage</p>	
<p>Sexual orientation</p>		<p>None identified at this stage</p>	

Equality Impact Assessment Template

Marriage and civil partnerships		None identified at this stage	
Carers ³		None identified at this stage	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>No identified equality impacts for staff at this stage</p>		
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family; partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

Equality Impact Assessment Template

Marriage and civil partnerships	
Carers	

DRAFT

Equality Impact Assessment Template

8. Amendments to the proposals

Change	Reason for change
To revisit this section once the formal public consultation has been completed and amend if necessary to reflect any changes in the proposed procedure.	The Consultation findings will inform this section if necessary.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
The implementation of this procedure could be seen as having a negative impact on older residents.	To mitigate risks associated with this procedure, Surrey Fire and Rescue Service will continue to work with the identified vulnerable people's groups. The Service will also continue to communicate any changes to this procedure with them.	Dec 2016	SFRS Protection and Prevention Teams
The implementation of this procedure could be seen as having a negative impact on disabled residents.	To mitigate risks associated with this procedure, Surrey Fire and Rescue Service will continue to work with those groups to ensure a robust risk management plan is in place. The Service will also continue to communicate any changes to this procedure with them in accessible formats.	Dec 2016	SFRS Protection and Prevention Teams
BME residents or those residents who are disadvantaged because of their socio-economic background are more likely to be living within more deprived areas and they may be more likely to live in houses of multiple occupancy, which may have automatic fire defenders fitted.	The Service should provide communication materials in plain, easy to understand English and other accessible formats to ensure residents from this protected group understand the content. In addition, the Service will continue to provide advice and guidance to residents The Service to make use of the SFRS BME volunteers to help deliver the message during any prevention and protection activities.	Dec 2016	SFRS Protection and Prevention Teams
The proposed changes may have a negative impact on religion or belief. There are a number of religious buildings within Surrey.	To mitigate risk associated with this, the Service will ensure continuous communication in accessible formats easy to understand if English is not the first language for those community groups. In addition, the Service will continue to provide advice and guidance to reps of those groups.	Dec 2016	SFRS Protection and Prevention Teams

Equality Impact Assessment Template

	The Service could make use of the SFRS volunteers to get this message across during any prevention and protection activities.		
--	---	--	--

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Please see above (Section 9- Action Plan)	Age, Disability, Race, Religion or Belief

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.</p> <p>The most vulnerable people within our community are the people we serve to protect; therefore they will always receive an emergency response.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>Delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different communities to ensure that all emergencies receive high levels of response.</p> <p>Positive impacts have been identified: Our most at risk from fire groups will feel safer within the premises due to decreased unnecessary evacuations.</p> <p>Potential negative impacts have been identified: The implementation of this procedure could be seen as having a negative impact on the elderly and most vulnerable of our residents, disabled people and BME groups.</p>
Changes you have made to the proposal as a result of the EIA	n/a
Key mitigating actions planned to address any outstanding negative impacts	<p>The Service will also continue to communicate any changes to this procedure with the most vulnerable of our communities in accessible formats.</p> <p>The Service should make use of the SFRS BME volunteers to help deliver the message during any prevention and protection activities.</p>
Potential negative impacts that cannot be mitigated	n/a

DRAFT

This page is intentionally left blank

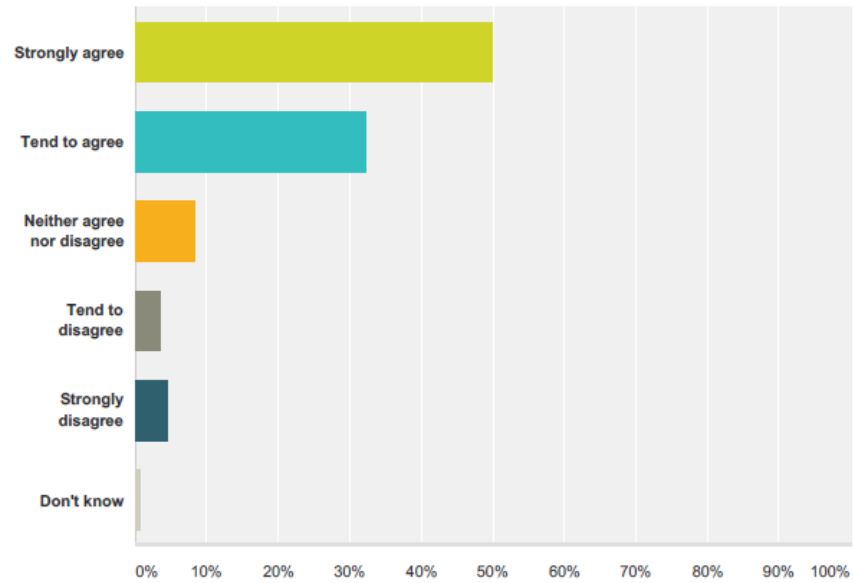
References

1. Public Safety Plan (PSP) Surrey Fire and Rescue Service (Surrey Fire and Rescue Service)
2. Draft-PSP-2016-2025-updated-27-04-2016
3. MTFP
4. Surrey attendance standard
5. 2008 Automatic Fire Detection (AFD) call challenge papers to cabinet
6. Chief Fire Officers Association (CFOA) Code of Practice Best Practice for Summoning a Fire Response via Fire Alarm Monitoring Organisations
7. Fire Industry Association AFA response procedure project
8. [Surrey Infrastructure Study](#)
9. Facing the future Ken Knight
10. Facing reality– the need for a fully-funded fire and rescue service (FBU submission to the Spending Review 2013 and initial response to Ken Knight’s review *June 2013*)
11. *FBU integrated risk management planning – The Framework document – ow to construct an IRMP/RRP*
12. British Standard 5839-6:2013 Fire detection and fire alarm systems for buildings
13. CIPFA fire service family group performance for attending unwanted AFD signals (commercial and domestic) Q4 2014/15
14. BVPI 149 number of false alarms caused by fire detection apparatus in non-domestic premises
15. Service Integrated Risk Management Plan Fourth Edition Our 2020 Vision (3.4 Intervention).
16. 1st paragraph is, Section 3 of Health & Safety at Work Act 1974
17. Regulation 3 of The Management of Health & Safety at Work 1999 (Risk Assessment)
18. Census data 2011 Surrey
19. [Community risk Profile](#)
20. Rose park Report into care home fatalities
21. SURREY FIRE AND RESCUE SERVICE TGN007/2016 (Version 1)
22. Regulatory reform order 2005
23. Localism act 2011
24. [Section 3 of Health & Safety at Work Act 1974](#)
25. [Regulation 3 of The Management of Health & Safety at Work 1999 \(Risk Assessment\)](#)
26. [Section 7 Health & Safety at Work - General duties of Employees.](#)
27. Surrey Fire and Rescue Service incident and Call data from 2011 to 2016
28. SCC risk management vehicle accident statistics and insurance claims data
29. BRE-Trust-briefing-paper---The-causes-of-false-fire-alarms-in-buildings
30. FBU Facing the Facts
31. FSEC property breakdown
32. IRS-FSEC property matching
33. Guidance on false alarm management of FD&A systems
34. IRMP Guidance note 4
35. Operations_NIF_draft
36. OPS1 Proposal_Final_v2
37. SEORRG Paper_Domestic Dwelling Fires_Intelligence-Led Mobilising_v2
38. SEORRG Update_Intelligence-Led Mobilising_v1
39. Surrey Fire and Rescue Service Incident categorisation
40. Surrey Fire and Rescue Service -changes-to-emergency-response-cover-for-Spelthorne-2014
41. Unwanted Fire Signal (UwFS) Reduction Policy Cheshire
42. [Health + Safety at work Magazine](#) Study shows false fire alarms have some common triggers

This page is intentionally left blank

Q17 Q9. Proposal 9: Explore how we deal with automatic fire alarms, including how we handle the initial call, because these can restrict our ability to respond to genuine emergencies.a. To what extent do you agree or disagree with this proposal?

Answered: 453 Skipped: 43



Answer Choices	Responses
Strongly agree	50.11% 227
Tend to agree	32.45% 147
Neither agree nor disagree	8.39% 38
Tend to disagree	3.53% 16
Strongly disagree	4.64% 21
Don't know	0.88% 4
Total	453

This page is intentionally left blank

SURREY COUNTY COUNCIL**CABINET****DATE: 13 DECEMBER 2016****REPORT OF: N/A****LEAD OFFICER: ANN CHARLTON, DIRECTOR OF LEGAL, DEMOCRATIC AND CULTURAL 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:

Andrew Baird, Regulatory Committee Manager, Tel: 020 8541 7609

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)

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank