

Cabinet

**Date & time**

Tuesday, 28 March
2017 at 2.00 pm

Place

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

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**Chief Executive**

David McNulty

We're on Twitter:
@SCCdemocracy

Cabinet Members: Mr David Hodge CBE, 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

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert or Andrew Baird on 020 8541 9229 or 020 8541 7609.

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

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

David McNulty
Chief Executive
Monday, 20 March 2017

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.

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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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 28 FEBRUARY 2017

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 (*22 March 2017*).

b Public Questions

The deadline for public questions is seven days before the meeting (*21 March 2017*).

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** (Pages 1 - 2)

A report has been received from the Council Overview Board.

CORPORATE PRIORITIES: 1. WELLBEING

- 6 SURREY HEARTLANDS SUSTAINABILITY & TRANSFORMATION PLAN** (Pages 3 - 14)

Surrey County Council is playing an important role in the development of the three Sustainability and Transformation Plans (STPs) across Surrey. These Plans will play a pivotal role in shaping the future health and care priorities and landscape across Surrey.

This report follows the Sustainability and Transformation Plans report presented to the Cabinet on 18 October 2016 – it provides an update on the Surrey Heartlands STP and the development of a health devolution agreement for Surrey Heartlands.

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

- 7 CRANLEIGH CHURCH OF ENGLAND PRIMARY SCHOOL** (Pages 15 - 20)

To approve the self-funding business case for the rebuilding of Cranleigh C of E Primary School in the grounds of the adjacent Glebelands Secondary School and the development of the two existing school sites to provide funding for the scheme. The new building would include sufficient capacity to expand the school by one form of entry from 330 places (1FE infant, 2FE junior) to 540 places (2FE infant, 3FE junior) and 60 place nursery to include Free Early Education for Two Year Olds (FEET) provision and will be delivered in 2019.

N.B. an annex containing exempt information is contained in Part 2 of the agenda – item 17

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

- 8 FRAMEWORK AGREEMENT FOR RESIDENTIAL PARENTING ASSESSMENTS** (Pages 21 - 32)

In families where there are significant child protection issues, well-informed social work assessments concerning the ability of parents to keep their children safe and meet their developmental needs are essential to making appropriate decisions about whether children can be safely supported at home or whether they should be looked after by the Local Authority.

Residential Parenting Assessments conducted in Residential Family Centres are intended to provide robust, fair and evidence based assessments of parenting skills and capability for local authorities and the Courts.

The Cabinet is asked to approve establishment of a four year Residential Parenting Assessments Framework Agreement and award places on this framework to two suppliers. This framework will commence on 1 May 2017.

Due to the commercial sensitivity involved in the contract award process, the names of the providers, all financial details and evaluation scores have been put in the Part 2 report.

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

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

CORPORATE PRIORITIES: 2. ECONOMIC PROSPERITY

- 9 SURREY COUNTY COUNCIL: CORPORATE STRATEGY 2017-2022** (Pages 33 - 38)
- The Cabinet is asked to endorse a refreshed version of the Council's Corporate Strategy. The Strategy will then be presented to the County Council meeting on 23 May 2017 for approval. The Strategy will ensure that Surrey residents remain healthy, safe and confident about their future.
- 10 MEDIUM TERM FINANCIAL PLAN 2017 - 2022 AND SUSTAINABILITY REVIEW BOARD REPORT** (Pages 39 - 250)
- This report presents the Council's Medium Term Financial Plan (MTFP) for 2017 to 2020 which builds on the budget envelope and Council tax precept set by Full County Council on 7 February 2017. This covers the remaining three years of the current comprehensive spending review period beyond which there is no detail known about the funding proposals upon which to build funding assumptions. The MTFP 2017-20 is a key means for delivering the Council's strategic aims in the context of the rising demand and funding pressures it faces. The Council has a legal duty to prepare a balanced and sustainable budget and to deliver statutory services to residents. To maintain essential services, the Council requires a budget that funds these pressures and the funding for this can either come from further Government support or resources raised locally. This report sets out how this will be achieved for 2017/18.
- [The decision on this item may be called in by the Council Overview Board]*
- 11 FINANCE AND BUDGET MONITORING REPORT TO 28 FEBRUARY 2017** (Pages 251 - 256)
- 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 28 February 2017 (month 11).

Following the +£22.4m forecast variance reported as at 30 September 2016, Cabinet required officers to take effective measures to bring the 2016/17 budget back into balance. As at 31 January 2017, measures taken by the Chief Executive and the Director of Finance, with directors' support resulted in a -£25.9m improvement in the Council's forecast outturn position. Over the same period, Cabinet avoided further spending commitments, wherever possible, pending assurances of a balanced 2017/18 budget and a sustainable Medium Term Financial Plan (MTFP).

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

NB - Annex to Follow

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

12 INVESTMENT STRATEGY REVIEW

(Pages
257 -
274)

The Investment Strategy agreed by Cabinet in July 2013 was developed in response to the requirement for the Council to enhance its financial resilience in the longer term. In facilitation of this strategy, Cabinet approved the business case for the creation of a property company and associated subsidiaries in May 2014 in order to achieve a balanced property portfolio (across sectors and geographies) to generate an income for the Council. The property company, Halsey Garton Property Ltd, and its subsidiaries are referred to in this report as "the Halsey Garton Property Group" (HGP).

In order to reflect the increasing need to develop alternative and resilient revenue streams to support the Council's services and with the objective of growing the income it is now realistic to reset the strategy and grow the portfolio to reach beyond the original annual income target of £5m and aim to deliver £10m by 2020/21. The Investment Advisory Board therefore recommends that the Council puts in place the necessary arrangements to deliver the target income. These arrangements include some revisions to the governance arrangements and an enhanced role for an external advisor to provide additional resources to both acquire and then provide ongoing asset management for the portfolio.

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

13 M3 ENTERPRISE ZONE

(Pages
275 -
320)

Cabinet agreed in December that the Enterprise M3 Local Enterprise Partnership (EM3) should sign a memorandum of understanding with the Government setting out the principles for establishing an Enterprise Zone (EZ). Cabinet are now asked to agree that EM3 submit an Implementation Plan (the Plan) for the EZ to Government which will allow it to be formally established from 1 April 2017.

N.B. an annex containing exempt information is contained in Part 2 of the agenda – item 19.

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

CORPORATE PRIORITIES: 3. RESIDENT EXPERIENCE

14 SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

(Pages
321 -
458)

Surrey is a County at high risk of flooding. Flooding in Surrey comes from a number of sources and can be classified as either fluvial - from rivers; surface water – when water does not penetrate into the ground as a result of impermeable or saturated surfaces; ground water – when the natural level of water in the ground rises to the surface; or surcharging – when sewers overflow.

In excess of 30,000 properties in Surrey are at risk from fluvial, ground and surface water sources. The County Council has specific responsibilities for managing these risks and acknowledges a wider responsibility beyond this because of the severe impact flooding has on individuals and communities.

In recent years flood incidents relating to the River Thames and its tributaries, along with other watercourses and areas that are susceptible to surface and ground water flooding have caused severe hardship and suffering to a number of Surrey residents and damage to the County's economy. Many are yet to fully recover from the last major flood event in 2013/14 and the risk of future flooding is significant.

Surrey County Council (SCC) recognises the impacts of flooding and the risks from further incidents in the County and as a result has supported and initiated a number of projects to enhance flood risk management across Surrey. These include: leading on the development and construction of numerous flood alleviation schemes, supporting residents and other local groups such as Parishes to establish Flood Action Groups, working with the National Flood Forum to support communities at risk of flooding, overseeing the Repair and Renew Grant which allowed residents to install property level protection on their homes, facilitating the inclusion of sustainable drainage on all new major developments and launching an awareness campaign for landowners (riparian owners). In addition to this the Council is playing a key role in the development of the River Thames Scheme.

In order to capture these and other changes there is a need to update Surrey's Local Flood Risk Management Strategy (LFMRS).

SCC is designated as 'Lead Local Flood Authority' (LLFA) for Surrey under the Flood and Water Management Act (2010) and has a duty under the Act to "*develop, maintain, apply and monitor a strategy for local flood risk management in its area*".

Surrey's LFRMS was first published in December 2014. The attached Strategy (**Annex 1**) represents a refresh of the 2014 version and incorporates an updated approach to flood risk management.

It is important for the Council to consider how long-term flood risk management activities can be resourced. A significant amount of funding for flood alleviation schemes currently comes from flood defence grants from DEFRA, the Thames Regional Flood and Coastal Committee and the Council's own capital budget. Other sources of funding and ways to resource flood risk management will have to be considered in the context of reduced public finances.

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

15 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING (Pages 459 - 460)

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

The annex to this report will be circulated separately prior to the Cabinet meeting.

16 EXCLUSION OF THE PUBLIC

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

PART TWO - IN PRIVATE

17 CRANLEIGH CHURCH OF ENGLAND PRIMARY SCHOOL (Pages 461 - 470)

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 Education and Skills Scrutiny Board]

18 FRAMEWORK AGREEMENT FOR RESIDENTIAL PARENTING ASSESSMENTS (Pages 471 - 478)

This is 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]

- 19 M3 ENTERPRISE ZONE** (Pages 479 - 604)
- This is part 2 annex relating to item 13.
- Exempt: Not for publication under Paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- [The decision on this item may be called in by either the Council Overview Board or the Economic Prosperity, Environment and Highways Scrutiny Board]*
- 20 PARTIAL RE-FINANCING OF SURREY'S PFI WASTE CONTRACT** (Pages 605 - 612)
- HM Treasury (HMT) introduced rules which allow the public sector to trigger a refinancing on existing Private Finance Initiative (PFI) and Public Private Partnership (PPP) projects; and keep the greater proportion of the refinancing gain.
- The partial refinancing will improve the value for money and affordability of the existing waste PFI contract to the Council and residents.
- 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]*
- 21 PROPERTY TRANSACTION** (Pages 613 - 634)
- This is a Part 2 report relating to a property transaction.
- 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]*
- 22 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.

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COUNCIL OVERVIEW BOARD

Item under consideration: **SCRUTINY IN A NEW ENVIRONMENT TASK GROUP RECOMMENDATIONS**

Date Considered: 1 March 2017

- 1 At its meeting on 1 March 2017 the Council Overview Board considered the report of the Scrutiny in a new environment task group. Members of the Board debated the recommendations and they were amended and agreed as presented in this report.
- 2 The task group was set up in response to difficulties identified by the Council Overview Board in scrutinising emerging models of service delivery, partnerships with other public sector bodies and the council's commercial activities.
- 3 The group met with the Director of Legal & Cultural Services, the Chief Executive and the Leader of the council. Over the course of their investigations the group clarified the circumstances when Members can access information and questioned the existing arrangements for scrutinising local authority trading companies.
- 4 To undertake effective scrutiny of the council's wholly owned trading companies or those where it has a controlling stake the group felt it was important for all relevant scrutiny boards to be able to call the chief executives and directors of these companies to answer questions and give evidence at public meetings. The current arrangements do not allow for this or for the Council Overview Board to fulfil its existing constitutional role to, "review the performance of and hold to account any trading companies established by the Council."
- 5 Related to this the task group concluded that scrutiny boards who are reviewing the performance of a commissioned service such as one provided by a local authority trading company (e.g. Surrey Choices) should be able to consider financial information. Currently, this is the sole reserve of the Council Overview Board when holding the Shareholder Board to account. The task group feel that financial information is necessary alongside other contractual key performance indicators to allow scrutiny boards to appraise a local authority trading company's competence.
- 6 The group recognise the financial hardships faced by the council and the role that the Investment Strategy has to play in mitigating this. The group do not feel that the current oversight arrangements are sufficient particularly when considering the sums of money involved in the strategy. As a result the group recommends enhanced reporting mechanisms to the Shareholder Board and regular, in-depth oversight from the Cabinet.

Recommendations:**That Cabinet review:**

- a) the terms of reference for the Shareholder Board and consider the inclusion of a mechanism for tracking the performance of individual investments, and specifically the Property Investment Portfolio.
- b) the terms of reference for the Shareholder Board and consider the requirement that it report regularly, at least annually, to Cabinet on the performance of individual investments - and specifically the Property Investment Portfolio held by the Council - including with reference to each original business case and the Investment Strategy stated aims.

Future scrutiny role and Constitution changes

- c) Annual reviews of the Shareholder Board (including a review of each LATC's performance) in the context of the Investment Strategy should be undertaken by the Council Overview Board in line with the constitution.
- d) Following this report the Constitution of Surrey County Council should be explicit in permitting the Council Overview Board to require Directors and Chief Executives of wholly owned LATCs (or trading companies where the Council has a controlling interest) to attend as witnesses to programmed agenda items to allow COB to fulfil its existing constitutional role to "review the performance of and hold to account any trading companies established by the Council."
- e) The Council Overview Board recommends that Scrutiny Boards consider conducting enquiries on proposals to commission services from wholly owned LATCs, at the initial stage when the business case is formulated. Long-term, once contracts are awarded, the boards should consider incorporating in their programme of work regular overview and scrutiny of service delivery.
- f) To carry out this work Scrutiny Boards should also be given the role to review the performance of trading companies that deliver relevant services under their remit. As above, the Constitution should be explicit in permitting Scrutiny Boards to access company financial information as part of their enquiries and to require Directors and Chief Executives of wholly owned LATCs (or trading companies where the Council has a controlling interest) to attend as witnesses to programmed agenda items.

STEVE COSSER

Chairman of the Council Overview Board

SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017**

REPORT OF: **MRS HELYN CLACK, CABINET MEMBER FOR WELLBEING AND HEALTH**
MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE, WELLBEING AND INDEPENDENCE
MRS CLARE CURRAN, CABINET MEMBER FOR CHILDREN AND FAMILIES WELLBEING

LEAD OFFICER: **DAVID MCNULTY, CHIEF EXECUTIVE**

SUBJECT: SURREY HEARTLANDS SUSTAINABILITY AND TRANSFORMATION PLAN

**SUMMARY OF ISSUE:**

Surrey County Council is playing an important role in the development of the three Sustainability and Transformation Plans (STPs) across Surrey. These Plans will play a pivotal role in shaping the future health and care priorities and landscape across Surrey.

This report follows the Sustainability and Transformation Plans report presented to the Cabinet on 18 October 2016 – it provides an update on the Surrey Heartlands STP and the development of a health devolution agreement for Surrey Heartlands.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. notes the progress that has been made in the development of the Surrey Heartlands Sustainability and Transformation Plan;
2. considers the specific update in relation to the development of a health devolution agreement for Surrey Heartlands and the opportunities that it could bring to residents; and
3. endorses the proposed governance principles for health devolution and asks the Chief Executive, in consultation with the Cabinet Members for Wellbeing and Health; Adults Social Care, Wellbeing and Independence; and Children and Families Wellbeing to take the necessary steps to finalise and implement the new arrangements.

REASON FOR RECOMMENDATIONS:

In the six months since the last STP update to Cabinet, significant progress has been made in the development of the Surrey Heartlands STP.

Recent dialogue with residents (through a deliberative research exercise) has shown that the types of changes under consideration as part of the STP (such as more self and community based care, greater reliance on non-medical services and intervention) were all regarded positively in the context of a more joined up and efficient health and care system that could provide greater access at times that suited residents.

To further the intentions set out in the STP, a dialogue with national partners has taken place to develop a health devolution agreement. The devolution agreement is stated as a key mechanism for enabling the STP aims and ambitions as well as the integration of health and social care.

The Cabinet will be kept informed of progress on the STP, devolution discussions and the associated opportunities being explored.

DETAILS:

Background

1. NHS Sustainability and Transformation Plans (STPs) are place-based, five-year plans built around the needs of local populations. They are intended to identify benefits to be realised in the short and longer term – helping organisations within the STPs to meet their immediate (16/17) financial challenges and ensure that the investment secured by the NHS in the Spending Review does not merely prop up individual institutions but is used to drive sustainable transformation in patient experience and health outcomes over the longer-term.
2. STPs are the overarching strategic plans for local health and care systems covering the period October 2016 to March 2021 and represent a significant shift in NHS planning towards a place-based approach (as opposed to solely asking individual NHS organisations to produce their own plans).
3. The STP guidance letter issued by the NHS in September 2016 summarises the reason for introducing STPs as follows:

The Five Year Forward View set out our shared ambition to improve health, quality of care and efficiency within the resources given to us by Parliament. This ‘triple aim’ will only be achieved through local health and social care organisations working together in partnership with the active involvement of patients, stakeholders, clinicians and staff. Sustainability and Transformation Plans are the means of delivering these objectives in each local health and care system.
4. Whilst the STPs are principally part of an NHS planning process, the County Council’s involvement in the development and implementation of Plans will be crucial to ensure the achievement of the shared aims of the County Council and health partners around improving health outcomes and greater integration of health and care services. It forms an important part of the County Council’s response to the challenges it faces in meeting residents’ social care needs with rising demands on services and reduced funding levels - these same challenges apply to health partners and the only way to tackle them is to work together.
5. The County Council’s involvement in developing the Plans enable them to be truly place-based – ensuring that the resources within an area are used in the most effective way to meet people’s health and social care needs. The County Council also brings expertise and a track record of delivery in a number of areas (e.g. public health expertise, making better use of the public sector estate).
6. The geographic ‘footprint’ for STPs is determined locally and based upon natural communities, existing working relationships and patient flows – there are three STPs covering Surrey: Surrey Heartlands; Frimley Health & Care; and Sussex and East Surrey.
7. This report focusses on the Surrey Heartlands STP which covers the geographic areas of Guildford & Waverley Clinical Commissioning Group (CCG), North West Surrey CCG and Surrey Downs CCG (see map- annex one).

Progress on developing the Surrey Heartlands STP

8. Following the sign off and subsequent submission of the Surrey Heartlands STP in October 2016, good progress has been made in shifting from planning to implementation, and entering into dialogue with local and national partners around a potential devolution agreement. (A copy of the submission can be found at www.surreyheartlands.uk/).
9. As a reminder, Surrey Heartlands STP has established a shared vision:

“Our plan is to work together as one area to improve public services and make sure we have sustainable, high quality health and care services for the long term.”
10. Supporting the vision, the STP has identified four key objectives - they are:
 - To make sure all local residents have access to the same high quality standards of care – via a Surrey Heartlands clinical academy;
 - To promote self-care and encourage and support local people to take more responsibility for their healthcare;
 - To improve the way services are provided– with more care in the community, and single centres for some of the most specialist hospital services (creating expertise and improving patient outcomes); and
 - Working as one – moving towards one budget and one overall plan for the Surrey Heartlands area.
11. The Surrey Heartlands STP represents a significant and complex portfolio of work spanning 11 core partner organisations with a range of clinical, enabling and new operating model workstreams. To support the leadership of the STP, a small central STP programme team has been established and has led a number of initiatives – these include:
 - Working closely with the STP Senior Responsible Officer (Julia Ross, North West Surrey CCG), Transformation Board Chair (David McNulty, Surrey County Council) and other Transformation Board members to support, coordinate and manage STP-wide elements of the programme including holding a monthly meeting of the Transformation Board to oversee progress;
 - Facilitating regular meetings between key workstream leads to support coordination and alignment between different work areas, identify key risks, issues and interdependencies, and support communication, organisational engagement and the sharing of learning; and
 - Coordinating resource requirements across the programme and recruiting to additional capacity and expertise to support delivery (e.g. dedicated clinical leads for the clinical workstreams and programme managers working across workstreams).
12. Good progress has been made across the individual workstreams. For example, early success in joint working has been seen in the Women and Children’s workstream where a funding bid and plan relating to ‘better births’ across Surrey Heartlands secured more than £800k as one of seven local areas selected to improve maternity services as set out in the NHS Maternity Transformation Programme. The Out of Hospital workstream also continues to place significant focus on the integration of health and social care services for the frail elderly population in each of the local areas.
13. A key element of the STP is the development of the Surrey Heartlands Academy. Work has begun in a number of areas including:
 - Agreeing priorities for the Academy including supporting STP clinical programmes, creating a common, structured and consistent co-production process to facilitate service re-design and to align resources for the Academy to act as an enabling inter-speciality network, ensuring assessment of impact to the whole system;

- Establishing the Academy Clinical Forum which met for the first time on 15th March;
 - Developing further the proposed operating model for the Academy, securing the time of Public Intelligence Denmark to work with leads to undertake user co-design;
 - Scoping and initiating the Safer Discharge Project to support the Urgent and Emergency Care workstream; and
 - Mobilising a review of Out of Hospital services to identify the most effective approaches and inform clinical change.
14. A communications and engagement plan for the STP has been developed and regular updates are being circulated to all partners to help raise awareness and involvement with the STP. A plain english description of what the STP is aiming to achieve has also been produced and published on the STP website <http://www.nwsurreyccg.nhs.uk/surreyheartlands/Pages/default.aspx> .
15. A number of stakeholder events have now been held to engage with partners and patient representatives and on 7 March 2017 a system wide event was held with over 170 people in attendance from across the system.
16. The STP also commissioned seven deliberative research workshops in October 2016. These involved a total of 129 randomly selected members of the public in deliberative discussions relating to their priorities on health and social care as well as some of their top of mind thoughts around some of the changes that are being proposed as part of the STP. The research found:
- Health and social care services were defined by their perceived quality. While the provision of good facilities, technology and expertise play a key role in defining expectations around this, a number of other factors including interpersonal relationships, providing reassurance to patients; good communications and a general sense that the system was operating efficiently, were important.
 - For residents to feel that they had received a good service they needed to feel that they had been listened to and that their concerns have been noted. Frequently however, participants felt that the health and care system did not have the time or resources to provide these kinds of interactions.
 - Changes which were under consideration as part of the STP initially such as more self and community based care, greater reliance on non-medical services and intervention were all regarded positively in the context of a more joined up and efficient health and care system that could provide greater access at times that suited residents.
17. The data gathered at these workshops will inform question development for the next stage of the research where we will undertake quantitative research with a statistically representative sample of 1,500 Heartlands' residents. This stage is currently being piloted and a full set of findings incorporating both stages are expected in the Spring of 2017.

Developing a health devolution agreement for Surrey Heartlands

18. Alongside the development of the STP, local partners (the County Council and three CCGs) have been in dialogue with national partners (primarily NHS England and the Department of Health) to discuss a health devolution agreement for Surrey Heartlands.
19. Securing a devolution agreement will not be an end in itself – it will be a crucial vehicle and enabler to deliver the scale and pace of change set out in the STP. There are a number of key areas where a devolution agreement will add value:
- Introducing local democratic accountability and ownership, and triggering and facilitating an essential local dialogue and debate with residents as well as system leaders about their priorities in transforming a resource constrained health and social care system so that it will meet their ambitions for wellbeing and health in a sustainable way.

- Through the devolution of commissioning powers, enabling the (re)introduction of a population based approach to commissioning across the board to meet local needs.
 - Developing a system with aligned incentives to achieving public value and the best possible outcomes for the people of Surrey Heartlands - working with national health partners and regulators to create the conditions across the system with fully aligned incentives for performance management and regulation, contracting and payment systems.
 - Providing freedoms and flexibilities to unlock and maximise the potential of the Surrey Heartlands system - ensuring the range of resource and investment available in Surrey Heartlands is focused towards improving the health and wellbeing of the population and achieving maximum public value. For example, through innovations in income strategies and procurement or the One Public Estate pathfinder which has the potential to unlock significant value through a collaborative place based approach to getting best use out of existing land and buildings.
 - Harnessing the collective strengths and expertise of partners across Surrey Heartlands, placing the health and care system as an important building block for economic growth and prosperity - enhancing the ability to respond to local conditions and opportunities through the flexibility, local ownership and increased level of local control devolution provides, and as a driver of the innovation and investment needed to transform the health and care system.
 - Acting as a catalyst for accelerating the integration of health and social care services, with greater alignment of commissioning of health, social care and public health.
20. Discussions between local and national partners have progressed well since November 2016 including the development of an initial set of devolution 'asks' that will form the basis of a Memorandum of Understanding between local and national partners and the devolution agreement. These include:
- integrating health and social care commissioning across Surrey Heartlands and establishing a single commissioning voice and function;
 - shifting responsibility for commissioning appropriate services to local commissioners;
 - taking a strategic, Surrey Heartlands system-wide approach to managing estates and business support functions; and
 - creating the conditions and mechanisms that enable and incentivise Surrey Heartlands to work as a single health and care system, recognising the statutory responsibility for the regulation of health and social care providers at the national level.
21. Further work is underway to refine the 'asks' and leads from the County Council and CCGs are working closely with national partners including the Department of Health, NHS England, NHS Improvement, Public Health England, Health Education England and the Care Quality Commission.
22. In addition, learning from existing partnership governance arrangements such as Committees in Common, draft governance arrangements will be developed setting out how partners will work locally, create the decision-making forum(s) and local 'vehicle' for powers/responsibility to be devolved. The draft arrangements will be based upon the following key principles:
- creating a single point of leadership across health, social care and public health through the creation of a joint committee with representatives from the County Council and three CCGs;
 - establishing a new executive leadership group responsible for the commissioning of health, social care and public health, chaired by the County Council's Chief Executive;

- placing clinical and professional leadership at the heart of the new governance arrangements;
 - establishing a principle of subsidiarity to ensure that responsibility for decision-making sits at the lowest appropriate level; and
 - setting the ambition for Surrey Heartlands to be assured, regulated and performance managed as a place (rather than a set of individual organisations).
23. The timetable for the development of the devolution work is to have the new arrangements in place for April 2017 and to use 2017/18 as a 'shadow year' – this will enable partners to work together to shape the approach and work through how the devolution of new responsibilities and greater integration of health and social care will operate in practice.

CONSULTATION:

24. A wide range of partners have been involved in the development of the STPs including the organisations that commission and provide NHS services across Surrey and each STP either has, or is developing, its own communications and engagement plan.
25. In addition:
- The Surrey Health and Wellbeing Board received updates from the three Surrey STPs at its meetings on 26 May 2016 and 8 December 2016 where they discussed the emerging themes, issues and next steps.
 - A Wellbeing and Health Scrutiny Board workshop took place on 31 May 2016 to review the emerging STPs and a further STP update was presented to the Scrutiny Board on 10 November 2016. A specific presentation on the Surrey Heartlands devolution opportunity was given to the Scrutiny Board on 17 February 2017.
26. The ongoing engagement and the involvement of residents, elected Members, CCG Members and partner organisations in the design and development of plans and services will be crucial to the successful delivery of STPs.
27. Paragraphs 14-17 above describe a range of work in place relating to communications and engagement with residents and key stakeholders.

RISK MANAGEMENT AND IMPLICATIONS:

28. The overall risk management arrangements for the STPs are led by health partners.
29. The STP process provides a vehicle for strengthening partnership governance arrangements, closer alignment of strategies and plans with partners and supporting the delivery of existing plans (such as the integration of health and social care) – these are identified as key mitigating actions (processes / controls) within the Council's Leadership Risk Register against the risks associated with the achievement of the Medium Term Financial Plan 2017-2022 and the implementation of new models of delivery.
30. In addition to the opportunities that taking on additional devolved/delegated commissioning responsibilities brings to the health and social care system, there will also be associated risks. These could include risks relating to the local system's ability to effectively commission any given service, capacity and resources within the local system to take on new responsibilities and potential financial and reputational risks. The County Council and its partners will need to assess and ensure effective controls are in place to manage and mitigate any identified risks.
31. An early focus in terms of risk management will be the risks associated with transition during the shift of responsibilities from national partners to local partners (such as how to

ensure continuity of any given service during the transition). These risks will be mitigated through the creation of detailed delivery plans, dialogue between local and national partners and robust governance arrangements to ensure a smooth transition.

Financial and Value for Money Implications

32. Whilst there are no direct financial implications for SCC as a result of this report, the design and implementation of the STPs across Surrey will play a crucial role in developing a sustainable health and care system.
33. The Council's plans with partners relating to health and social care integration and an increasing focus on prevention and self-care are included within the STPs and are important elements of the Council's Medium Term Financial Plan. A key aspect of this is managing demand pressures across Surrey's health and social care system which is vital to achieve financial sustainability in the long term.
34. It is important to recognise that in addition to the opportunities that the health devolution agreement provides to the local health and care system, taking on additional devolved / delegated responsibilities may also present financial risks in the case of commissioning responsibilities – the County Council and its partners will need to assess and ensure effective controls are in place to manage and mitigate any identified financial risks.
35. In addition, agreeing a health devolution agreement for Surrey Heartlands alongside a credible and ambitious STP will be the only way for the Surrey health and care system to access the transformation funding being held by NHS England.

Section 151 Officer Commentary

36. The Section 151 Officer supports the overall health and social care integration agenda as it will enable better use of resources across the whole system to create improved and more efficient services for residents.
37. The County Council is facing a very serious financial situation, whereby it is having to identify unprecedented levels of savings to manage mounting pressures, particularly in relation to social care, and reduced government funding in order to achieve a sustainable budget. A significant proportion of the savings for future years are currently still to be identified. The efficacy of specific integration proposals will be judged based on whether there are robust business cases that demonstrate that the proposals represent best value for the whole system and also ensure that the Council's financial position is safeguarded in the process of integration.

Legal Implications – Monitoring Officer

38. The legislative framework that enables the devolution of health (and other) services from Central Government or a national body to local areas (either to local authorities, combined authorities or to CCGs) is set out in the NHS Act 2006 and the Cities and Local Government Devolution Act 2016. The Council also has duties to promote and encourage the integration of health and social care services.
39. In developing specific plans for health and social care integration, it will be important to ensure that any specific duties placed on the Authority are properly managed recognising existing regulatory requirements and the requirements of any devolution agreement.
40. The governance arrangements proposed for Surrey Heartlands can be put in place through a partnership agreement under Section 75 of the National Health Service Act 2006, and delegations and appropriate scrutiny will also need to be considered. Whilst these more detailed discussions take place, it is proposed that shadow arrangements are

established from 1 April 2017 under a Memorandum of Understanding. Legal Services will advise on the agreements and processes necessary to support the devolution plans.

Equalities and Diversity

41. Equality analysis and Equality Impact Assessments (EIAs) will form an important part of any planning for changes to services across health and social care to assess the impact upon residents, people who use services, carers and staff with protected characteristics. Where they represent a service, or policy change, individual schemes and programmes that are part of the STPs will have equality analysis / EIAs completed and included as part of the plans.

Other Implications:

42. 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	Set out below.
Public Health	Set out below.
Climate change	No significant implications arising from this report
Carbon emissions	No significant implications arising from this report

Safeguarding responsibilities for vulnerable children and adults implications

43. The further integration of health and social care services will support the safeguarding of vulnerable Surrey residents. More joined up service delivery by organisations will aid the identification and support of people vulnerable to abuse and enhance consistency of approach and training to safeguarding issues.

Public Health implications

44. Integration across health and social care will support and promote the health of the Surrey population, more closely aligning outcomes and resources.

WHAT HAPPENS NEXT:

The next steps include:

- Continue the development of the STP and implementation of individual workstreams.
- Establish the governance arrangements including new joint committee, executive leadership group and supporting functions.
- Develop and sign off a Memorandum of Understanding between local and national partners ahead of a full devolution agreement.

Contact Officer:

Justin Newman, Assistant Director Health and Social Care Integration, Tel: 020 8541 8750

Consulted:

Representatives from:
Adult Social Care and Public Health
Children, Schools and Families
Legal services
Finance
Surrey Heartlands STP

Annexes:

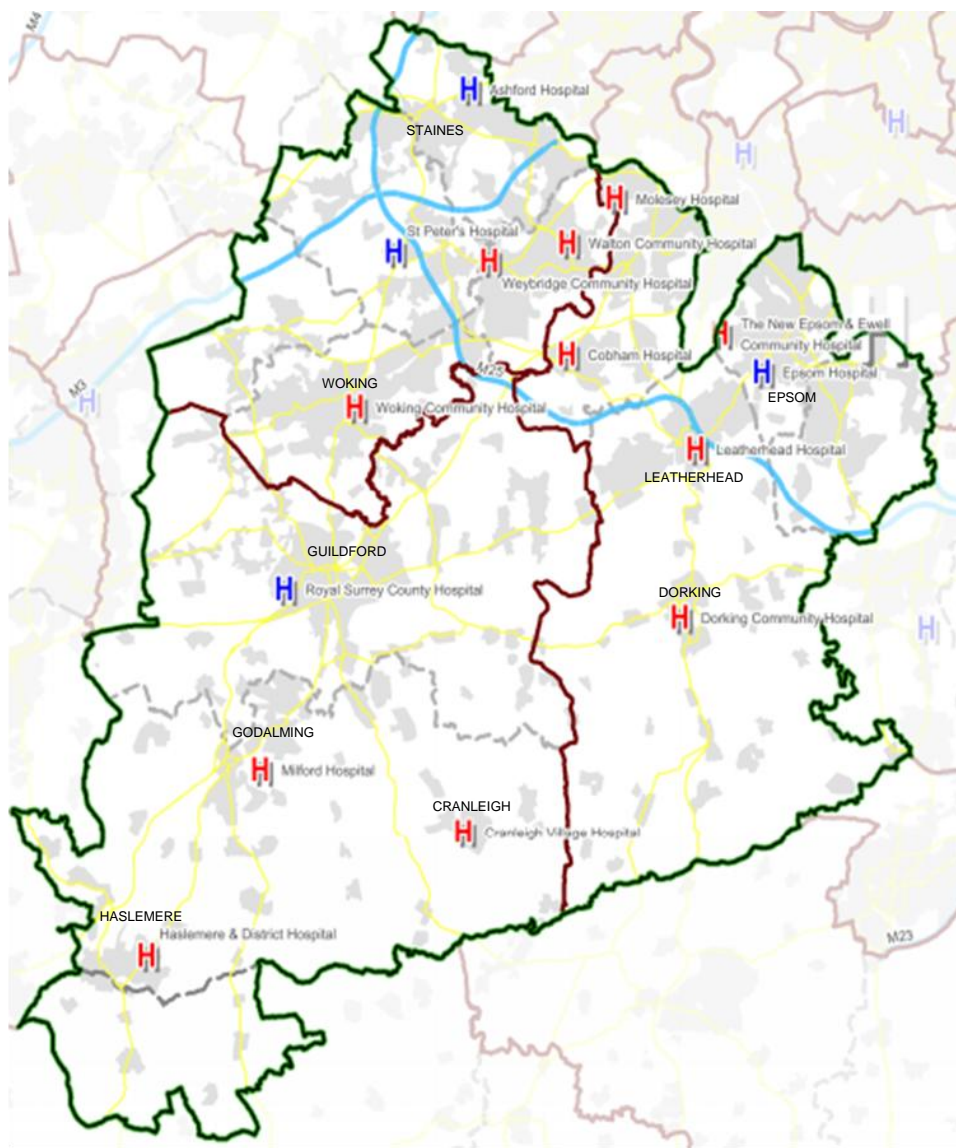
Annex one – Surrey Heartlands map

Sources/background papers:

Cabinet report – 18 October 2016: Sustainability and Transformation Plans
Cabinet report – 21 June 2016: Sustainability and Transformation Plans
Cabinet report – 22 March 2016: Health and social care integration
Cabinet report – 24 November 2015: Progressing the integration of health and social care in surrey
Cabinet report – 16 December 2014: Health and social care integration

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Surrey Heartlands Map



- 3 CCGs working through eight GP-led localities
- 684 GPs in 95 practices
- H** 4 acute hospital sites
- H** 11 community hospital sites
- 2 community services providers
- 1 mental health provider working from 4 in-patient sites and delivering community services from 22 sites
- 1 upper tier local authority (Surrey County Council) operating adult & children's social services
- 7+ District/Borough Councils

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SURREY COUNTY COUNCIL

CABINET

DATE: 28 MARCH 2017

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

SUBJECT: CRANLEIGH CHURCH OF ENGLAND PRIMARY SCHOOL



SUMMARY OF ISSUE:

To approve the self-funding business case for the rebuilding of Cranleigh C of E Primary School in the grounds of the adjacent Glebelands Secondary School and the development of the two existing school sites to provide funding for the scheme. The new building would include sufficient capacity to expand the school by one form of entry from 330 places (1FE infant, 2FE junior) to 540 places (2FE infant, 3FE junior) and 60 place nursery to include Free Early Education for Two year olds (FEET) provision and will be delivered in 2019.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the rebuilding of the school as set out in Part 2 of this agenda, the Cabinet approve the business case for the rebuilding of Cranleigh Church of England Primary School.

REASON FOR RECOMMENDATIONS:

The proposal supports Surrey County Council's statutory obligation to provide sufficient school places to meet the needs of the population in the Cranleigh area.

DETAILS:

Background

1. Cranleigh C of E Primary School was formed as a voluntary controlled primary school by the merger of Cranleigh Infant School with St Nicholas C of E Junior School in September 2008. The school continues to operate across the two original sites of these schools with the infant site on Church Lane and the junior site on Parsonage Road, 150 metres apart in Cranleigh.
2. The school includes a specialist centre for children with communication and interaction (COIN) difficulties. This includes speech and language communication needs (SLCN) and autism. The centre provides up to 10 places for children aged 4 to 7 years, who will be on the roll of the main school, with a separate published admissions number (PAN). The provision is for children who

will benefit from attending mainstream classes and from regular social interaction with their mainstream peers but who also require regular access to additional specialist support in order to achieve their educational outcomes.

3. An independent nursery provider, Acorn Nursery School, operates in the existing grounds of the school. Judged by Ofsted to be an 'outstanding' setting, the nursery has been co-located with the school since 1990.
4. In the reception year, the school admits one form of entry of up to 30 pupils; in year 3 the school accommodates two forms of entry. This means that the one form of entry joining the school in the reception year typically stays at the school through to year 6, with an additional class admitted to the junior phase in year 3. This additional year 3 intake provides junior provision for children from nearby infant schools, namely Ewhurst C of E (Aided) Infant School.
5. The existing buildings on both sites are in poor condition and require extensive maintenance and repair. The proposal will address the condition issues and reduce future maintenance cost.
6. A funding bid to the Department for Education's (DfE) Priority Schools Building Programme 2 has been successful. This is to replace the reception year building on the infant site. Subject to approval from the DfE, it is anticipated that this funding will be redirected to the rebuild project. The amount to be awarded is subject to a detailed application which is currently being considered by the DfE. Further details are included in the report circulated in Part 2 of the agenda.
7. Projections for the number of school places required in the area have historically remained relatively stable. However, Waverley Borough Council's Local Plan (currently draft) will result in the need for additional primary provision in Cranleigh. As the residential developments proposed consist of a number of sites, all subject to individual planning permission, it would not be recommended to create a new school. A standalone new school may not be sustainable if all the sites do not come forward and the timing of the sites may not be aligned to the pupil yield needed to fill a new school. Additionally, sustainability of existing schools could be affected. Therefore, the Local Education Authority are looking for a flexible solution to be able to expand an existing primary school in Cranleigh to help provide places for children from the new housing sites as they come forward. Although some of these sites may be some years ahead, some may come forward much sooner. For example, in March 2016 a residential site in Cranleigh of up to 425 dwellings was granted planning permission on appeal. This solution allows expansion at an already sustainable site, rather than providing a future 1FE in unviable discrete provision thus safeguarding future primary provision in the Cranleigh area.
8. Operating on split sites is not ideal for a primary school with staffing, resources, curriculum and facilities all separated and in some instances duplicated. In addition, the existing buildings are in poor condition and are in need of significant maintenance and improvement. Therefore, for some time the Local Education Authority has been seeking to identify a way forward to bring the school onto one site with much improved accommodation together with provision to allow for future increases in primary places in line with future residential development.
9. Therefore, it is proposed to relocate and rebuild the school, nursery and COIN Centre onto one site in the grounds of the nearby Glebelands Secondary

School within larger accommodation to allow for future growth. The two existing school sites would then be released for residential development.

10. Ofsted inspected the school in March 2016 and judged the school to be 'good' overall with three areas judged to be outstanding – effectiveness of leadership and management; personal development, behaviour and welfare; and early years provision. Officers are confident in the school's ability to manage the move to the new school and the increase in pupil numbers.
11. This proposal is not linked to a 'prescribed alteration' as it is not proposed to alter the schools PAN at this time. The Cabinet Member has therefore not received a formal report to consider the publication of notices or to consider representations.
12. The project will create 18 classrooms, practical rooms, group rooms, SEN space, main hall, nursery, COIN Centre, kitchen, staffroom, administration offices, storage and toilets. The nursery provision is designed to enable it to be run as part of the school or independently. An all-weather pitch is proposed to maximise the use of available outdoor space.
13. A planning application is expected to be submitted in March 2017 and it is anticipated a planning decision will be reached in July 2017.

CONSULTATION:

14. Cranleigh C of E Primary and Glebelands Secondary School have signed a Memorandum of Understanding regarding the proposal to relocate and rebuild the primary school.
15. Cranleigh C of E Primary School has secured the relevant Section 77 agreements with the DfE for the change of use of the Glebelands playing field and disposal of the existing school sites.
16. A number of meetings have been held with the Surrey County Council Local Member, School Governors and Head teachers of Cranleigh C of E Primary and Glebelands Schools to inform them of progress, these will continue throughout the life of the project.

A consultation event was held on 21 June 2016 at which plans for the proposed re-located school and the residential development were displayed. Over 80 people attended the event including local residents, parish council, local councillors as well as parents and carers of children at the school. Attendees were asked to complete a feedback form at the event. Of 81 people who completed forms, 40 supported the scheme, 31 supported the scheme with reservations (combined total of 88%) and 10 were opposed to the scheme. 94% agreed that a new school is required. Attendees concerns focused around drainage, traffic and parking arrangements which are being addressed through the scheme proposals together with any further requirements required as part of the planning process.

A further consultation was held on 26 January 2017 to update local residents, parish council, local councillors and parents and carers of children at the school of developments to the school scheme based on the feedback from June 2016. Of the 25 people who registered comments, nine fully supported the scheme, 12 supported the scheme with some reservations (combined total of 91%)

17. Several briefings and communications have been held with representatives of the Diocese regarding the rebuild. An agreement is being developed between the Local Authority and the Diocese regarding the contribution of their element of the proceeds towards the proposed rebuild of the school.

RISK MANAGEMENT AND IMPLICATIONS:

18. There are risks associated with the project and a project risk register has been compiled and is regularly updated. The significant risks associated with this project are mitigation measures for the site being in a flood zone, potential archaeology, ecology (protected species), impact on mature trees on the site, ground conditions, contaminated soil, widening access to the site and the possibility of discharging challenging planning conditions as a result of objections received. 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

19. 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 interest of securing best value.

Section 151 Officer Commentary

20. This amalgamation scheme at Cranleigh C of E Primary was approved by Cabinet in May 2015. The updated financial implications are outlined in Part 2.

Legal Implications – Monitoring Officer

21. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

22. The expansion of the school will not create any issues that would require the production of an Equality Impact Assessment (EIA), as no group with protected characteristics will be adversely affected as a consequence of its approval, or otherwise.
23. The new school building will comply with Disability Discrimination Act (DDA) regulations.
24. There is no proposal to amend the admissions criteria, which are fully compliant with the School Admissions Code.

Corporate Parenting/Looked After Children implications

25. This proposal would provide improved provision for primary education 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 have the opportunity of attending the school.

Climate change/carbon emissions implications

26. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The school will be built to the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT:

27. If approved, to proceed with the commencement of the tender process for the project through to contract award via a delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – Tel: 020 8541 8651
Melanie Harding, School Commissioning Officer – Tel: 020 8541 7376

Consulted:

Mary Lewis, Cabinet Associate for Children, Schools and Families
Tony Samuels, Cabinet Associate for the Built Environment
Mr Alan Young, Local Member: Cranleigh and Ewhurst – Waverley
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

Sources/background papers:

- The Education Act 1996; the Education Act 2002; the Education Act 2005; the Education and Inspections Act 2006.
 - Report to Cabinet: Cranleigh C of E Primary School 26 May 2015
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SURREY COUNTY COUNCIL

CABINET

DATE: 28 MARCH 2017

REPORT OF: MRS CLARE CURRAN, CABINET MEMBER FOR CHILDREN AND FAMILIES WELLBEING

LEAD OFFICER: GARATH SYMONDS, ASSISTANT DIRECTOR COMMISSIONING AND PREVENTION, CHILDREN, SCHOOLS AND FAMILIES

SUBJECT: FRAMEWORK AGREEMENT FOR RESIDENTIAL PARENTING ASSESSMENTS



SUMMARY OF ISSUE

In families where there are significant child protection issues, well-informed social work assessments concerning the ability of parents to keep their children safe and meet their developmental needs are essential to making appropriate decisions about whether children can be safely supported at home or whether they should be looked after by the Local Authority.

Residential Parenting Assessments conducted in Residential Family Centres are intended to provide robust, fair and evidence based assessments of parenting skills and capability for local authorities and the Courts.

The Cabinet is asked to approve establishment of a four year Residential Parenting Assessments Framework Agreement and award places on this framework to two suppliers. This framework will commence on 1 May 2017.

Due to the commercial sensitivity involved in the contract award process, the names of the providers, all financial details and evaluation scores have been put in the Part 2 report.

RECOMMENDATIONS

It is recommended that the establishment of a Framework is endorsed by Cabinet and award of a place on the Framework be made to the two suppliers for Lot 1, as detailed in the Part 2 report.

REASON FOR RECOMMENDATIONS

There is a duty on local authorities to provide parenting assessments under section 38 (6) of the Children Act 1989, when directed by the Courts during care proceedings.

Establishing a new Framework Agreement will facilitate a long term partnership with suppliers, creating the working environment to support continuous improvement for high quality, child centred assessment services.

Value for money will be secured through a clear pricing structure which will help to ensure transparency and clarity around costs with fixed prices for the first two years

of the framework. In addition to this, there will be robust contract management.

The recommended awarded providers met the tender evaluation criteria as well as demonstrating their experience and ability to deliver robust and high quality assessment reports that would inform care planning decisions.

Changes to UK procurement regulations (the Public Contracts Regulations 2015) means that spot purchasing services above specified financial thresholds (£589,148 per annum for social services) is no longer an appropriate form of procurement.

DETAILS:

Background

1. Residential Parenting Assessments are used where there are serious concerns regarding the ability of parents/ carers to meet the needs of their child(ren). Each family undertakes a period of observation and assessment to identify any issues of concern and support them in making changes in their parenting. The purpose of this is to encourage parents to develop their confidence, skills and abilities in parenting their children and evidencing their potential to meet their child's needs whilst ensuring that their own needs as an individual are promoted and addressed. The assessment informs evidence based recommendations to safeguard a child and is used to determine whether a parent can safely care for their child in the community.
2. Residential Parenting Assessments are usually procured within the context of care proceedings where a judgement on parenting capacity is required to safeguard the wellbeing of children. (Section 31 Children Act 1989). A range of problems can impair parents' ability to meet the needs of their children. These include, but are not restricted to, mental health problems, drug and alcohol use, learning disability and domestic abuse.
3. Following the Family Justice Review in 2011, revised Court Rules and mandatory guidance issued under section 7 of the Local Authority Social Services Act 1970, the Public Law Outline 2014, came into effect. This places specific responsibilities on the Local Authority in bringing Court applications in respect of children, particularly prior to the commencement of proceedings and the expectation that all assessments are of a high standard, and where it is safe to do so, completed in advance of an application to the Court. Once an application is made to the Court the matter must be concluded and decisions taken as to the child's future care within 26 weeks. Consequently, a number of Residential Parenting Assessments are commissioned by local authorities before an application is made to the Family Court.
4. It is unlawful for a local authority to remove a child from their parent's care without their consent, unless the removal is sanctioned by the Court. The approach that the Courts have taken to the removal of children, pending the Court's final decision making has changed over recent years. Case law has established that the separation of a child from his or her parents on an interim basis will only be considered if the child's welfare demands immediate separation. Thereafter, the Court will only approve long term placement of the child away from his or her parents following a robust examination of the local authority's decision making and assessments. Consequently, local authorities

must present robust evidence to the Family Court in support of any application to remove a child from their parents.

5. The Court has the power to order residential and other assessments of a child by virtue of Section 38(6) Children Act 1989. This statutory provision governs the Court's power to order residential parent and child assessments. It can order a Local Authority to commission such an assessment and pay for it in its entirety, even where the local authority may not agree with this.
6. Historically, Surrey's Children's Services has spot purchased Residential Parenting Assessments from three providers, however the aggregated value has exceeded EU procurement thresholds and has not enabled the Council to gain the best possible rates or drive up the quality of services.
7. In order to meet levels of anticipated demand whilst ensuring best value for money, the highest levels of quality and safety as well as meeting the requirements of the Public Law Outline, the Council is seeking to develop a formalised and efficient way of procuring Residential Parenting Assessment services through establishing a framework agreement.

Assessment of needs

8. A needs analysis carried out in February 2016 on Surrey families placed in a Residential Family Assessment Centre over the last three financial years shows that the number of Residential Parenting Assessments is increasing as is the length of time families are in their assessment placement. Consequently, spend has also increased:
 - In 2013/14 Surrey County Council (SCC) had 14 families in a Residential Family Assessment Centre at a total projected cost of just over £398k from the Placements budget. The average cost of a Residential Parenting Assessment in 2013/14 was £26,585.33
 - In 2014/15 SCC had 21 families in a Residential Family Assessment Centre at a total projected cost of just over £534k from the Placements budget. 75% of Residential Parenting Assessments during this financial year lasted up to 12 weeks. The average cost of a residential parenting assessment in 2014/15 based on projected spend was £25,456.80
 - In 2015/16 SCC had 31 families in a Residential Family Assessment Centre at a total cost of just over £1.2m from the Placements budget. 65% of Residential Parenting Assessments during this financial year lasted up to 12 weeks. The average cost of a Residential Parenting Assessment in 2015/16 was £38,348.
9. Further detail on the number of placements that were Court directed or were made as part of Surrey Children's Services care planning decisions prior to care proceedings can be found in the part 2 report.
10. The increase in the number of Residential Parenting Assessments can be attributed to the scrutiny required of care plans by case law and a national significant increase in the number of cases in care proceedings. Surrey is experiencing an increase in applications in accordance with the national trend.

11. Traditionally, Residential Parenting Assessments are up to 12 weeks long and evidence from these is submitted to Courts in care proceedings primarily to safeguard children and inform future care plans and decision making. However, the length of the assessment is determined by the needs and circumstances of the family identified by Children's Social Care staff, the Family Courts and the Residential Family Assessment Centre provider. Moreover, some providers may accommodate families for one week prior to the assessment beginning to ensure that the family is settled in.
12. A review of the provider market identified that there are a small number of registered Family Assessment Centre suppliers who provide Residential Parenting Assessments and, consequently, it is a specialised market. There are no Residential Family Assessment Centres in Surrey or neighbouring council's to the west of the county – providers used by Children's Services in the 2015/16 financial year are based in London Boroughs:
 - Jamma Umoja – based in Bromley (London Borough of Bromley) and South Croydon (London Borough of Croydon)
 - St Michael's Fellowship – Balham (London Borough of Wandsworth), Streatham and Herne Hill (London Borough of Lambeth)
 - Grange Park Parenting – Thornton Heath (London Borough of Croydon). The Ofsted Inspection Report website states that this provider is now closed; no closure date is supplied.

Outcomes to be achieved

13. All Residential Family Centres are required to conduct themselves under the Residential Family Centres National Minimum Standards and Residential Family Centres Regulations 2002 which form the basis of the regulatory framework under the Care Standards Act 2000.
14. There are 12 National Minimum Standards which focus on achievable outcomes for Residential Family Centres to provide for families. The standards are issued for use by Ofsted who must take them into account in regulating and inspecting Residential Family Centres.
15. These outcomes and any changes to them will be monitored through the lifetime of the framework to ensure that providers are delivering a high quality, child-centred service, based on the family's individual needs, in a safe and comfortable setting.

Options analysis

16. A number of options were considered when completing the Strategic Procurement Plan prior to commencing the procurement activity. These were:

Option 1	Do nothing and continue with spot purchasing
Option 2	Block contract with one supplier
Option 3	Establish a Surrey Framework Agreement
Option 4	Join another local authority's Framework Agreement
Option 5	Establish a collaborative with other local authorities to tender

17. A comparison was carried out in relation to neighbouring local authorities' use of and purchasing arrangements in relation to Residential Parenting

Assessments. Findings show that neighbouring local authorities are low level users of Residential Parenting Assessments. None of SCC's neighbouring local authorities have a Framework in place that the Council could make use of. Additionally, there is limited interest from other local authorities to join SCC in establishing a Residential Parenting Assessments Framework recognising that the numbers of Residential Parenting Assessments they purchase is low. Please see Annex 1 attached to this report for detailed findings of the comparison.

18. Changes to UK procurement regulations in 2015 means that option 1: 'do nothing' is not a viable option. The risks of not putting in place a framework are that the Council would be non-compliant with EU and UK procurement regulations, no agreed costs means providers could charge the Local Authority different rates and it would be challenging to drive up the quality of services.
19. Following this options appraisal it was decided that establishing a Surrey Residential Parenting Assessments Framework was the preferred option as this demonstrated best value for money and would enable us to ensure high quality services. The advantages of this option are:
 - The Local Authority would only be paying for the services it uses as there is no guarantee of demand under a Framework Agreement.
 - Effective contract management as providers will be required to comply with SCC's quality standards and minimum service standards.
 - Agreed costs with providers for the assessment and any additional costs.
 - Children's Services is able to identify a provider who has an available placement, at agreed costs and meets individual the needs of the child and their family.
20. Residential Parenting Assessments are one of the methods available to local authorities and the Courts to inform assessments of parenting capability to support long term planning. Others include community based assessments or parent and child foster placements. However, a parent and child foster placement may not be appropriate for some families, for example, when parents have learning disabilities, there has been substance misuse, mental ill-health or intimate partner violence, chaotic lifestyles and poor accommodation or homelessness through being found intentionally homeless. These family circumstances and histories are considered to be too high risk for a community based assessment and parent and child foster placement.
21. Recognising the increase in demand over the past few years, Children's Services is exploring how it can reduce commissioning of Residential Parenting Assessments when it is appropriate to do so. These include: improving social work practice and social work assessments put before the Court, the Safer Surrey approach, engaging with the Local Family Justice Board and utilising other parenting assessment models.
22. The Safer Surrey approach to social work practice has established a framework to help identify risk and protective factors. Through the Safer Surrey approach, using a practice model of Signs of Safety, social workers will produce better assessments that are more clearly evidenced helping families to understand the changes that they need to make and what the implications may be if these changes are not met in order to safeguard and promote the welfare of the child. This should see social workers feeling more expert and therefore being seen as

an expert. Families will be given opportunities to make changes and these will be well documented, therefore when going to Court for Orders the Local Authority can clearly evidence the work that has been undertaken, the worry that continues because of lack of change and what needs to be different in order to safeguard the child. This will also mean that families are supported earlier and so the right cases are taken into Court.

23. Safer Surrey, in conjunction with the revised Quality Assurance Framework; practice guidance and practice workshops that are underway in Surrey, will improve social work practice through providing clarity about standards and expectations of social workers. In turn, this will build confidence among the social care workforce in their skills and for them to be seen as experts. Consequently, this, together with early help transformation and a new parenting offer, should reduce demand for Residential Parenting Assessment services over the next four years.

Procurement

24. A project group was established, with membership made up of representatives from SCC's Legal Services, Procurement, Finance, Children's Placements Team, Child Protection Teams and Children, Schools and Families Commissioning and Prevention Service. This group provided ideas and feedback into the options appraisal and business case for the project, developed the service specification and were involved in supplier events to raise awareness of the intention to go out to tender with the market place.
25. This report recommends that a framework for the provision of Residential Parenting Assessments commence on 1 May 2017 and is awarded to the suppliers for Lot 1 in Part 2 of this report. The detail in the Part 2 report demonstrates why the recommended contract award delivers best value for money for SCC.
26. The Council reserves the right to add additional providers to the Framework through a further Invitation to Tender process. This process can be undertaken at the Council's discretion throughout the four-year period of the Framework Agreement. This will allow SCC to secure providers for Lot 2 of the Framework.

Use of e-Tendering and market management activities

27. Prior to the publishing of the tender documents the market was simulated by holding two supplier events on the 20 September 2016 and 6 October 2016. This enabled suppliers to see a draft copy of the specification and to ask questions about the proposed service provision. This proved to be successful as suppliers provided constructive feedback which was then factored into further drafts of the specification.

Key Implications

28. By awarding a Framework Agreement for the provision of Residential Parenting Assessments, the Council will be acting in accordance with its Procurement Standing Orders and with the Public Contracts Regulations, ensuring the delivery of safe and appropriate Residential Parenting Assessments.
29. There are four key performance indicators that will be monitored at regular contract meetings. These are:

KPI	Target
Significant concerns are reported to Surrey Children's Services.	100%
Written report of any significant concerns are submitted to Surrey Children's Services within 24 hours.	100%
All Local Authority reports are submitted as per the timescales set out in the service specification.	100%
All Court reports are submitted as per the timescales set out in the service specification.	100%

30. The Invitation to Tender document states that the Council reserves the right to 'call off' from the framework in the following way:
- Through direct award without re-opening competition. If awarding services without re-opening competition, the Council reserves the right (at its absolute discretion) to award to any of the Providers appointed to the Framework for the relevant Lot, based on: suitability/ matching for the family, availability and cost.
31. The management responsibility for the framework agreement lies with SCC.
32. The Framework Agreement has been tendered based on historical spend and is anticipated to be £4.8m over the proposed term of four years.
33. SCC can re-open the Framework throughout the four year period to allow other potential providers to submit a bid. Potential providers will be awarded a place on the Framework if they meet SCC's requirements.
34. The Framework providers will be flexible in accepting referrals from SCC where same day placements or short notice placements need to be made.

Competitive Tendering Process

35. This tender process was run under the Light Touch Regime. The tender was divided into two Lots:
- Lot 1 - Providers located in London and the South East
 - Lot 2 - Providers located outside of London and the South East, in England
36. Suppliers had 30 days to submit a response via the SCC e-tendering system, Intend.
37. Nine providers registered an interest with two providers submitting a tender for Lot 1. No bids were received for Lot 2.
38. Both tenders were evaluated by representatives from key service areas against the following criteria and weightings. The results are shown in the below table.

Criteria	Weighting	Supplier 1	Supplier 2
Quality	70%	41.30%	46.90%
Price	30%	29.26%	30%
Total	100%	70.56%	76.90%

CONSULTATION:

39. Two provider events were held in September 2016 and October 2016 prior to the issue of the invitation to tender, to stimulate interest in this opportunity and help attract current and new providers to tender. The South East Shared Service e-sourcing portal was used to ensure the procurement process was as efficient as possible and transparent for both providers and the Council.

RISK MANAGEMENT AND IMPLICATIONS:
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40. The Framework Agreement includes relevant termination clauses which will allow the Council to terminate the Framework with three months' notice and to terminate the Individual Placement Agreement with seven days' notice without obligation to pay for any Services not yet provided should priorities change. In addition, immediate termination is possible if the service provider commits a breach of the terms of contract or the provider at the time of the contract award, has committed an offence under the Public Contract Regulations 2015.
41. The Council successfully completed the standard financial checks on the two potential suppliers.
42. The following key risks associated with the contract and contract award have been identified, along with mitigating activities:

	Risk	Mitigating action
1.	Risk of procurement challenge from the non-successful bidders	<p>The original ITT and tender clarification responses were shared with the Tenderers (if deemed not commercially sensitive).</p> <p>The evaluation matrix was shared with the Tenderers and made public via the SE Shared Services Portal.</p> <p>Evaluation process has been overseen by Senior Category Specialist and Sourcing Specialist.</p> <p>There were no unsuccessful bidders (para 27 refers).</p> <p>10 day Alcatel period (standstill) will be adhered to.</p>
2.	Risk that budget is reduced over time	<p>In line with the nature of a Framework Agreement, there is no guaranteed volume of work and the Invitation to Tender made it clear to providers that the Council's diversion from care strategies should result in reduced demand for these services.</p> <p>Robust contract management arrangements will be implemented.</p>

Financial and Value for Money Implications

43. Funding for Residential Parenting Assessments is from the approved base budget for Placements and the four Child Protection Teams.

- 44. Putting in place a formal procurement solution will support the Council in managing the cost of services due to the certainty around price going forward.
- 45. The new contract will allow for effective contract management, reporting on key performance indicators and the service levels being delivered under the contract. This should also ensure quality of service.

Section 151 Officer Commentary

- 46. There is an existing budget for Residential Parenting Assessments and future costs are expected to be managed within this funding.

Legal Implications – Monitoring Officer

- 47. The procurement complied with the Public Contracts Regulations 2015 and with the Council's Procurement Standing Orders.
- 48. As part of the evaluation each tenderer was evaluated against a Method Statement and price. The evaluation established whether the potential supplier could perform the services required. The evaluation established best value.
- 49. The provision for Residential Parenting Assessments services is part of the Council's strategic requirement.

Equalities and Diversity

- 50. Under section 149 of the Equality Act 2010, Cabinet must comply with the public sector equality duty, which requires it to have due regard to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act,
 - advance equality of opportunity between persons who share a relevant characteristic and persons who do not share it,
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 51. An Equalities Impact Assessment has been written and sets out the impacts of the recommendation on each of the protected groups. Mitigating actions have been identified for any potential negative impacts.

Other Implications:

- 52. 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	See below
Public Health	No significant implications arising from this report.

Climate change	No significant implications arising from this report.
Carbon emissions	No significant implications arising from this report.

Safeguarding responsibilities for vulnerable children and adults implications

53. 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, Safer Surrey, any legislative requirements, guidelines and good practice as recommended by the Council. This will be monitored through the contractual arrangements.
54. The service will operate a child centred approach working with Children's Services and other partners where appropriate.

WHAT HAPPENS NEXT:

Action	Date
Cabinet decision to award (including 'call in' period)	Tuesday 6 April 2017
Contract Commencement Date	Monday 1 May 2017

55. Following the Cabinet decision, Procurement will send out successful award letters to providers.
56. Procurement, Children, Schools and Families Commissioning and Prevention Service and Children's Services will work closely with the successful providers to ensure a smooth transition from the current arrangements to the new framework agreement.
57. During the lifetime of the Framework, Surrey Children's Services will monitor providers to ensure they are meeting outcomes and supporting families in developing and improving personal outcomes. Providers are also required to demonstrate through contract monitoring that they are seeking feedback from families in placement and how this feedback is being used to further improve and develop services.

Contact Officer:

Claire Sibley – Senior Category Specialist. Tel: 07817 876011
Hana Alipour-Mehraban – Commissioner Tel: 01483 517012
Jo Lee – Senior Commissioner Tel: 01372 833940

Consulted:

Not applicable.

Annexes:

None

Sources/background papers:

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: SURREY COUNTY COUNCIL: CORPORATE STRATEGY 2017-2022****SUMMARY OF ISSUE:**

The Cabinet is asked to endorse a refreshed version of the Council's Corporate Strategy. The Strategy will then be presented to the County Council meeting on 23 May 2017 for approval. The Strategy will ensure that Surrey residents remain healthy, safe and confident about their future.

RECOMMENDATIONS:

It is recommended that the Cabinet endorses the refreshed version of the Corporate Strategy 2017-2022 and recommend that it be presented to the County Council meeting on 23 May 2017 for approval.

REASON FOR RECOMMENDATIONS:

By reconfirming a long term vision for the county and setting goals and key actions for the next financial year the refreshed Corporate Strategy provides a clear sense of direction for Council staff, residents, businesses and partner organisations. As part of the Council's Policy Framework (as set out in the Constitution) the Corporate Strategy must be approved by the County Council.

DETAILS:**Background**

1. On 16 July 2013 the County Council approved a long term Strategy for the Council. It was agreed that the Strategy would undergo a refresh on an annual basis. This report presents a refresh of the version that was previously approved by the Council on 9 February 2016.

Corporate Strategy 2017-2022

2. The strategic challenges facing the Council stem from two significant and persisting trends. Firstly, population changes - alongside the introduction of new responsibilities and duties - mean there are an increasing number of activities the Council needs to carry out in order to fulfil its purpose. Secondly, the total financial resource available to deliver these functions continues to reduce in real terms.
3. By implementing its Strategy since 2013 the Council has made good progress in meeting these challenges. The recently published [Annual Report 2015/16](#) and [Chief Executive's six month progress reports](#) illustrate this.

4. The refreshed document for 2017-2022 reconfirms the strategic direction which has helped the Council to navigate significant challenges over recent years. It also updates the context to reflect the challenging environment in which the Council is operating.

Supporting strategies and plans

5. There are a number of more detailed supporting strategies and plans which contribute to the delivery of the Strategy. These will continue to be refreshed periodically as required.
6. The detailed goals and actions that services will deliver in 2017/18 are included as part of the Medium Term Financial Plan reported to the Cabinet alongside this report.

CONSULTATION:

7. The Council's long term strategy has been discussed at a range of events over recent months involving Members and officers from across the Council.

RISK MANAGEMENT AND IMPLICATIONS:

8. There are no direct risk management implications arising from this report.

Financial and Value for Money Implications

9. The Corporate Strategy is developed in line with budget planning. It sets the strategic direction reflected in the Medium Term Financial Plan 2017-2022.

Section 151 Officer Commentary

10. The Corporate Strategy has been refreshed alongside the development of the Council's future budget. The Medium Term Financial Plan 2017-2022 is presented separately to Cabinet at this meeting.

Legal Implications – Monitoring Officer

11. Cabinet will need to take account of the Public Sector Equality Duty in considering this Strategy. There is a requirement to 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. Otherwise there are no legal implications/legislative requirements arising directly from this report.

Equalities and Diversity

12. The Strategy sets out goals and commitments that have positive implications for all residents, including protected groups. There are specific positive commitments in relation to children and young people, older people, and people with disabilities. However, given the high-level nature of these goals it is not possible to carry out an equality impact assessment at this stage.
13. The equalities implications of the goals will continue to be considered in relation to the more detailed and specific policies that stem from the overall Strategy, including the full Medium Term Financial Plan 2017-2022.

WHAT HAPPENS NEXT:

- Surrey County Council's Corporate Strategy 2017-2022 will be presented to the County Council at its meeting on 23 May 2017 for approval.
 - The Strategy will be published on the Council's website in readiness for the start of the 2017/18 financial year.
 - An internal communications campaign will be run to raise awareness of the Strategy.
 - The measures and targets for the Council's goals and key actions for 2017/18 will be finalised with progress reported throughout the year on the Council's website.
 - The Chief Executive will continue to publish six-monthly progress reports on the Council's website.
 - Scrutiny Boards will continue to scrutinise work programmes and performance.
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Lead Officer:

David McNulty, Chief Executive

Consulted:

Cabinet Members
Continual Improvement and Productivity Network

Annexes:

Annex 1: Surrey County Council: Corporate Strategy 2017-2022

Sources/background papers:

- Chief Executive's [six month progress report](#)
 - Surrey County Council's [Annual Report 2015/16](#)
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PURPOSE

Ensure Surrey residents remain **healthy, safe** and **confident** about their future

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VISION

ONE team for Surrey by 2022

VALUES



Listen



Responsibility



Trust



Respect

Context

We are committed to protecting the vital services our residents rely upon but this is becoming increasingly challenging. Surrey County Council has faced unprecedented increases in demand whilst central government grants has reduced significantly (£170m since 2010). We have worked hard to contain the costs and volume pressures, finding £450m worth of savings, but this is not enough. We still face a significant budget gap and are working hard as one team with our residents and partners to find a sustainable solution.



Changing birth rates and people moving into Surrey means that 11,000 more school places are expected to be needed by 2022. The Council also supports approximately 6,000 children at high risk and in need of social care intervention, and 900 looked after children, including 147 unaccompanied asylum seeking children.



Surrey's population is growing and their needs are becoming more complex, increasing demand on health and social care services. By 2022, there will be nearly 250,000 people aged over 65 in Surrey. The Council currently supports over 3,700 people with learning disabilities and 5,000 children with special educational needs and disability— these numbers are expected to continue to rise.



Surrey is a net contributor, paying more income tax to the Treasury than any area outside London. Surrey's economy expanded by 20% between 2011 and 2015, but there are critical challenges: roads are congested; employers struggle to attract staff with the right skills; and there is limited affordable housing. The council has also been given over 60 new responsibilities without proper funding to deliver.

Our strategic goals

1. Wellbeing

Everyone in Surrey has a great start to life and can live and age well

To support this goal in 2017/18 we will

- Provide additional school places needed for the September 2017 school year
- Improve outcomes for children in need of support and protection
- Support families through the Surrey Family Support Programme
- Support our residents to live longer and live well by integrating health and social care services
- Enable people to stay well at home in their community and to return home sooner from hospital with the care they need

2. Economic prosperity

Surrey's economy remains strong and sustainable

To support this goal in 2017/18 we will

- Support young people to participate in education, training or employment
- Resurface and treat priority roads to ensure the resilience of our highway network
- Improve and renew priority pavements, particularly to support vulnerable users
- Increase waste recycling and reduce the amount produced and sent to landfill
- Support an infrastructure investment programme

3. Resident experience

Residents in Surrey experience public services that are easy to use, responsive and value for money

To support this goal in 2017/18 we will

- Enhance opportunities for residents to influence and shape council services
- Make better use of digital technology to improve services for residents
- Invest in flood and maintenance schemes
- Improve the satisfaction of families of children with special educational needs and disabilities with the support they receive
- Deliver the savings set out in the Medium Term Financial Plan

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: MEDIUM TERM FINANCIAL PLAN 2017 TO 2020****SUMMARY OF ISSUE:**

This report presents the Council's Medium Term Financial Plan (MTFP) for 2017 to 2020 which builds on the budget envelope and Council tax precept set by Full County Council on 7 February 2017. This covers the remaining three years of the current comprehensive spending review period beyond which there is no detail known about the funding proposals upon which to build funding assumptions. The MTFP 2017-20 is a key means for delivering the Council's strategic aims in the context of the rising demand and funding pressures it faces. The Council has a legal duty to prepare a balanced and sustainable budget and to deliver statutory services to residents. To maintain essential services, the Council requires a budget that funds these pressures and the funding for this can either come from further Government support or resources raised locally. This report sets out how this will be achieved for 2017/18.

The Government published the Final Local Government Settlement on 20 February 2017 at which point the Council faced uncertainty in its medium term financial position including the need to identify further savings, service reductions or funding increases of £30m in 2017/18, rising to £73m by 2019/20. Since then a change to Government grants has led to an improvement in the Council's funding and subsequent budget changes. This report sets out those changes and presents the detailed service revenue and capital budgets for 2017/18 including fees and charges, and indicative budgets for the following two financial years.

In the current 2016/17 financial year the Council has made progress on measures aimed at reducing the forecast overspending. At the end of January 2017 the Council was in a position where it is forecasting a small underspending. This will enable the Council's reserves to be increased which will assist in managing the financial challenges of 2017/18.

In January 2017 the Cabinet agreed to set up a Sustainability Review Board (SRB) to focus on identifying up to £30m permanent service reductions and potential one-off reductions to achieve a balanced budget in 2017/18. A separate report on SRB's progress, which is an annex to this report, has identified areas for further savings of up to £5.3m.

Following the Full County Council's decision to support only capital schemes that it can fund without borrowing, other than in exceptional cases, the capital programme has been revised and is presented in this report.

Over the last four months in particular, the Council has highlighted the strains that the growth in demand for services, particularly social care, is putting both on this Council's and all councils' finances. This Council has drawn particular attention to where the methodologies used to distribute national funding have a disproportionate negative impact on Surrey such as the Improved Better Care Fund. Although the Chancellor of the Exchequer's 8 March Budget announcement has provided a temporary, albeit limited, solution in terms of £2bn additional adult social care funding over the next three years, the methodologies for distribution have not, for 90% of the funding, applied the Government's own relative need formula which means the Council receives £7.5m in 2017/18 rather than £17m that the Council would have had if the needs formula been applied.

This confirms that the basis of the needs assessment and distribution methodology is crucial and is why the Council continues to play a full role in the Government's Fair Funding Review. In addition, this Council will be seeking for Surrey to be a pilot area for the 100% Business Rates Retention Scheme from 2018/19 to help shape future arrangements for the benefit and protection of Surrey residents and businesses. The Government had indicated they will shortly be inviting authorities to apply to be a pilot for 2018/19. Surrey intends to apply.

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

Following Cabinet approval, the Council will publish the detailed budgets as "MTFP 2017-2020" on its website. This will enable users, budget managers, Members and residents to view budget details interactively on-line and request a hard copy of relevant sections.

RECOMMENDATIONS:

It is recommended Cabinet approves:

1. the release of provisions of £11m and reserves of £8.5m to balance the 2017/18 budget;
 2. the capital programme of £387m from 2017 to 2020, which is a reduction of £21m from that approved 7 February 2017;
 3. to only borrow for capital schemes where there is a compelling business case and for officers to review future years' budgets within the capital programme to reduce spending;
 4. the 2017/18 service strategies (Annex 1);
 5. the detailed service revenue and capital budgets for the year 2017/18 and indicative budgets for the years 2018-20 including amendments resulting from the Final Local Government Financial Settlement and other Government funding changes announced since 7 February 2017, including the March Budget (Annex 1);
 6. the proactive and systematic engagement of the County Council in
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responding to proposed changes in local government funding to ensure these changes do not further disadvantage Surrey, and seeking the appropriate recognition of the costs of delivering services in Surrey;

7. the following in relation to the funding of Early Years providers:
 - The Local Authority to retain £4.4m of the Early Years grant to manage the sector and allow for a devolved provision for more targeted support.
 - Fund Early Years providers at rates which are commensurate with the levels of funding in the Early Years DSG:
 - £4.51 per hour for three and four year olds
 - £5.88 per hour for two year olds

Change in the distribution of deprivation funding which has been simplified to be based on the Early Years pupil premium funding (paragraph 22);
8. the publication of the service revenue and capital budgets as the Medium Term Financial Plan 2017-20.

It is further recommended that Cabinet notes:

9. the additional funding for adult social care announced in the Chancellor of the Exchequer's Budget 2017;
10. the options for areas for additional savings and service reductions identified by Sustainability Review Board (SRB) in a separate report (Annex 2);
11. the Director of Finance's letter to the Department for Communities and Local Government confirming that the Adult Social Care Precept will be spent entirely on adult social care functions (paragraph 8 and Annex 3);
12. the fees & charges approved under delegated powers (Annex 4); and
13. the Equality Impact Assessments of the savings proposals within directorate and service budgets (Annex 5).

REASONS FOR RECOMMENDATIONS:

The Council has a legal duty to prepare a balanced and sustainable budget and to deliver statutory services to residents.

The Medium Term Financial Plan (MTFP) 2017-20 is a three year budget. It reflects assumptions about the current local and national financial, economic and political environment. Setting a three year budget is a key element of the Council's multi-year approach to financial management and its aim of achieving a sustainable financial position. Regular reporting through the year will enable effective tracking and management of progress with the strategy and the budget.

DETAILS:

Relevant strategies update

1. The Council's refreshed Financial Strategy 2017-20 that was reported to Full County Council on 7 February 2017 clearly sets out the Council's approach to financial management. It provides the basis for sound financial governance and long term sustainability and supports the delivery of the Corporate Strategy. The fundamentals of the Financial Strategy 2017-20 are:
 - acting in the public interest at all times through building partnerships to improve value and outcomes;
 - long term planning to enable effective and sustainable outcomes that meet future needs and opportunities; and
 - a proactive and practical outcome-focused approach to managing key risks and supports service strategies.
2. For the last three years the Council has produced a five year MTFP. However, the funding arrangements for local government are set to change significantly from 2019/20 with the extension of the Business Rates Retention Scheme. Related to this, is that the Government are only providing funding figures in the financial settlement up until 2019/20. Therefore, this MTFP also focuses on the three years to 2020.
3. To support the corporate strategic goals of wellbeing, economic prosperity and resident experience in a period of rising demand and falling funding, the MTFP (2017-20) includes the purpose, challenges, key actions and budget summary for 2017/18 for each service on a single page. Annex 1 includes each of the service strategies.
4. Cabinet approved the indicative three year revenue and capital budgets on 31 January 2017 and on 7 February 2017 Full County Council approved the 2017/18 budget envelope. This envelope included savings and service reductions totaling £93m in 2017/18 and a possible further £30m of savings, service reductions or funding increases. This is forecast to rise to £73m by 2019/20.

Sustainability Review Board

5. The Cabinet agreed to establish a Sustainability Review Board (SRB) comprising three cross party Members, the Strategic Director for Adult Social Care and Public Health, the Deputy Chief Executive and the Director of Finance. As part of the recommendation, the Cabinet requested that the SRB bring back an initial report to the Cabinet meeting on 28 March 2017 on progress towards identifying £30m permanent service reductions and up to a further £22m one-off reductions required to achieve a balanced budget in 2017/18.

6. A separate report on progress is included as Annex 2 to this report. This review has identified areas for additional savings of up to £4.6m. These are presented at the end of the annex. The Council will undertake further work to develop these areas for savings into firm proposals. As such, the service budgets in Annex 1 do not yet include the impact of these areas for savings. It is expected that at least £3m of the proposed savings are deliverable.

Final Local Government Financial Settlement and Chancellor's March Budget

7. Full County Council approved the overall budget envelope for 2017/18 on 7 February 2017. This was before the Final Local Government Financial Settlement was announced which was nearly two weeks later on 20 February 2017. The Council's budget was set based upon a 1.99% increase in the Council tax precept for general expenditure and a 3% adult social care precept which are both within the limits announced by the Secretary of State for Communities and Local Government in the Provisional Settlement in December 2016.
8. The Final Settlement confirmed the percentage increases and also the arrangements to satisfy the Department for Communities and Local Government (DCLG) that the adult social care precept will be spent appropriately. The Director of Finance had complied with these conditions by the stated deadline of 28 February although this has now been extended to April. The letter from the Director of Finance providing this confirmation is attached in Annex 3
9. The Government announced its intention to invite local authorities to apply to become 'pilot authorities' for the 100% Business Rates Retention Scheme for 2018/19. Although no formal invitation has been received as yet the Council is pro-actively discussing the concept of being a pilot with the Leaders of Surrey Borough and District Councils. This will provide the opportunity to help inform the new scheme for two-tier areas and provide further incentive for local authorities in Surrey to work with businesses to promote economic growth in the county.
10. The Government are due to consult on the basis for the needs assessment and distribution methodology for funding local government under the 100% Business Rates Retention Scheme. It therefore continues to be crucial the Council plays a full role in the Government's Fair Funding Review.
11. There were some very small adjustments to the New Homes Bonus Grant (NHB) contained in the Final Settlement. This Council saw a small reduction of £3,500 to £4,750,500 for 2017/18.
12. The Chancellor of the Exchequer presented his Spring Budget on 8 March 2017. Within this he announced additional funding for local government to meet some of the rising costs of adult social care. This Council has played a leading role in raising the profile of this issue and welcomed this announcement as a step in the right direction.

13. The total additional funding for adult social care nationwide totals £2bn by 2019/20. This includes £1,010m in 2017/18, £674m for 2018/19 and £337m for 2019/20. The Government allocated 10% of this new funding on the basis of the Government's own relative needs formula (RNF) and 90% as an addition to and in line with the improved Better Care Fund (iBCF). This means the funding is reduced to take account of sums paid by Surrey residents through the adult social care precept.
14. The amounts allocated to Surrey County Council (SCC) are £7.5m in 2017/18; £7.9m in 2018/19 and £5.6m in 2019/20 and these funds have been included in the MTFP to support adult social care services and contributes to a balanced budget position for 2017/18. However, the allocations are disappointing because if they had been based wholly on RNF the Council would have received £16.8m in 2017/18; £11.2m in 2018/19 and £5.6m in 2019/20.
15. In a similar way to the adult social care precept funding, this additional funding is expected to have conditions attached. The DCLG are consulting with the sector to try and agree these conditions and as yet there is no firm timetable for when they will be known and shared. However, it is likely that the conditions will include the need to meet unmet social care, assist the NHS, stabilise the social care market and also demonstrate actions for reducing delayed discharges. It is also likely that there will be a quarterly reporting return required but at this time the format of this is unknown.

Medium term financial plan – revenue budget

16. The MTFP 2017-20 is based on the Full County Council's approved 2017/18 budget envelope and the Council tax precept for 2017/18. It provides detailed service revenue and capital budgets following further consideration by Scrutiny Boards and also includes other changes due to Government announcements on grant funding. Any alterations to the final allocations of these grants will be covered directly in year by the services. The full list of grants is in Annex 1.
17. The areas for further savings from the SRB are not currently included in service budgets, although £3m of further savings is assumed to be delivered in 2017/18 in relation to this report.

Detailed revenue budget – key highlights

18. The Council's gross revenue budget for 2017/18 is £1,696m which includes £119m expenditure pressures across all services, especially in social care, and savings of £93m. The final published version of the MTFP will also include the additional savings identified by SRB that Cabinet approves.
19. Adult social care pressures continue to rise in 2017/18 and it is no longer possible to deliver the same proportion of savings to mitigate them. Total budget pressures amount to £47m in 2017/18 against which the service plans to deliver £26m of savings. £22m of these pressures arise due to an increase in demographic demand for services and nearly £10m is due to inflationary

increases. Overall this represents a £21m increase in the Adult Social Care (ASC) service budget for 2017/18.

20. In 2016/17 the Council has used reserves of £25m to achieve a balanced budget. Based on the budget pressures and savings related to adult social care, £11m of these reserves relate to the Adult Social Care service. When combined with the £21m increase in the ASC budget, this represents additional investment in adult social care of £32m by the Council. In 2017/18 specific income sources for adult social care are set to grow by a total of £30m. This is made up of £18m from the 3% ASC precept, £4m from the Government's new social care grant and £7.5m from the new monies announced in the Chancellor's Spring Budget Statement. Therefore, whilst these additional monies are welcome to support ongoing service delivery, combined they are still less than the total extra investment required in adult social care. Receipt of these additional monies does not therefore reduce or prevent the need to deliver the £26m of savings planned in ASC's MTFP for 2017/18 or indeed further savings in later years.
21. In addition, demand pressures in Children, Schools and Families continue to increase by over £22m in 2017/18 plus inflationary pressures of over £6m.
22. Local authorities receive funding (£66m in 2017/18) from the Department for Education (DfE) for free nursery entitlement for two, three and four year olds through the Early Years block of the Dedicated Schools Grant (DSG). The DfE funds local authorities for three and four year olds on the basis of an hourly rate and is also increasing the number of hours of free entitlement for some three and four year olds from 15 hours to 30 hours. Local authorities can retain up to 93% of the Early Years funding centrally in 2017/18 and 95% from 2018/19. These changes were subject to national consultation and are to be implemented from September 2017.
23. The Council has consulted with Early Years providers and Schools Forum around local funding changes and agreed that:
 - the local authority retains £4.4m of the Early Years grant to manage the sector and allow for a devolved provision for more targeted support;
 - fund Early Years providers at rates which are commensurate with the levels of funding in the Early Years DSG:
 - £4.51 per hour for three and four year olds
 - £5.88 per hour for two year olds
 - Change in the distribution of deprivation funding which has been simplified to be based on the Early Years pupil premium funding. As with any formula change there will be winners and losers but this revised methodology will provide predictability on funding levels and was broadly supported in the local consultation.
24. To meet these pressures and reductions in overall government funding the Council has to make further and deeper savings and service reductions. Since

2010, the Council has demonstrated a strong track record by achieving over £450m savings, although it is falling short of its £83m target in 2016/17. For 2017/18, the Council has identified £93m of savings and service reductions as part of £123m needed to move toward a balanced and sustainable budget. Further savings identified by the SRB will contribute to filling this gap. Despite the additional funding for adult social care, further actions are still required to achieve a balanced budget for 2017/18, and a sustainable budget for future years.

25. This MTFP includes service identified savings of £170m over the three years, of which £93m are to be delivered in 2017/18. These savings represent a major challenge, which will be difficult to deliver, with significant risks. To illustrate this, Table 1 shows the 2017/18 savings identified in MTFP (2017-20) analysed by risk of achievement.

Table 1: Risk of achievement of 2017/18 savings

	2017/18	
	£m	
Green	45	Plan to deliver the savings and it is on track
Amber	43	Plan to deliver the savings, although it is not currently on track
Red	7	No plan to deliver the savings
Total savings	93	

26. In view of the challenges of delivering significant further savings and reductions for several more years, Cabinet has required the Chief Executive and Director of Finance, in consultation with the Leader of the Council to continue to track and monitor progress on all existing MTFP savings.
27. For 2017/18, directorate leadership teams will receive detailed tracking reports of the savings which they are responsible for achieving. The Chief Executive's Direct Reports will receive a tracking report on the consolidated position and take actions to ensure the Council achieves its overall savings target. In the next administration, Cabinet Members will also receive tracking reports so that they can report monthly at Cabinet meetings on the progress under their responsibility areas. This is to ensure the Council's revenue budget is sustainable and to develop robust plans for further savings and income generation opportunities for the remaining years of MTFP (2017-20).
28. The detailed budget proposed in this report outlines the estimated timing for delivering the Council's total savings across the three year term of MTFP (2017-20).

Staffing

29. As a part of the detailed budget, Annex 1 includes the numbers of funded employees for each service expressed as full time equivalents (FTEs). The

overall staffing budget has reduced by 101 FTEs. This rise reflects savings and service reductions in 2017/18.

Medium term financial plan – capital budget 2017 to 2020

30. SCC invests in creating public value for Surrey residents through its capital programme. There are two strands to the capital programme the first being investment in assets to provide services and the second being investment in long term capital assets that will generate capital growth and regular income returns to reduce reliance on the taxpayer.
31. The capital programme proposed to the County Council in February 2017 totaled £408m over the three years 2017-20. In agreeing the budget proposals to increase Council tax by 4.99%, the Council also agreed to support only those schemes which are funded without requiring borrowing, unless a sustainable basis for funding the borrowing costs can be made and a compelling business case to demonstrate value for money. As a consequence, the final detailed capital programme included in the MTFP is smaller at £386m, supported by reduced borrowing of £61m over the three year period.

School Places

32. The number of school aged children in Surrey has been rising for a number of years and this requires the County Council to provide additional pupil places in both primary schools and secondary schools. This is known as the Schools Basic Need programme. In the past the Council has undertaken significant borrowing to support this expansion in school places but going forward the Council has been successful in attracting additional government funding and developers' contributions. This means that no further long term borrowing is required for the Schools Basic Needs programme

Highways

33. Surrey has one of the most heavily used road and highway networks in the country which requires maintenance and replacement over time. Over recent years the Council has invested heavily in its roads and this continues with a three year highways maintenance budget of £57m including £19m in 2017/18. None of this expenditure is planned to be supported by borrowing.
34. The Highways and Transportation capital budget is primarily financed by Government funding and third party contributions, supported by borrowing for: flood resilience schemes, the River Thames flood protection scheme, and Surrey's contribution to highway maintenance "challenge fund" schemes, which require match funding. In 2017/18 the Government will provide grant funding to SCC totaling £25.8m for highway maintenance and transport schemes.
35. The Community Infrastructure Levy (CIL) is a form of developer levy collected by boroughs and districts in Surrey and then potentially passed to the Council to fund new transport schemes. The capital budget for Highways & Transport

includes an estimated £3.6m of spend funded by CIL contributions during 2017-20, with £1.2m of this planned for 2017/18.

36. The Strategic Economic Plan Schemes (Local Growth Deals) are Local Enterprise Partnership (LEP) schemes funded by a combination of grant, developer contributions, partner contributions (from boroughs and districts and bus and rail companies) and a contribution from Surrey County Council. Total spend on these schemes for 2017/20 is £32m, with Surrey's contribution being £5m.

Property

37. The Council has a large number of properties from which it provides its services which it must maintain, and the biggest element of this is schools. The Government provides two further grants for schools capital which are the Devolved Formula Capital (for new buildings and extensions and is devolved to schools) and Schools Capital Maintenance. The Council will receive Devolved Formula Capital Grant of £1.6m in 2017/18 and £12m of Schools Capital Maintenance Grant. These amounts are still provisional awaiting final allocations from Government which will change for revised pupil numbers and academy conversions. Any variances in these allocations will be adjusted for in the levels of planned expenditure.
38. Table 2 summarises the capital spending and funding for the period 2017 to 2020 with more detail for each service shown in annex 1.

Table 2 – Capital programme and funding 2017 to 2020

	2017/18	2018/19	2019/20	Total
Summary capital programme	£m	£m	£m	£m
Schools Basic Need	72	55	13	140
Highways & Transport programme	49	34	28	111
Property & IT recurring programme	23	22	23	68
Other capital projects	42	17	8	67
Total capital programme	186	128	72	386
Summary capital funding				
Grants	134	100	49	283
Reserves	19	6	2	27
Third party contributions	5	3	7	15
Borrowing	28	19	14	61
Total capital funding	186	128	72	386

Reserves and balances

39. The Council holds a small general balance to provide a contingency against unforeseen overspends or a major unexpected event. The level of this general balance is not prescribed and the Council aims to keep a reasonable balance that is justifiable in the context of local circumstances while not tying up Council taxpayers' money unnecessarily. In recent years this has been set at between 2.0% to 2.5% of Council's core spending power (between £16m and £20m). At 31 March 2017, the Council's general balance is expected to be £21.3m
40. Earmarked reserves are for specific purposes and to mitigate against potential future known or predicted liabilities. Since 2012/13 the Council has applied £110m of reserves to support the budget, including £24.7m which were used to balance the 2016/17 budget. Further use of reserves was not proposed in the budget presented to County Council in February 2017 because of the continuing and significant risks facing the Council in terms of on-going increasing demands and limited local ability to manage the level of funding to keep pace with growing service demands. However, since then the forecast small underspend on the 2016/17 budget and the additional retained business rates income not confirmed until after the Full County Council met, will allow a modest contribution from reserves for 2017/18 of £8.5m without an unacceptable impact on the overall level of reserves.
41. Appendix 1 to Annex 1 provides an updated schedule of earmarked reserves and a description of their uses.
42. The Council also carries a number of provisions for liabilities that the Council previously expected to be likely in the future, but the timing of the liability arising was unknown. One of these was for potential liabilities relating to injury awards. The likelihood of these liabilities occurring has now reduced sufficiently for the Director of Finance to be satisfied that the provision can be reduced by £9m. Another provision exists in relation to potential equal pay liabilities. Although the likelihood of a liability remains, the amount of the provision can be reduced by £2m.

Medium term financial plan – interactive and publication

43. MTFP (2017-20) will be available on the Council's website as both an interactive document, allowing the user to drill down into service budgets on the website and an electronic version available for printing. The Council has aimed to enhance resident experience by using consistent terminology throughout all external financial publications (Council tax information, interactive MTFP and Annual Report).
44. A printed version of MTFP (2017-20) will be available to order from the Council's main website. As in the current year, this will enable the reader to choose which pages to print.

45. MTFP (2017-20) will present the strategy for each service followed by an analysis of the service's budget including changes from the 2016/17 budget, savings, pressures and staffing.

Fees and charges

46. In addition to Government grants, business rates and Council tax funding, the Council plans to raise over £98m in fees and charges in 2017/18.
47. The detailed budgets in Annex 1 analyse the Council's fees and charges income by service. The schedules to Annex 4 detail the charges proposed for 2017/18.
48. In December 2015, Full County Council approved amendments to the financial regulations so that Cabinet now notes any operational changes to existing fees and charges and Cabinet approves any new charges or strategic or policy changes to existing charges.
49. The financial regulations updated the definition of fees and charges. The definition distinguishes between individual and organisational income. The definition is:

'Fees and charges are agreed upfront payable rates for providing services that are either set by statute (Act of Parliament e.g.: fairer charging) or through the Council's delegated authority, and include fines, licenses and penalties. The fees and charges are usually paid by individual members of the public and can be purchased by anyone.'

'It is not a fee or charge when there is an arrangement to provide services to another organisation, where the price and service is negotiated, under a form of contract.'

50. Every year services must review and update their fees and charges to ensure discretionary services for which a fee or a charge is applicable are not provided at a subsidy without a specific supporting policy decision; and publish the 2017/18 schedule of fees and charges. Annex 4 details the existing and revised charges by service.
51. Fees and charges are reviewed each year and Scrutiny Boards should review and challenge the fees and charges elements of the service strategies over the next twelve months.

<u>CONSULTATION</u>

52. During February and March 2017 the Council's scrutiny boards have reviewed and scrutinised service budgets that are now reflected in the MTFP (2017-20) detailed budgets.

RISK MANAGEMENT AND IMPLICATIONS:
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53. The MTFP (2017-20) includes £240m of savings and additional income to be made over the three year period. MTFP (2017-20) assumes Council tax will rise by 1.99% for standard Council tax and 3.00% for the adult social care precept. The risks of not achieving these savings in 2017/18 have been assessed and summarised in Table 1 and reported in Section 2 of MTFP (2017-20).
54. In view of the increasing challenge to deliver high levels of savings for several more years, the Chief Executive's Direct Reports (CEDR) will lead the rigorous tracking and monitoring process for current year savings for the whole Council and the mechanism for rigorously reviewing plans for delivering all savings across the whole MTFP period. Directorate leadership teams will track and monitor services' detailed savings plans. Cabinet Members will also receive tracking reports so that they can report monthly at Cabinet meetings on the progress under their responsibility areas.
55. The Council maintains an integrated risk framework to manage the significant challenges it faces and the associated emerging risks. The specific risks and opportunities facing the Council and recorded in the Leadership Risk Register are:
- Financial outlook
Lack of funding, due to constraints imposed by Central Government on local authorities' ability to raise appropriate local funding and distribution of less grant funding, results in significant adverse long term consequences for sustainability and service reductions leading to significant implications for residents.
 - Safeguarding – Children's Services
Avoidable failure in Children's Services through action or inaction, including child sexual exploitation, leads to serious harm, death or a major impact on wellbeing..
 - Safeguarding – Adult Social Care
Avoidable failure in Adult Social Care leads to serious harm, death or a major impact on wellbeing.
 - Devolution
Failure to achieve a devolution deal leaves Surrey County Council without a coherent response to the strategic infrastructure challenges facing the county.
 - Medium Term Financial Plan
Failure to achieve the MTFP lowers the Council's financial resilience and could lead to adverse long term consequences for services.
 - New ways of working
Failure to identify and manage the impacts / consequences of implementing a range of new models of delivery leads to severe service disruption and reputational damage.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

56. The Council's refreshed Financial Strategy sets out its approach to financial management as the basis for sound financial governance and long term sustainability. All the documented budgets and targets have been subject to a thorough value for money assessment. Throughout the budget planning and setting process the Council has assessed material financial and business risks and reflects them in this report and its annexes.
57. The Government has indicated its intention to implement a 100% Business Rates Retention Scheme for local government from 2020. This will include a fair Funding Review among its foundations and a pilot scheme to test practical application. To ensure the Council's financial prospects are sustainable and the new scheme treats Surrey residents fairly and incentivises Surrey businesses effectively, it is crucial the Council plays a full and vital role in these consultations and reviews to influence the future funding of local government.
58. The 100% Business Rates Retention Scheme will introduce many significant changes to local authorities' spending responsibilities and funding sources that are, as yet unknown. As such, the Government has only provided funding totals to Councils for the period 2017/18 to 2019/20. Given the level of uncertainty beyond 2019/20, the Council has limited its MTFP to three years.
59. Even over this shorter three year period, reductions in Central Government funding, constraints on raising revenue from local sources and growing service costs and volumes all combine to mean pressures on the Council's budget intensify. In this worsening scenario, it will be increasingly challenging for the Council to deliver further savings after achieving more than £450m expenditure reductions since 2010. The 2017/18 budget includes £93m of identified savings, plus one-off measures of up to a further £22m. By 2019/20 the amount of identified savings in the MTFP is £170m plus amounts to be identified in 2018/19 and 2019/20 that rise to £67m.

SECTION 151 OFFICER COMMENTARY

60. Since 2010 the Council has made significant savings, efficiencies and service reductions in order to maintain a balanced budget. These have averaged between £60m to £70m per year. For 2017/18, there are £93m of identified savings which is a significant increase on previous years and there is a high degree of risk around all of these being achieved. It is the view of the Director of Finance that the Council will be required to make a significant unplanned use of earmarked reserves for unachieved savings in 2017/18. This will take reserves below the safe minimum levels and will need to be replenished in future years, especially those required to cover future possible liabilities. There is therefore an essential need for even more rigorous tracking and monitoring by the leadership of the Council of the savings and spending reduction plans to

ensure they are delivered or that alternative actions are taken early if necessary.

61. The SRB, set up in February, has identified areas for further savings including £3m that could be delivered in 2017/18. The SRB and the Council's leadership will need continue this work together to deliver these savings and identify further savings for the Council to sustain its budget for 2017/18 and move towards a sustainable budget for future years.
62. It is important to note that the 2017/18 budget is balanced through the use of one-off measures totaling over £19m. In future years this is not sustainable, especially the use of reserves that are already at the safe minimum level in light of the financial uncertainty facing the Council. Further, the Council must not rely on increases in future funding to create a balanced and sustainable budget such as a 100% Business Rates Pilot if agreed to in the future since any pilot will be for 2018/19 only. The implications for funding from 2019/20 are unknown pending the Government's planned reform of local government funding through its Need Review and the 100% Business Rates Retention policy implications. The Council therefore needs to continue to identify and implement further measures to reduce its spending to be contained within known resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

63. This report sets out the Council's refreshed financial strategy and in particular the need for high levels of savings to be delivered. Legal Services will be involved in tracking and monitoring savings to advise on the legal implications of individual proposals.
64. The Council also has a duty under the Equality Act (2010) to consider the equalities implications of the proposals underpinning the MTFP, as set out in the Equalities and Diversity section of this report.

EQUALITIES AND DIVERSITY

Background

65. An analysis has been undertaken of the equalities implications of the savings proposals presented in the MTFP for the 2017/18 financial year. This analysis provides the Cabinet with information about the potential impact of the proposals on groups with protected characteristics in Surrey. Where potential negative impacts have been identified information is also provided about the actions that the Council is taking, or will undertake, to mitigate them.
66. This analysis covers proposals to deliver the £93 million of savings proposals outlined for 2017/18 in the new MTFP. Following the Council's decision to increase Council tax by 4.99% on 7 February 2017, £30 million of further savings will be required in 2017/18, but are yet to be identified. Equalities implications for new proposals will need to be assessed and understood.

67. Where the Cabinet is required to take further decisions around the implementation of savings proposals, or where proposals are not sufficiently developed to undertake an equalities analysis at this time, additional analysis will be presented to inform decision-making alongside the relevant future Cabinet reports. Equality Impact Assessments (EIAs) will be prepared as more specific proposals to achieve savings are brought forward.
68. EIAs for a number of savings proposals in 2017/18 are continuations of those undertaken previously. Where this is the case the existing EIA has been reviewed by Services. For new savings proposals, or proposals with significant material changes, services undertook a new EIA. This section of the report provides information about:
- the legal requirements around equalities;
 - the high-level findings of the analysis, including information about which new savings proposals have been assessed for equalities implications; and
 - how the findings of this analysis will be used.
69. The equality implications for the financial plans beyond 2018 will be considered in detail alongside future MTFP reports for Cabinet.

Legal requirements

70. When approving the financial plans, the Council's Cabinet must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Equalities analysis: Overarching findings

71. A detailed summary for each Directorate is included in Annex 5 to this report. Where necessary, EIAs have been completed and have been published on the SCC website at <http://www.surreycc.gov.uk/your-Council/equality-and-diversity/ensuring-our-decisions-are-fair>
72. The Council provides many services for the most vulnerable in Surrey's communities. This includes numerous protected characteristic groups. Officers have identified proposals for £93 million of these savings and, where possible, mitigating actions to prevent any negative impacts. However, some services are still to develop detailed implementation plans and have committed to identifying impacts and developing mitigating actions over the coming year. Work is also underway to identify how to deliver the remaining £30 million. In total, significant additional savings of £123 million need to be made in 2017/18 which will affect services for those groups.

73. For the Council's workforce, the biggest changes will be in restructures and management of vacancies. These will be completed in line with Council policy to ensure no particular groups are disadvantaged.

74. Key points from Directorates are highlighted below:

Adult Social Care

75. Adult Social Care has a £25.5 million savings target in 2017/18. The Directorate provides important services for older people, disabled people and their carers. Ongoing savings have been grouped under three headings: whole systems demand management; market management and pricing strategies; and workforce development.

76. There are a number of issues facing the Directorate that will make it increasingly difficult to mitigate potential negative impacts associated with the whole system's demand management savings, including:

- the level of savings required in 2017/18 in addition to the £225 million savings delivered by the Directorate since 2010;
- increased demand for services; and
- national policy changes (such as Deprivation of Liberty Safeguards).

77. There are risks that:

- Investment in preventive services will need to be reduced to ensure the Council continues to discharge its duty to meet eligible assessed needs. To mitigate this risk, a formal consultation will be undertaken on the Housing Related Support proposals and the Directorate will ensure any changes to grants and contracts are evaluated for potential impact on people with protected characteristics and are targeted to minimise the impact upon local services provided.
- There will be increased pressure on health, borough, district, voluntary, community and faith sector partners and informal carers. To mitigate this risk, the Council will continue to collaborate with partners to deliver local integrated community based health and social care.
- Providers will be facing financial difficulties. To mitigate this risk we will continue to work with providers to implement long term and sustainable market management and pricing strategies.

78. The Directorate has committed to a range of mitigating actions including continuing to collaborate with partners to deliver local integrated community-based health and social care; encouraging people to build networks of support amongst their family, friends and communities; and ensuring practice continues to focus on outcomes. It will also ensure any reductions in grants and contracts are evaluated across the system; individuals, their family and carers are engaged throughout the process of change; and utilise technology and look for new and creative models of delivery.

Children, Schools and Families

79. The Children, Schools and Families (CSF) Directorate consists of Schools and Learning (including Special Educational Needs and Disabilities); Children's Services; and Commissioning and Prevention. CSF is required to make savings of £25.1 million in 2017/18 and the Directorate has undertaken an equalities analysis of the savings planned. The level of savings required means it may be increasingly challenging for the Directorate to mitigate negative impacts.
80. The Directorate has identified 36 planned savings for 2017/18 which have been grouped under six themes:
- **Market management and demand management** – these savings proposals are seeking to reduce the effect of inflation on services and to ensure that the Council pays the right costs for services. Demand management is through a new operating model of Early Help.
 - **Early Help model** – these savings proposals relate to the implementation of a new operational model of Family Services and the restructure of the commissioning functions of the Commissioning and Prevention Service.
 - **Special education needs and disabilities (SEND)** – these saving proposals are seeking to review/redesign operating models and service delivery to ensure a sustainable service to support children and young people with SEND.
 - **Education and skills** – these savings proposals relate to changes in support services for schools in light of changing national legislation and funding arrangements and the growth in the number of academies.
 - **Support functions reduction** – these savings proposals are to review the business support functions of Children's Services and Schools and Learning to ensure efficiencies while reducing operational costs.
 - **Productivity efficiencies** - these savings relate to the continuous identification of the most effective and efficient ways of running the services.
81. The Directorate has committed to mitigating actions for any negative equalities impacts arising from these proposals and will continue to ensure staff, users and partners are engaged throughout the process of change.

Public Health

82. Public Health has a £3.3 million savings target for 2017/18. Proposals identified as requiring specific EIAs are for non-renewal of a mental health promotion contract and reduction in programmes for substance misuse. There will be a direct impact on service delivery within these areas. Both require further consultation to fully inform the final EIAs and mitigating actions. However, it is clear that the initial process has identified a number of key groups who are likely to experience a negative impact as a result of the savings. While for substance misuse it is possible to build in mitigation through the service redesign process, the withdrawal of the public mental health budget and related service as it is currently commissioned, will be much harder to mitigate within the remaining resources in the Council's public health team.

Business Services

83. Savings will continue to be delivered by the Orbis shared services partnership formed between the Business Service Directorates of Surrey and East Sussex County Councils. Savings of £3.9 million will be made by creating joint teams, reducing duplication and adopting more efficient working practices and reviewing methods of service delivery. These changes will impact on staff and EIAs will be completed as proposals are developed for each service.
84. Further savings are being delivered from the budgets that are managed by the Orbis partnership. This includes reductions in property spend including from utilities and following the closure of the six older people's homes. There will be some reductions in training spend, however this is from a review of methods of delivery rather than reducing essential core training that staff require to do their jobs.

Environment and Infrastructure

85. Environment and Infrastructure has a savings target of £9.6 million for 2017/18 and is delivering savings in a number of areas. Subsidies for bus services are being reduced which means that there will need to be reductions on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. The comprehensive EIAs completed for years one and two of the Local Transport Review are in the process of being updated for 2017/18.
86. There will also be a reduction of £100,000 to the Council's contribution to partnership work with Surrey Wildlife Trust; a reduction in contribution to hosted partnerships, contribution to non-hosted partnerships to stop: Gatwick Greenspace Partnership and Blackwater Valley Countryside Management Partnership. It is also proposed that the revenue budget for Rights of Way work will reduce by £190,000. The public who visit the countryside and potentially those who benefit from some of the activities run by the hosted and non-hosted partnerships will be affected by the proposals. Advice will be sought from the Surrey Countryside Access Forum – the statutory forum that advises on countryside access issues – to help mitigate these impacts.

Customer Services

87. Customer Services has a £180,000 savings target for 2017/18. The Contact Centre's opening hours are being reduced and there is a drive to promote use and increase provision and uptake of on-line options to customers so that they can self-serve 24/7. EIAs are being undertaken to mitigate the impact on people with protected characteristics. This will include continuing the library automated telephone renewal service and offering bespoke support from the Contact Centre for customers unable to use the alternative channels offered.

Registrations and Nationality and Libraries Services

88. The Registration and Nationality Service is constantly reviewing the levels of provision that are offered for appointment for birth and death registrations, and notices of marriage at Register Offices. It will continue to prioritise death registration appointments (as these should be registered within five days), but may look at a slight reduction in the number of available birth registrations appointments which would mean that people may have to wait longer to register the birth of their child at their nearest Register Office. If they wanted an earlier appointment to register the birth they could choose to travel further to another Surrey Register Office. The Registration Service would ensure that the required number of appointments are available across the Register Offices in Surrey to ensure that all births (around 20,000 per year) can be registered within the required 42 days and that special arrangements would continue to be made in exceptional circumstances.
89. The Library Service is required to make budget savings of £397,000 from 2017/18. There are three proposals to achieve this:
- Revision and reduction of evening opening hours across the branch network at Category A and B libraries to save £121,000.
 - Reduction of the resources fund, which will affect the range and availability of book titles, by £246,000.
 - Reduction of the staffing budget for the service development team by £30,000.
90. The reduction in evening opening hours may impact predominantly on people with limited opportunities to visit the library at alternative hours of the day, including those of working age in full time employment and carers.
91. The Service will communicate with library members to advise of changes to opening hours and promote alternative access to services online.
92. All users will be affected by a reduction in the book fund with a reduction in the range and availability of titles - purchasing reduction of approximately 20,000 books against a book stock of 1,400,000.

Surrey Fire and Rescue Services

93. For Surrey Fire and Rescue Service (SFRS), a number of changes are proposed to meet the service's £3.1 million savings target for 2017/18. Reviews are underway to improve collaborative working across Surrey and Sussex to meet current and future transport and associated equipment needs of emergency services, deliver efficiencies in back office and management costs and on the contingency arrangements for the service to ensure SFRS meets its legal duties and the need to ensure it is cost effective. The EIA process will identify and mitigate impacts on protected characteristic groups.

Mitigation

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

Using the equalities analysis findings

95. Cabinet should be aware that the public equality duty is not to achieve the particular outcomes set out in section 149 of the Equality Act or to take particular steps. It is instead a duty to bring the important matters identified in section 149 into consideration as part of the decision making process. "Due regard" is a test of the substance underpinning decisions in the sense that they have been approached with rigour and an open and enquiring mind. This substance is demonstrated through EIAs and the changes that are made to proposals and services as a result of them.
96. "Due regard" also means that the regard that is appropriate in making these decisions. So, alongside the proper regard that Cabinet must give to the goals set out in section 149, they should also consider any other relevant factors and it is a matter for them to decide the weight to be given to these factors. In this case the most significant other matters are:
- the statutory requirement to set a balanced budget
 - the outcomes the Council is seeking to achieve, which are set out in the Council's *Corporate Strategy 2017-2022*
 - the priorities within the Council's *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015 – 2020*
 - the demographic pressures facing SCC that include a rising population with projected increases in the number of older residents as well as children and young people. Increases in both these age groups will place additional demands on adult social care services and local schools.

OTHER IMPLICATIONS:

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

Area assessed:	Direct implications:
Corporate Parenting / Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Public Health	No significant implications arising from this report.
Climate change and carbon emissions	<p>A primary outcome of the Council's Carbon and Energy policy is a reduction in carbon emissions from the Council's own estate, along with managing the Council's energy costs. The investment and savings figures referred to in the MTFP are consistent with this policy update.</p> <p>In addition to this, many of the Council's financial commitments to schemes in the areas of waste management, transport and flood alleviation will make a positive contribution to reducing emissions and/or a proactive response to managing the impacts of climate change.</p>

WHAT HAPPENS NEXT?

98. The Council will publish the MTFP (2017-20) on its website.
99. Progress against the Council's strategic priorities will be published quarterly on the Council's website. The Chief Executive will submit six-monthly progress reports to the Council meetings in July and December 2017. Scrutiny Boards will continue to scrutinise work programmes and performance.

Contact Officers:

Sheila Little, Director of Finance, 020 8541 9223

Andy Smith, Senior Policy Manager, 020 8541 9955

Consulted:

Cabinet, all County Council Members, strategic directors, directors, heads of service, business and voluntary sectors, residents and unions.

Annexes:

Annex 1 Service strategies and detailed revenue and capital budgets 2017-20

Annex 2 Report of the Sustainability Review Board

Annex 3 Director of Finance's letter to DCLG on use of the ASC Precept

Annex 4 Fees & charges schedules 2017/18

Annex 5 Equality assessment summary

Sources/background papers:

- Revenue and Capital Budget 2017/18 to 2019/20, report to Full County Council 7 February 2017
- Revenue and Capital Budget 2017/18 to 2019/20, report to Cabinet 31 January 2017
- Budget working papers
- DCLG revenue and capital Financial Settlement papers from DCLG website
- Government Equality Office (2011) Equality Act 2010 – Specific Duties to Support the Equality Duty. What do I need to know?
- Government Equality Office (2011) Public Sector Equality Duty. What do I need to know?

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Medium Term Financial Plan 2017-20

Section 1 Service Strategies and 2017-20 Detailed budgets

Overall Council

Income & Expenditure category summary

10

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Funding				
Council Tax	-614,903	-634,867	-651,603	-671,001
Council tax - Adult Social Care support	-11,829	-31,034	-51,292	-52,805
Business rates	-45,468	-52,669	-53,758	-54,872
Local taxation support	-672,200	-718,570	-756,653	-778,678
Business Rates top up Grant	-59,406	-58,552	-60,347	-45,078
Revenue Support Grant	-67,078	-28,000	-4,450	
Transition Grant	-11,926	-12,175		
Other UK Government grants	-673,557	-659,157	-650,682	-644,940
Central Government support	-811,967	-757,884	-715,479	-690,018
Contributions and contract income	-60,343	-62,459	-62,172	-62,322
Fees and charges	-94,021	-97,730	-99,952	-101,545
Property income	-8,395	-8,668	-9,082	-9,320
Income from investment	-495	-415	-836	-1,047
Reimbursements and recovery of costs	-14,614	-14,896	-14,953	-15,089
Discretionary and other service income	-177,868	-184,168	-186,995	-189,323
Total funding	-1,662,035	-1,660,622	-1,659,127	-1,658,019
Expenditure				
Service staffing	280,003	278,333	271,085	270,354
Service non-staffing	1,016,977	1,059,493	1,074,893	1,112,337
Schools - net expenditure	389,831	345,063	344,063	344,063
Sustainability Review Board savings		-3,000	-30,914	-68,735
Total expenditure	1,686,811	1,679,889	1,659,127	1,658,019
Funded by provisions and reserves	24,776	19,267	0	0

Gross expenditure revenue budget 2017/20

The table below is in 2017/18 monetary order

10

Revenue Summary	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Delegated Schools	389,831	345,063	344,063	344,063
Schools and Special Educational Needs and Disabilities (SEND)	229,886	234,273	234,131	234,982
Children's services	104,734	112,769	111,846	109,705
Commissioning and Prevention	98,119	107,696	103,242	103,213
Children, Schools and Families (CSF)	822,569	799,801	793,282	791,963
Adult Social Care	437,422	460,760	472,686	494,620
Place Development & Waste	86,259	89,256	92,013	97,496
Central Income and Expenditure	60,026	54,746	57,418	68,862
ORBIS - Managed budgets ¹	53,017	52,284	53,696	55,294
Highways and Transport	51,925	52,766	52,854	54,164
Fire and Rescue Service	46,769	44,368	45,667	43,516
ORBIS - Joint operating budget	38,045	37,585	34,832	34,029
Public Health	38,776	37,904	36,529	35,579
Cultural Services	22,692	22,589	22,076	22,198
Democratic Services	4,722	6,070	4,756	4,778
Legal Services	4,242	4,379	4,310	4,343
Trading Standards	3,675	3,687	3,704	3,720
Customer Services	3,631	3,508	3,399	3,374
Strategy and Performance	3,643	3,524	3,493	3,457
Community Partnership and Safety	2,995	3,403	3,166	3,165
Communications	2,022	2,105	1,993	1,976
Coroner	1,775	1,739	1,714	1,727
Communities support function	1,053	948	961	977
Strategic Leadership	1,009	915	930	945
Emergency Management	544	552	561	571
Reserves				
Sustainability Review Board savings		-3,000	-30,914	-68,735
Total expenditure	1,686,811	1,679,889	1,659,127	1,658,019

Please note that some tables do not cast due to roundings

Note 1: Budgets managed by ORBIS for the Council include budgets required such as the costs of running buildings or external audit. The cost of staff is included in the joint operating budget. Individual service strategies and financial budgets are enclosed within the document.

Government grants

			2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Adult Community Learning		Lib	-2,287	-2,326	-2,314	-2,248
Adult Social Care support grant	New	ASC		-4,000		
Area of Outstanding Natural Beauty - Surrey		EV	-103	-103	-103	-103
Asylum Seekers		CSF	-3,300	-4,200	-4,200	-4,200
Bikeability		EV	-221	-213	-212	-206
Bus Service Operator grant		EV	-1,069	-1,416	-1,125	-1,125
Business Rate cap grant		CIE	-1,523	-1,523	-1,523	-1,523
Business Rate Retention Scheme		CIE	-1,546	-1,546	-1,546	-1,546
Community Voices - Add Prison funding		CIE	-421	-421	-421	-421
Dedicated School Grant - CSF		CSF	-532,104	-507,248	-506,248	-506,248
Dedicated School Grant - corporate allocation		CIE	-3,493	-5,744	-5,744	-3,493
Direct School Training	Ceased	CSF	-181			
Education Funding Agency		CSF	-13,891	-11,086	-11,086	-11,086
Education Services Grant		CIE	-9,319	-4,530	-3,530	-3,000
Extended Rights to Travel - CSF		CSF	-128	-128	-128	-128
Fire Pensions		SFRS	-9,396	-8,245	-11,631	-10,883
Fire Revenue grant		SFRS	-382	-394	-394	-394
Flood water management		HT	0	-92	-98	-104
Healthwatch		SP	-435	-464	-464	-464
Independent Living Fund		CIE	-1,791	-1,791	-1,791	-1,791
Improved Better Care Fund		CIE				-1,500
Mental Health Deprivation of Liberty		ASC	-80	-80	-80	-80
Mental Health Transformation Challenge Award (New)	Ceased	ASC	-500			
Music Grant, Surrey Arts		Lib	-1,388	-1,388	-1,388	-1,388
New Homes Bonus		CIE	-6,221	-5,055	-2,430	-1,970
PE & Sport		CSF	-2,334	-2,185	-2,185	-2,185
Private Finance Initiative		CIE	-11,045	-19,022	-16,702	-16,702
Police & Crime Panel		LDS	-61	-66	-66	-66
Public Health		PH	-38,452	-37,504	-36,529	-35,579
Pupil Premium		CSF	-17,572	-17,689	-17,689	-17,689
Registration Deaths		Lib	-17	-17	-17	-17
Remand grant		CSF	-32	-41	-41	-41
Preparation for Employment	New	CSF		-18	-18	-18
SEND Implementation	Ceased	CIE	-720			
South East Protected Landscape grants		EV	-71	-71	-71	-71
Staying Put		CIE	-275	-221	-166	-166
Support for Improve Better Care Fund	New	CIE		-7,500	-7,900	-5,600
Sustainable Travel Grant		EV	-61	-59	-59	-57
Troubled Families		CSF	-972	-1,521	-1,521	-1,521
Universal Infant School Meals		CSF	-11,470	-10,542	-10,542	-10,542
Youth Justice Board		CSF	-696	-628	-628	-628
Total Government grants			-673,557	-659,077	-650,590	-644,782

Government grants (cont)

		2016/17	2017/18	2018/19	2019/20
		£'000	£'000	£'000	£'000
<u>By services:</u>					
Children, Schools and Families	CSF	-582,680	-555,286	-554,286	-554,286
Central Income and Expenditure	CIE	-36,354	-47,353	-41,753	-37,712
Public Health	PH	-38,452	-37,504	-36,529	-35,579
Fire and Rescue Service	SFRS	-9,778	-8,639	-12,025	-11,277
Cultural Services	LIB	-3,692	-3,731	-3,719	-3,653
Environment	EV	-1,525	-1,862	-1,570	-1,562
Adult Social Care	ASC	-580	-4,080	-80	-80
Strategy and Performance	SP	-435	-464	-464	-464
Legal and Democratic Services	LDS	-61	-66	-66	-66
Highways and Transport	HT	0	-92	-98	-104
Total Government grants		-673,557	-659,077	-650,590	-644,782

		2016/17	2017/18	2018/19	2019/20
		£'000	£'000	£'000	£'000
<u>By Responsibility changes:</u>					
<u>New responsibilities grants</u>					
Adult Social Care support grant			-4,000		
Preparation for Employment			-18	-18	-18
Support for Improve Better Care Fund			-7,500	-7,900	-5,600
New Responsibilities		0	-11,518	-7,918	-5,618
Existing Responsibilities		-672,156	-647,559	-642,672	-639,164
<u>Ceased responsibilities</u>					
Direct School Training		-181			
Mental Health Transformation Challenge Award (New)		-500			
SEND Implementation		-720			
Ceased responsibilities		-1,401	0	0	0
Total Government grants		-673,557	-659,077	-650,590	-644,782

Revenue budget movements

Summary budget movement	2017/18 £'000	2018/19 £'000	2019/20 £'000
Prior year budget	24,777	19,267	0
Total inflation movements	28,701	26,031	27,037
Total demand changes	45,573	25,901	21,612
Total legislation movements	404	443	979
Total market and service delivery changes	18,974	6,235	17,255
Total pressures and changes	93,652	58,609	66,883
Total transformation savings	-90,804	-47,526	-25,760
Total reductions savings	-2,696	-1,365	-80
Total Savings	-93,500	-48,891	-25,840
Total DSG Savings	-2,661	-1,072	-3,222
Total Sustainability Review Board and future savings	-3,000	-27,914	-37,821
	19,267	0	0

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Service Savings				
<u>Efficiency/service transformation</u>				
Children's Services				
Managing market inflation	-559	-559	-559	G
Reduce reliance on locums			-500	A
Support functions review	-280	-280		A
Savings on external placements		-500	-300	A
Early Help reduction in Looked After Children demand	-120	-240	-240	A
Early Help reduction in Children in Need demand	-280	-560	-560	A
Productivity efficiencies	-335	-1,364	-1,662	A
Children's Services	-1,574	-3,503	-3,821	
Commissioning and Prevention				
Managing market inflation	-224	-224	-224	G
Early Help reconfiguration	-1,000	-3,700		A
Early Help contract savings	-250	-250		A
Early Help reductions in demand	-80	-120	-120	A
Asset related savings from Early Help reconfiguration	-700			A
Restructure phase 2	-1,300			A
Support functions reduction	-346	-346		A
Income generation	-128			A
Productivity efficiencies	0	-206	-528	
Commissioning and Prevention	-4,028	-4,846	-872	
Schools and Special Educational Needs & Disabilities (SEND)				
Managing Market Inflation	-2,417	-2,417	-2,417	G
Home to School Transport - SEND	-1,499	-1,500	-1,500	A
Productivity Efficiencies	-1,337	-1,028	-1,110	A
Home to School Transport - Mainstream	-600			A
Support Functions Reductions	-75	-75		G
<u>Additional SEND Savings</u>				
Review of Special School Funding	-2,300	-1,300		A
Individual Statemented Pupil Support Budget	-1,200			A
Traded Model for SEN Support Services	-1,100	-500		A
Post 16 SEND	-1,000			A
Review Provision of SEND Support to Early Years Providers	-1,000			A
Service Cost Reduction and/or Recommissioning	-800			A
New Operating Model for SEN Pathway	-500			G
Alternative Provision	-500			A
Trade or Reduce Non-statutory Services	-500			A
Review and Share Costs with Health & Social Care	-500			A
Decommissioning of SEN Planned Places	-300			A
Savings to be Identified	-200			A
Hard to Place Pupils Process	-100			A
Schools and Special Educational Needs & Disabilities (SEND)	-15,928	-6,820	-5,027	

Service Savings	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Orbis Partnership Joint Operating Budget				
Business Operations	-500	-125		A
Finance	-525	-994		G
Human Resources	-400	-625		G
Information Technology & Digital	-1,099	-1,258		G
Management	-100	0		G
Procurement	-345	-15		G
Property	-906	-834		G
Total	-3,875	-3,851		
Less East Sussex County Council share (30%)	1,345	1,161		
Orbis Partnership Joint Operating Budget	-2,530	-2,690	0	
Budgets Managed by the Orbis Partnership - Finance				
Contribution to insurance reserve	-750			G
2015/16 one-off income 2 years only	25			
Budgets Managed by the Orbis Partnership - Finance	-725			
Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development				
Training	-207			G
Budgets Managed by the Orbis Partnership - Information Technology & Digital				
Infrastructure	-270	-30		G
Orbis Business Plan	-76	-76		G
Budgets Managed by the Orbis Partnership - Information Technology & Digital	-346	-106		
Budgets Managed by the Orbis Partnership - Property				
Fees	-100			G
Utilities	-200			A
Building Running Costs	-440	-200		A
Budgets Managed by the Orbis Partnership - Property	-740	-200	0	
Communicatuions				
Efficiencies / Service transformation	-162	-149	-52	G
Strategic Leadership				
Staffing Reduction	-110			G
Strategy & Performance				
Removal of vacant posts	-213	0	0	G
Service restructure / prioritisation	0	-68	-72	G
Strategy & Performance	-213	-68	-72	

Service Savings	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Adult Social Care				
<u>Whole Systems Demand Management</u>				
Family, Friends and Community support - core	-2,500	-1,000	0	G
Family, Friends and Community support - stretch	-1,000	-1,000	0	A
Transport care packages review	-500	0	0	A
Demand Management	-4,021	-692	-26	R
Optimisation of Transition pathways	-1,000	-1,000	-1,000	G
Section 256 client group savings	-2,000	-1,750	-1,750	G
Targeted strategic shift from residential care to community based provision for people	-1,268	-1,268	-616	A
Expansion of extra care services	0	0	-768	G
Strategic review of Older People In-house services	-2,664	-741	0	G
Ensure correct application of National Continuing Health Care framework	-3,000	-2,500	-2,500	G
Resolution of significant outstanding CHC disputes / assessments	-2,100	-1,500	0	G
Contracts & Grants Review	-1,250	-490	0	A
Housing Related Support decommissioning / retendering of social exclusion services	-453	-2,620	-714	A
Support package guidelines for Older People community care services	-1,141	-1,539	-797	G
Closure of Surrey Information Hubs	0	-412	0	G
Total Whole Systems Demand Management	-22,897	-16,513	-8,171	
<u>Market Management and Pricing Strategies</u>				
Optimisation of main block contract rates	-75	-77	-80	G
Optimisation of other contract & grant rates	-368	-348	-338	G
Commissioning for Older People with learning disabilities	-663	-255	0	A
Strategic Supplier Review Rebates	-1,000	0	0	A
Surrey Choices efficiency programme	0	-300	-300	A
Day Care Commissioning Review	-575	-575	0	A
Total Market Management and Pricing Strategies	-2,681	-1,554	-718	
<u>Workforce Development</u>				
Optimise staff travel	-110	0	0	G
Workforce synergies	-250	-500	-800	A
Total Workforce Development	-360	-500	-800	
Adult Social Care	-25,938	-18,567	-9,689	
Public Health				
Substance misuse provision redesign	-500			A
Alcohol IBA removal	-400			A
Lifestyle services (smoking/ child weight management) reduction	-255			A
Public health services redesign	-187			A
Public mental health service redesign	-335			A
Public Health	-1,677			
Emergency Management				
Income Generation	-20	-20	-20	A

Service Savings	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Surrey Fire and Rescue Service				
Transfer Vehicle & Equipment Replacement to capital financing	-1,470			G
Fire cover Reconfiguration	-900	-1,600	-900	A
Contingency cover and specialist rescue - review / reduction	-300			A
Blue Light collaboration - Fleet savings	-200			A
Blue Light collaboration - Mobilising	-200			A
Implementation of Immediate Response Vehicles		-800	-800	A
Senior Management restructure	-50			G
Savings in Back Office & Support functions	-50	-100	-100	A
Surrey Fire and Rescue Service	-3,170	-2,500	-1,800	
Highways and Transport				
Highways Information Team Income	-40	-40		A
Integrated Team structure	-200			G
E&I Support Functions	-141			G
Unidentified Savings	-178	-178	-178	G
Highways and Transport	-559	-218	-178	
Place Development and Waste Management				
Local Transport Review	-735			G
Road Safety Review	-100			G
Countryside review	-350	-350	-200	G
Planning and Development review	-350	-150		G
E&I Support functions	-59	-100		G
Place and Sustainability review	-200	-50	-50	G
Waste- Kerbside recycling performance	-1,334	-151	-155	A
Waste-Recycling management	-1,115	-58	-57	A
Waste-Single waste approach	-1,587	-2,020	-70	A
Waste-Community Recycling Centres and Transfer Stations	-1,300	-500		A
Waste- Contract Structure	-1,000			A
Waste-Materials Management	792	1	-13	G
Marginal gains	-200	-200	-200	G
Fall out of previous year one off saving	500			G
Place Development and Waste Management	-7,038	-3,578	-745	
Communities Support Function				
Support Function Review	-155	-3	0	G
Community Partnership & Safety				
Members allocation reduction	-105	0	0	G
Community Improvement Fund	0	-236	0	G
Marginal Savings	-22	-22	-23	G
Community Partnership & Safety	-127	-258	-23	
Coroner				
Seek efficiencies and streamline processes	-64	-56	-18	G

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Service Savings				
Trading Standards				
Further savings (marginal gains)	-46	-44	-44	G
Buckinghamshire Partnership	-86	-37	-2	G
Additional income generation	-109	-96	-31	G
Total	-241	-177	-77	
Less Buckinghamshire County Council share	82	59	26	
Trading Standards	-159	-118	-51	
Cultural Services				
Libraries redesign service delivery		-180		G
Cultural Savings		-250		A
Libraries - Reduction to Resources budget	-246	-100		G
Libraries - Reclassification	-121			G
Libraries - Develop Community Supported Offer		-220		A
Libraries - Team Staffing reductions	-30	-46	-208	G
Arts - Reduce subsidy of on-line services	-15			G
ACL - Improve Marketing	-22	-23	-28	G
Registration - increase income	-26	-25	-16	G
Heritage restructure		-85	-25	A
Other savings	-6	-5	-7	G
Cultural Services	-466	-934	-284	
Democratic Services				
Modern Council	-44	-44	-44	G
Voluntary Sector reduction	-22	-22	-22	G
Democratic Services	-66	-66	-66	
Legal Services				
Remove vacant posts	-48			G
Increased Income in line with current achievement	-70			G
Management change Orbis Public Law		-142		G
Other Changes			-39	G
Legal Services	-118	-142	-39	
Central Income & Expenditure				
Public Health (Other Initiatives)	-1,805	-1,173	14	R
Treasury Management (Interest Payable)	-8,600	-500	500	G
Other Initiatives	-2,503			G
Minimum Revenue Provision	-8,000	-1,011	-3,516	G
Education Services Grant	-3,000			G
Pension Fund contribution for Members	-165			G
Contributions to Reserves	-611			G
Central Income & Expenditure	-24,684	-2,684	-3,002	
Total efficiency/service transformation savings	-90,804	-47,526	-25,758	

Service Savings	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
<u>Service Reduction</u>				
Schools and Special Educational Needs & Disabilities (SEND)				
Reductions in School Support	-600			G
Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development				
Apprentices	-216			G
Customer Services				
No Saturday opening (library calls only taken)	-15			G
Reduce operating hours	-50			G
Libraries reservations & renewals	-45			G
Stop appointment bookings		-105		G
Reduce Complaints Staff	-35	-25		G
Channel Shift	-25	-25	-25	A
Reduce Web and digital	-10	-10	-55	G
Customer Services	-180	-165	-80	
Highways and Transport				
Local committee Funding	-1,700			A
Reactive maintenance		-1,200		A
Highways and Transport	-1,700	-1,200		
<hr/>				
Total service reduction	-2,696	-1,365	-80	
<hr/>				
Total savings	-93,500	-48,891	-25,840	

Revenue FTE Summary²

	2016/17 £'000	2017/18 £'000	2016/17 FTEs	2017/18 FTEs
Schools and Special Educational Needs and Disabilities (SEND)	42,565	40,567	1,235	1,273
Children's services	48,452	49,150	1,081	1,092
Commissioning and Prevention	30,063	29,151	640	649
Children, Schools & Families	121,080	118,868	2,956	3,013
Adult Social Care	61,282	62,681	1,859	1,754
Fire and Rescue Service	27,635	26,620	648	608
Cultural Services	18,729	19,007	529	529
Highways and Transport	15,325	15,409	370	371
Place Development & Waste	9,843	9,713	200	200
Customer Services	3,557	3,408	107	102
Human Resources and Organisational Development	1,805	1,659	29	29
Information Technology and Digital	952	976	18	19
Procurement and Commissioning	853	868	14	14
Property services	429	502	18	18
Business Operations	150	153	5	5
ORBIS - Managed budgets	4,189	4,158	84	85
Legal Services	3,487	3,594	80	79
Trading Standards	3,320	3,371	75	74
Democratic Services	1,929	1,942	49	46
Public Health	2,425	2,470	48	46
Communications	1,144	1,332	22	31
Strategy and Performance	1,930	1,822	27	27
Communities Support Function	1,045	916	26	26
Community Partnership and Safety	1,220	1,242	25	25
Emergency Management	487	495	12	12
Strategic Leadership	983	889	10	9
Coroner	392	396	2	2
Total expenditure	280,003	278,333	7,129	7,039

Note 2: The table is 2017/18 FTEs order. If the values are in a different order this could be due to varying staffing grade requirements for individual services.

Note 3: Increases in FTEs are due to:

An in-year transfer of staff from Children Schools and Families increases (+9) Communications 2017/18 budgeted FTE.

Capital

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Summary capital funding				
Grants	134,073	100,285	48,956	283,314
Reserves	18,933	6,212	2,000	27,145
Third party contributions	5,328	3,296	6,900	15,524
Borrowing	27,543	19,027	13,878	60,448
Total	185,877	128,820	71,734	386,431
Summary capital programme				
Schools Basic Need	72,229	55,474	13,070	140,773
Property Services	48,271	29,205	19,075	96,551
Highways and Transport	49,286	34,112	28,212	111,610
Environment	1,467	1,884	2,463	5,814
Information Management and Technology	3,884	3,920	4,883	12,687
Surrey Fire and Rescue Service	7,635	1,120	926	9,681
Schools Devolved Capital	1,606	1,606	1,606	4,818
Adult Social Care	900	900	900	2,700
Children Services	599	599	599	1,797
Total	185,877	128,820	71,734	386,431
Capital				
	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Summary capital funding				
Schools Basic Need	58,861	40,277	38,350	137,488
Schools devolved formula capital	1,606	1,606	1,606	4,818
Schools condition allocation	12,080	12,080	12,080	36,240
Integrated transport block	4,784	4,784	4,784	14,352
Highways maintenance - base allocation	14,859	13,449	13,449	41,757
Highways maintenance - incentive	1,391	2,801	2,801	6,993
Pothole Action Fund	1,348	1,000	1,000	3,348
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Local Growth Fund	17,525	5,640	0	23,165
Fire Transformation and Emergency Care response Grant	4,800	0	0	4,800
Unspecified Government Grants	13,368	15,197	-28,565	0
Total Grants	134,073	100,285	48,956	283,314
Reserves				
Fire Vehicle & Equipment Reserve	0	0	0	0
IT Equipment Reserve	1,350	1,120	1,700	4,170
ERR	0	0	0	0
Capital Receipts	13,916	5,092	300	19,308
General Capital Reserve	3,667	0	0	3,667
Total Reserves	18,933	6,212	2,000	27,145
Third Party Funded				
CIL funded schemes-to fund new transport schemes	465	909	1,488	2,862
Schools Income	0	0	0	0
Strategic Economic Plan Partner funding	3,228	787	527	4,542
s106 funded schemes	1,635	1,600	4,885	8,120
Total Third Party Funded	5,328	3,296	6,900	15,524
Borrowing				
	27,543	19,027	13,878	60,448
Total Capital Funding	185,877	128,820	71,734	386,431

Capital

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Summary capital programme				
Major Adaptations	800	800	800	2,400
In-house capital improvement schemes	100	100	100	300
Adult Social care	900	900	900	2,700
Schools devolved formula capital	1,606	1,606	1,606	4,818
Foster carer grants	300	300	300	900
Adaptations for children with disabilities	299	299	299	897
Children Services	2,205	2,205	2,205	6,615
Community Partnership & Safety: Local Committee Allocations				
	0	0	0	0
Fire-Vehicle & Equipment Replacement	2,835	1,120	926	4,881
Fire Joint Transport Project	4,800	0	0	4,800
Surrey Fire & Rescue Service	7,635	1,120	926	9,681
Highway maintenance	13,943	15,943	12,889	42,775
Bridge strengthening	2,300	1,706	3,151	7,157
Flooding & drainage	1,409	1,393	1,261	4,063
Local transport schemes	400	400	400	1,200
Pothole Action Fund	0	0	0	0
Safety barriers	968	957	867	2,792
Traffic signal replacement	750	1,515	945	3,210
Highways Vehicle Replacement	200	120	0	320
Strategic Economic Plan Schemes	23,165	6,427	3,048	32,640
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Highways Maintenance Challenge Fund	500	0	0	500
Flood resilience schemes	500	500	500	1,500
River Thames scheme	500	500	500	1,500
Developer funded schemes	1,200	1,200	1,200	3,600
Highways & Transport	49,286	34,112	28,212	111,610
Maintenance at closed landfill sites	77	50	50	177
Rights of way (incl structures)	175	175	175	525
Road safety schemes	200	200	200	600
Basingstoke Canal	150	150	150	450
Secondary Shopping Areas	0	0	0	0
Developer funded schemes	400	400	400	1,200
Cross Directorate CIL schemes	465	909	1,488	2,862
Environment & Planning	1,467	1,884	2,463	5,814

Capital

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Property Services				
<u>Recurring programmes:</u>				
Schools capital maint, inc.childrens centres & DDA	12,080	12,080	12,080	36,240
Schools expenditure funded by income	0	0	0	0
Carbon reduction - Corporate	0	0	0	0
Fire risk assessments/minor works/DDA	500	487	400	1,387
Non schools structural maintenance	6,300	6,300	6,295	18,895
Recurring programmes	18,880	18,867	18,775	56,522
<u>Projects:</u>				
Fire Station reconfiguration	4,064	1,589	0	5,653
Replace aged demountables	200	0	0	200
SEN strategy	4,804	1,443	0	6,247
SEND (2 special schools)	0	0	0	0
Land acquisition for waste	3,667	0	0	3,667
Projects to enhance income	1,200	450	0	1,650
Regeneration projects	868	0	0	868
Projects to reprovision and deliver capital receipts	1,010	0	0	1,010
Reigate Priory School	360	0	0	360
Cranleigh Schools	6,000	3,700	300	10,000
Lindon Farm Autism Unit - ASC	4,000	1,764	0	5,764
Winter Maintenance Depots (Salt Barns)	2,118	1,392	0	3,510
Horley Library	1,000	0	0	1,000
Short Stay Schools	100	0	0	100
Projects	29,391	10,338	300	40,029
Property Services	48,271	29,205	19,075	96,551
Schools Basic Need	72,229	55,474	13,070	140,773
IT Equipment Replacement Reserve	1,300	1,000	1,500	3,800
IT Project Investment	2,500	2,500	2,500	7,500
Recurring programmes	3,800	3,500	4,000	11,300
Other IMT projects	84	420	883	1,387
Projects	84	420	883	1,387
Information Management & Technology	3,884	3,920	4,883	12,687
Total Capital Programme	185,877	128,820	71,734	386,431



Julie Fisher
Deputy Chief Executive

Our purpose

Our purpose is to work with partners to ensure that children and young people will be happy, healthy, safe and confident in their future. This includes:

1. Identifying the needs of vulnerable children and young people who require help and protection, and protecting them from harm and neglect
2. Ensuring the children we look after have the same opportunities as their peers and are able to realise their potential
3. Providing all children with access to education and childcare
4. Supporting all Surrey young people to participate in education, employment or training

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

Our challenges and opportunities

- We are making **specific improvements to our safeguarding services and services for children with special educational needs and disabilities** in order to embed consistently good practice that is child and family focused.
- **Demographic pressures continue to increase resulting in greater demand across the services** provided for children and young people. These rising demands apply to targeted and specialist services - such as those for Looked After Children, Unaccompanied Asylum Seeking Children, and children with special educational needs and disabilities - and also to county-wide provision such as school places.
- In addition, **legislative and national policy changes and decisions are also heightening demands and requirements for services** and changing the landscape in which we operate - for example, in education we are in transition to a sustainable schools-led system.
- This all takes place against a backdrop of **financial pressures and reducing budgets across the public sector**.

Our key actions

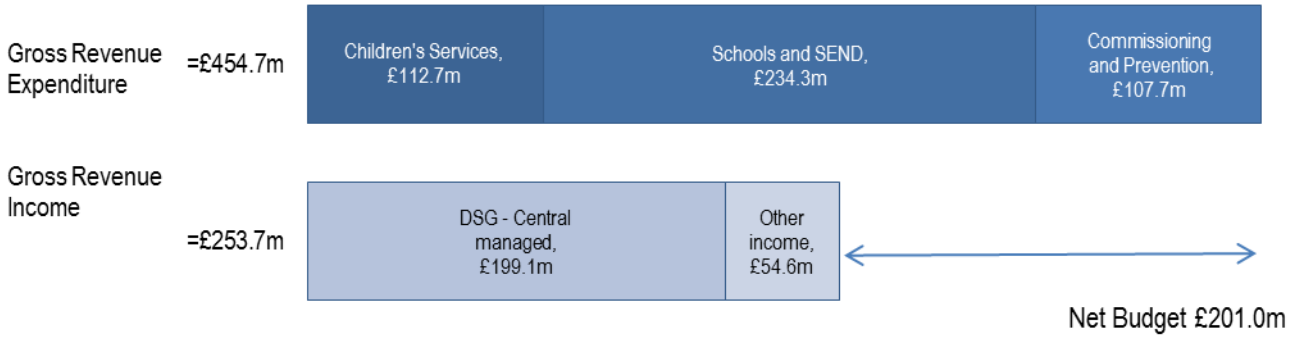
Working in partnership we will:

1. Improve outcomes for children in need of support and protection, ensuring they are safe and can thrive
2. Provide additional school places needed for the September 2017 school year
3. Support families through the Surrey Family Support Programme
4. Support young people to participate in education, training or employment
5. Improve the satisfaction of families of children with special educational needs and disabilities (SEND) with the support they receive

Underpinning improvement and transformation actions:

6. Embed consistently good practice that is child-focused and strength-based, developing the skills and culture to support and enable this (our Safer Surrey approach)
7. Build a new operating model for CSF Early Help services and re-shape the local early help offer and delivery with partners
8. Create an education system that is financially stable for schools and the Council, and delivers sustainable, high quality and inclusive education and training
9. Develop a future operating model for SEND with partners and families
10. Further develop our information management systems, quality assurance arrangements, performance insight, and commissioning capabilities

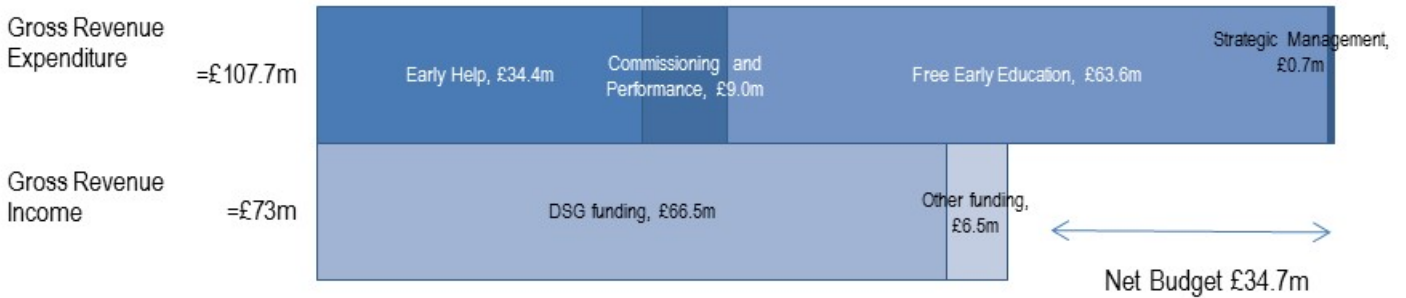
Children, Schools and Families



Children's Services



Commissioning and Prevention



Schools and SEND



Children's, Schools & Families

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Children's Services	104,734	112,769	111,846	109,705
Schools and SEND	229,886	234,273	234,131	234,982
Commissioning and Prevention	98,118	107,696	103,242	103,213
Dedicated Schools Grant - DSG	-183,223	-198,973	-198,973	-198,973
Other Income	-51,858	-54,787	-54,787	-54,787
Net budget	197,657	200,978	195,459	194,140
Delegated Schools Expenditure	389,831	345,063	344,063	344,063
Delegated Schools-Dedicated Schools Grant	-348,881	-308,275	-307,275	-307,275
Delegated Schools-other school related grant income	-40,950	-36,788	-36,788	-36,788
Total net budget	197,657	200,978	195,459	194,140

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Funding:				
Dedicated Schools Grant - DSG	-183,223	-198,973	-198,973	-198,973
Other UK Government grants	-9,626	-11,249	-11,249	-11,249
Contribution and contract income	-4,296	-5,508	-5,508	-5,508
Fees and charges	-32,179	-31,782	-31,782	-31,782
Property income	-50	-50	-50	-50
Contributions from partners	-2,499	-3,584	-3,584	-3,584
Reimbursements and recovery of costs	-3,208	-2,614	-2,614	-2,614
Total CSF funding	-235,081	-253,760	-253,760	-253,760
School related grants	-389,831	-345,063	-344,063	-344,063
Total funding	-624,912	-598,823	-597,823	-597,823
Expenditure:				
Staffing	121,080	118,868	113,993	114,102
Non staffing	128,701	135,012	134,946	135,238
Contracts & care packages	182,957	200,858	200,280	198,560
Total CSF expenditure	432,738	454,738	449,219	447,900
School related expenditure	389,831	345,063	344,063	344,063
Total expenditure	822,569	799,801	793,282	791,963
Net budget	197,657	200,978	195,459	194,140

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary Budget Movement				
Prior year budget	178,411	197,657	200,978	195,459
Pressures and changes	30,046	28,112	10,722	11,623
Savings	-10,800	-22,130	-15,169	-9,720
Movements	19,246	5,982	-4,447	1,903
Additional Savings		-2,661	-1,072	-3,222
Revised budget	197,657	200,978	195,459	194,140

Children's Services

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Multi Agency Safeguarding Hub - MASH, Assessment and Care Management	23,651	25,796	26,281	25,767
Looked After Children	46,271	53,072	52,364	51,336
Children with Disabilities	12,584	13,116	13,665	14,214
Other Front Line Services	11,898	10,047	10,145	10,243
Central and Support Functions	10,330	10,738	9,390	8,143
Income	-7,973	-10,647	-10,647	-10,647
Net budget ⁴	96,761	102,122	101,199	99,058

Subjective Analysis

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG ⁶	-1,957	-2,557	-2,557	-2,557
Asylum Seeker Government Grant ⁷	-3,300	-4,200	-4,200	-4,200
Contributions from Partners ⁸	-2,499	-3,584	-3,584	-3,584
Fees and charges	0	-33	-33	-33
Reimbursements and recovery of costs	-217	-273	-273	-273
Total funding	-7,973	-10,647	-10,647	-10,647
<u>Expenditure:</u>				
Staffing	48,452	49,150	48,388	47,478
Non staffing	4,256	4,138	4,138	4,138
Contracts & Care packages	52,026	59,481	59,320	58,089
Total expenditure	104,734	112,769	111,846	109,705
Net budget ⁴	96,761	102,122	101,199	99,058

	2016/17	2017/18
FTE ⁵	1,081	1,092

Summary Budget Movement

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	86,848	96,761	102,122	101,199
Pressures and changes	11,056	6,935	2,580	1,680
Savings	-1,143	-1,574	-3,503	-3,821
Movements	9,913	5,361	-923	-2,141
Revised budget ⁴	96,761	102,122	101,199	99,058

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 6 - Dedicated School Grant increased due to an increase in education in children's homes

Note 7 - Asylum Seeker Grant funding increased due to an increase in asylum seekers

Note 8 - Partner funding now includes funding for the Behaviour, Emotional, Neurological pathway (BEN)

Children's Services

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Multi Agency Safeguarding Hub - MASH, Assessment and Care Management				
Multi Agency Safeguarding Hub - MASH		1,802	1,841	1,810
Area Teams - Staffing	18,834	19,136	19,541	19,206
Area Teams - Care	4,817	4,858	4,899	4,751
Looked After Children				
Fostering Teams	3,331	3,483	3,552	3,622
In-House Fostering Allowances	8,732	8,921	9,127	9,333
In-House Residential Homes	4,438	4,454	4,539	4,624
External Agency Placements - expenditure	17,096	22,322	20,943	19,245
External Agency Placements - Dedicated Schools Grant	-1,200	-1,824	-1,824	-1,824
Adoption and Permanency Team	1,600	1,670	1,697	1,724
Special Guardianship, Residence and Adoption Allowances	4,835	4,954	5,213	5,472
Care Leavers	2,008	2,138	2,162	2,186
Asylum Seekers Expenditure	4,231	5,131	5,131	5,131
Asylum Seekers Income	-3,300	-4,200	-4,200	-4,200
Children with Disabilities				
Staffing	2,606	2,670	2,726	2,783
Care Packages	4,745	5,206	5,661	6,116
Short Breaks Contracts	3,704	3,704	3,711	3,718
In-House Respite	1,529	1,535	1,567	1,598
Children and Adolescent Mental Health Service (CAMHS) and Hope				
CAMHS and Hope expenditure	7,304	8,176	8,242	8,307
CAMHS and Hope contribution from partners	-2,179	-3,242	-3,242	-3,242
Hope - Dedicated Schools Grant	-757	-733	-733	-733
Preventative Services ⁹	1,824	416	425	433
Safeguarding Services ¹⁰	2,770	1,455	1,479	1,503
Children's Services Management and Central Budgets	5,265	5,719	4,538	3,180
Administration	5,065	5,020	4,851	4,963
Other Income	-537	-648	-648	-648
Net budget	96,761	102,122	101,199	99,058

Note 9 - Preventative Services budgets are now included in Commissioning and Prevention apart from the Emergency Duty Team

Note 10 - Independent Review Service and Child Protection Conference Service have moved to Commissioning and Prevention from Safeguarding team

Children's Services

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay inflation	835	982	982
Non pay inflation	788	857	857
Total inflation	1,623	1,839	1,839
<u>Demand</u>			
General demographic growth	437	441	441
Children with Disabilities demand	400	400	400
Looked After Children demand	500	-400	-800
Permanency allowances	300	300	300
Increasingly complex cases			-500
External placements demand	4,000		
Capacity and demand staffing review	2,500		
Total demand	8,137	741	-159
<u>Market/Service Delivery</u>			
Continuing Improvement Plan	1,000		
Virements	-3,825		
Total market/service delivery	-2,825		
Total Pressures and changes	6,935	2,580	1,680

	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Savings				
<u>Efficiency/service transformation</u>				
Managing market inflation	-559	-559	-559	G
Reduce reliance on locums			-500	A
Support functions review	-280	-280		A
Savings on external placements		-500	-300	A
Early Help reduction in Looked After Children demand	-120	-240	-240	A
Early Help reduction in Children in Need demand	-280	-560	-560	A
Productivity efficiencies	-335	-1,364	-1,662	A
Total efficiency/service transformation savings	-1,574	-3,503	-3,821	
Total savings	-1,574	-3,503	-3,821	

	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Assessment of achievability of savings				
Some Issues	-1,015	-2,944	-3,262	A
Progressing	-559	-559	-559	G
Total Savings	-1,574	-3,503	-3,821	

Commissioning and Prevention

Assistant Director: Garath Symonds

Policy Budget (by activity) ¹¹

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Strategic Management	1,445	653	516	508
Commissioning and Performance	7,185	9,024	8,774	8,774
Free Early Education	52,046	63,620	63,620	63,620
Early Help	37,443	34,399	30,332	30,311
Dedicated Schools Grant	-53,211	-66,457	-66,457	-66,457
Income	-7,049	-6,554	-6,554	-6,554
Net budget ⁴	37,859	34,685	30,231	30,202
	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Funding:				
Dedicated Schools Grant - DSG	-53,211	-66,457	-66,457	-66,457
Other UK Government grants	-1,700	-2,207	-2,207	-2,207
Contribution and contract income	-470	-420	-420	-420
Fees and Charges	-3,051	-2,320	-2,320	-2,320
Property Income	-50	-50	-50	-50
Reimbursements and recovery of costs	-1,778	-1,557	-1,557	-1,557
Total funding	-60,260	-73,011	-73,011	-73,011
Expenditure:				
Staffing	30,063	29,151	25,114	25,574
Non staffing ¹²	12,342	13,196	13,196	13,196
Contracts & Care packages	55,714	65,349	64,932	64,443
Total expenditure	98,119	107,696	103,242	103,213
Net budget ⁴	37,859	34,685	30,231	30,202
	2016/17	2017/18		
FTE ⁵	640	649		
	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Summary Budget Movement				
Prior year budget	34,644	37,859	34,685	30,231
Pressures and changes	5,739	854	392	843
Savings	-2,524	-4,028	-4,846	-872
Movements	3,215	-3,174	-4,454	-29
Revised budget	37,859	34,685	30,231	30,202

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 11 - The Commissioning and Prevention budget now includes all of the Early Years funding, some of which was previously shown within the delegated schools budgets. The prior year budgets have been adjusted to match this new presentation.

Note 12 - Non Staffing expenditure includes budgets delegated to Surrey maintained nursery schools and nursery classes.

Commissioning and Prevention

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Management	1,445	653	516	508
Commissioning and Performance				
Market Strategy	4,009	3,501	3,251	3,251
Insight and Innovation	2,479	2,117	2,117	2,117
Quality and Experience ¹³	697	3,406	3,406	3,406
Free Early Education				
Two year old free early education	6,053	4,707	4,707	4,707
Three and four year old free early education ¹⁴	37,619	48,390	48,390	48,390
Maintained nursery classes and nursery schools	8,374	10,523	10,523	10,523
Dedicated Schools Grant - Early Years Block	-51,946	-63,320	-63,320	-63,320
Early Help				
Early Years	7,111	3,502	3,046	3,046
Children's Centres	11,704	11,586	10,076	10,076
Targeted Youth Work	6,143	6,856	5,963	5,942
Centre Based Youth Work	2,460	2,219	1,930	1,930
Early Help Hubs ¹⁵	0	1,763	1,533	1,533
Family Services	1,298	1,412	1,228	1,228
Homelessness Prevention	2,063	2,074	1,804	1,804
Other Youth Support Services ¹⁶	3,447	1,801	1,566	1,566
Surrey Outdoor Learning and Development	1,860	1,691	1,691	1,691
Active Surrey	1,357	1,495	1,495	1,495
Active Surrey Income	-1,357	-1,495	-1,495	-1,495
Income				
Dedicated Schools Grant - High Needs Block	-747			
Dedicated Schools Grant - Centrally managed Early Years Block	-114	-2,733	-2,733	-2,733
Dedicated Schools Grant - Schools Block	-404	-404	-404	-404
Other Income	-5,692	-5,059	-5,059	-5,059
Net budget	37,859	34,685	30,231	30,202

Note 13- Independent Review Service and Child Protection Conference Service transferred to Quality and Experience from Children's Services safeguarding team. A restructure within Commissioning and Performance also resulted in an increase in the number of posts within Quality and Experience offset by reductions elsewhere.

Note 14 - As of September 2017 legislation provides an additional 15 hours of free early education entitlement to working parents of three and four year olds.

Note 15 - Early Help Hubs were established from October 2016, transferring staff from children's services.

Note 16 - Savings related to Early Help transformation categorised as 'Other Youth Support Services'.

Commissioning and Prevention

Detailed budget movement by year

	2017/18	2018/19	2019/20
Pressures and changes	£000	£000	£000
<u>Inflation</u>			
Pay Inflation	390	459	460
Non pay inflation	262	284	284
Total inflation	652	743	744
<u>Demand</u>			
General Demographic growth	98	99	99
Total demand	98	99	99
<u>Legislation</u>			
Additional 15 hours of free early education entitlement for three and four year olds	10,371		
Early Years Dedicated Schools Grant to fund additional 15 hours of free early education entitlement for three and four year olds	-10,371		
Total legislative	0		
<u>Market/ Service delivery</u>			
Virements	714		
Family Support	490		
Improvement Team one-off investment ceases	-600	-450	
Apprenticeship Investment ceases	-500		
Total market/ service delivery	104	-450	
Total Pressures and changes	854	392	843

	2017/18	2018/19	2019/20	RAG
Savings	£000	£000	£000	
<u>Efficiency/ service transformation</u>				
Managing market inflation	-224	-224	-224	G
Early Help reconfiguration	-1,000	-3,700		A
Early Help contract savings	-250	-250		A
Early Help reductions in demand	-80	-120	-120	A
Asset related savings from Early Help reconfiguration	-700			A
Restructure phase 2	-1,300			A
Support functions reduction	-346	-346		A
Income generation	-128			A
Productivity efficiencies	0	-206	-528	
Total Efficiency/ service transformation savings	-4,028	-4,846	-872	
Total savings	-4,028	-4,846	-872	

Assessment of achievability of savings	2017/18	2018/19	2019/20	RAG
	£000	£001	£002	
Some Issues	-3,804	-4,416	-121	A
Progressing	-224	-224	-223	G
No Ragged		-206	-528	
Total Savings	-4,028	-4,846	-872	

Schools and Special Educational Needs & Disabilities (SEND)

Policy Budget (by activity) ¹⁷

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
SEND	108,275	110,969	110,902	111,753
Delegated Budgets	59,051	59,044	59,044	59,044
Universal Education Services	62,559	64,260	64,185	64,185
Income				
Dedicated Schools Grant	-128,055	-129,959	-129,959	-129,959
Other Income	-38,794	-40,143	-40,143	-40,143
Net budget ⁴	63,037	64,171	64,029	64,880
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant	-128,055	-129,959	-129,959	-129,959
Other UK Government Grants	-4,626	-4,842	-4,842	-4,842
Contribution and Contract Income	-3,826	-4,939	-4,939	-4,939
Fees & Charges	-29,128	-29,429	-29,429	-29,429
Reimbursements and Recovery of Costs	-1,214	-933	-933	-933
Total funding	-166,849	-170,102	-170,102	-170,102
<u>Expenditure:</u>				
Staffing	42,565	40,567	40,491	41,050
Non Staffing ¹⁸	112,102	117,679	117,613	117,905
Contracts & Care Packages	75,218	76,027	76,027	76,027
Total expenditure	229,885	234,273	234,131	234,982
Net budget ⁴	63,037	64,171	64,029	64,880

	2016/17	2017/18
FTE ⁵	1,235	1,273

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary Budget Movement				
Prior year budget	56,919	63,037	64,171	64,029
Pressures and changes	13,251	20,323	7,750	9,100
Savings	-7,133	-16,528	-6,820	-5,027
Movements	6,118	3,795	930	4,073
Additional Savings		-2,661	-1,072	-3,222
Revised budget ⁴	63,037	64,171	64,029	64,880

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 17 - The Schools and SEND budget now includes all of the High Needs Funding some of which was previously shown within Delegated Schools Budgets. The prior year budgets have been adjusted to match this new presentation.

Note 18 - Non Staffing expenditure includes budgets delegated to Surrey maintained schools and Pupil Referral Units.

Schools and Special Educational Needs & Disabilities (SEND)

Assistant Director: Liz Mills

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
SEND				
School Agency Placements	39,410	39,673	39,233	39,233
SEND Transport	25,677	25,478	23,978	22,478
Individual Statemented Pupil Support Budgets	15,068	15,464	15,464	15,464
Post 16 SEND Placements	10,282	10,728	10,728	10,728
Area SEN Services	10,209	10,169	9,609	9,609
Countywide SEN Services	7,629	9,458	11,891	14,242
Delegated Budgets				
Special Schools	40,092	40,542	40,542	40,542
SEN Centres	8,535	8,385	8,385	8,385
Pupil Referral Units and Surrey Alternative Learning Programme	7,120	6,951	6,951	6,951
Other SEND Expenditure in Schools	3,304	3,167	3,167	3,167
Universal Education Services				
Commercial Services	28,168	28,444	28,444	28,444
School Planning & Leadership	16,449	18,721	18,721	18,721
Home to School Transport - Mainstream	8,235	7,635	7,635	7,635
Universal Area Services	4,491	4,032	4,032	4,032
Virtual School	1,759	2,005	2,005	2,005
Education Welfare	1,609	1,517	1,517	1,517
Business Support	1,048	1,105	1,030	1,030
Home to School Transport - Alternative Provision	802	802	802	802
Income				
Dedicated Schools Grant - High Needs	-123,892	-123,598	-123,598	-123,598
Dedicated Schools Grant - Schools	-4,049	-5,702	-5,702	-5,702
Dedicated Schools Grant - Early Years	-114	-659	-659	-659
Other Income	-38,794	-40,143	-40,143	-40,143
Net budget	63,037	64,171	64,029	64,880

Additional information for Children, Schools and Families Directorate

Dedicated Schools Grant

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Agency Placements	-33,016	-34,579	-34,579	-34,579
Individual Statemented Pupil Support Budget	-14,464	-14,860	-14,860	-14,860
Post 16 SEND Placements	-10,282	-10,728	-10,728	-10,728
Countywide SEN Services	-6,071	-6,168	-6,168	-6,168
Universal Area Services	-3,055	-2,899	-2,899	-2,899
School Planning & Leadership	-2,241	-1,041	-1,041	-1,041
Area SEN Services	-2,700	-2,207	-2,207	-2,207
Education Welfare	0	0	0	0
Business Support	-507	-639	-639	-639
Special Schools	-36,900	-38,477	-38,477	-38,477
SEN Centres	-8,469	-8,319	-8,319	-8,319
Pupil Referral Units and Surrey Alternative Learning Programme	-7,045	-6,876	-6,876	-6,876
Other SEND Expenditure in Schools	-3,304	-3,167	-3,167	-3,167
Total Dedicated Schools Grant ^(19, 20)	-128,055	-129,959	-129,959	-129,959

Note 19 - In addition to the DSG above in 2017-18 DSG given directly to schools for place funding totals £9,578,000

Note 20 - In addition to the DSG above in 2017-18 DSG supporting central running costs totals £1,893,000

Schools and Special Educational Needs & Disabilities (SEND)

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	475	559	559
Non pay inflation	3,550	3,859	3,859
Total inflation	4,025	4,418	4,418
<u>Demand</u>			
Non Maintained and Independent School Demand	3,685	-440	
SEND Demand Pressures	3,000	2,872	3,222
Prior Year Pressures	2,189		
Individual Statemented Pupil Support Budget Demand	1,596		
General Demographic Growth	1,460	1,460	1,460
Post 16 Demand	1,446		
Home to School Transport - SEND	1,300		
Temporary Places in Special Schools	997		
Other Placement Costs	811		
Special Schools Inflation	400		
Ceasing of SCC Funding of DSG for SEND in 2016/17	-1,650		
Dedicated Schools Grant Adjustments	-1,662		
Total demand	13,572	3,892	4,682
<u>Legislation</u>			
Temporary Investment in Education Health and Care Plan Process to Meet One Off Demand	-480	-560	
Total legislative	-480	-560	
<u>Market/ Service delivery</u>			
Speech and Language Therapy - New Service Model	200		
Virements	3,006		
Total market/ service delivery	3,206		
Total Pressures and changes	20,323	7,750	9,100

Schools and Special Educational Needs & Disabilities (SEND)

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings				
<u>Efficiency/ service transformation</u>				
Managing Market Inflation	-2,417	-2,417	-2,417	G
Home to School Transport - SEND	-1,499	-1,500	-1,500	A
Productivity Efficiencies	-1,337	-1,028	-1,110	A
Home to School Transport - Mainstream	-600			A
Support Functions Reductions	-75	-75		G
Total Efficiency/ service transformation savings	-5,928	-5,020	-5,027	
<u>Service Reduction</u>				
Reductions in School Support	-600			G
Total service reduction savings	-600			
<u>Additional SEND Savings - Service Transformation</u>				
Review of Special School Funding	-2,300	-1,300		A
Individual Statemented Pupil Support Budget	-1,200			A
Traded Model for SEN Support Services	-1,100	-500		A
Post 16 SEND	-1,000			A
Review Provision of SEND Support to Early Years Providers	-1,000			A
Service Cost Reduction and/or Recommissioning	-800			A
New Operating Model for SEN Pathway	-500			G
Alternative Provision	-500			A
Trade or Reduce Non-statutory Services	-500			A
Review and Share Costs with Health & Social Care	-500			A
Decommissioning of SEN Planned Places	-300			A
Savings to be Identified	-200			A
Hard to Place Pupils Process	-100			A
Total additional SEND savings	-10,000	-1,800		
Total Savings	-16,528	-6,820	-5,027	

2017/18 Assessment of achievability of savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Some Issues	-12,936	-4,328	-2,610	A
Progressing	-3,592	-2,492	-2,417	G
Total Savings	-16,528	-6,820	-5,027	

Note 5 - Further SEND Savings on High Needs Block DSG

School Redesignations	-852	-594	-557	A
Review Occupancy of Special Schools and Units	-782	-217		A
Cullum Centres	-439	-584	-326	A
Inclusion in Mainstream (External Contract)	-338	-844	-339	A
Supplier Relationship Management, Review Service Specifications	-250			A
Service Shift of 300 NMIs to In House (Free Schools)		1,167	-2,000	G
Total Further SEND Savings on High Needs Block DSG	-2,661	-1,072	-3,222	

Schools (excluding early years and dedicated SEN provision)

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Primary and secondary schools: delegated and devolved budgets ²²				
including specific grants (but excluding nursery classes and SEN centres)				
Primary schools	284,169	267,647	266,858	266,858
Secondary schools	105,662	77,416	77,205	77,205
Income				
Dedicated Schools Grant	-348,881	-308,275	-307,275	-307,275
	-11,683	-8,878	-8,878	-8,878
Pupil premium grant	-15,836	-15,712	-15,712	-15,712
Universal infant free school meals grant	-10,994	-10,095	-10,095	-10,095
Other school related DFE grants	-2,437	-2,103	-2,103	-2,103
Net budget	0	0	0	0
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG	-348,881	-308,275	-307,275	-307,275
Other UK Government grants	-40,950	-36,788	-36,788	-36,788
Total funding	-389,831	-345,063	-344,063	-344,063
<u>Expenditure:</u>				
School Expenditure ²¹	389,831	345,063	344,063	344,063
Total expenditure	389,831	345,063	344,063	344,063
Net budget	0	0	0	0

Note 21: School expenditure budget comprises funding allocated to individual schools

Note 22: this page excludes funding allocated to special schools/pupil referral units and funding for designated SEN centres in mainstream schools, which are now shown under the Schools and Special Educational Needs/Disabilities service, and funding allocated to maintained nursery schools and to nursery classes in state maintained schools, which is now shown within Commissioning and Prevention. All of these categories were previously shown under schools

The table also excludes the core budgets for academies, which are deducted from Surrey's Dedicated Schools Grant and paid directly to the academies by the Education Funding Agency (2016/17: £228.4m, 2017/18 £277.8m)

Apart from the Dedicated Schools Grant, almost all of the school related grants are paid to Surrey as specific amounts to be passed on to named schools and the county council has no discretion over its distribution

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000
Pressures and changes			
<u>Demand</u>			
Pupil numbers	10,962		
less one off funding from previous year underspend	-484	-1,000	
Academy conversions	-53,849		
Changes in Dedicated Schools Grant	39,209	1,000	
Changes in other government grants	4,162		
Total demand	0	0	0
<u>Legislation</u>			
Central services levy on schools	-2,259		
New delegation to schools	862		
Dedicated Schools grant	1,397		
Total legislation	0	0	0
Total pressures and changes	0	0	0



John Stebbings
Chief Property Officer



Kevin Foster
Chief Operating Officer

What we do

Orbis is a partnership between Surrey and East Sussex County Councils that aims to provide seamless and resilient business services to the public sector, creating a compelling alternative to other providers. This decision is built on the successful collaboration between Surrey and East Sussex County Councils, established through a joint procurement function in 2012, and the provision of transactional shared services since April 2013.

The Orbis Partnership incorporates the following services: Human Resources and Organisational Development, Property, IT, Procurement, Finance (including Internal Audit), and Business Operations (Shared Services).

We are responsible for:

- Providing seamless resilient and flexible business services, whilst achieving savings for the partnered authorities, which will be used to sustain services for the residents of Surrey and East Sussex.
- Bringing together services to create sufficient scale to drive shared efficiencies, enables us to share skills and knowledge, and invest in technology that could otherwise be prohibitively expensive for each organisation alone.
- Delivering value to customers and residents through our expertise, innovation and passion.
- Bringing on public sector partners and, where appropriate, providing services to public sector clients in order to grow and create income opportunities.

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

Our challenges and opportunities

As local authorities, we face the challenge of needing to deliver higher quality services to the taxpayer, at a lower cost. Working in partnership will enable us to share knowledge, skills, and experience to identify the best and most innovative approach to ensuring we remain sustainable and maximise the use of our resources, while continuing to provide a quality service.

By integrating our services and expanding our economies of scale, adopting common practices and jointly investing in technology, it is anticipated we will achieve significant savings, which will be used to sustain services for the residents of Surrey and East Sussex. Our ambition is for the partnership to grow, and we hope to bring on additional partners as Orbis develops.

Our key actions

We will focus on developing our partnership and implementing Orbis during 2017/18 to drive joint benefits and realise efficiencies.

1. Developing and implementing single service management structures.
2. Implementing new performance management and development approaches.
3. Collaborating with and integrating Brighton and Hove City Council into the Partnership.

Our budget

Net Revenue Expenditure	=£50.7m	Management, £2.5m			Procurement, £3.5m	
		Business Ops, £5.2m	Finance, £9.0m	HR & OD, £5.2m	ITD, £16.8m	Property, £9.4m
Contribution to Orbis	=£50.7m	East Sussex CC, £15.3m		Surrey CC, £35.4m		

Orbis Partnership Joint Operating Budget

Chief Property Officer: John Stebbings

Chief Operating Officer: Kevin Foster

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Orbis is a collaborative local authority partnership established under a Joint Committee with East Sussex County Council (ESCC), to deliver Business Services. The Joint committee is responsible for delivering services from a Joint Operating budget. SCC and ESCC contribute to the Joint Operating budget in proportion to their service delivery requirements, currently 70% and 30% respectively.

The Joint Operating budget comprises primarily of staffing costs. The staff within the Orbis partnership manage budgets for each council. For example staff within Property manage the cost of utilities for SCC's buildings. Budgets that are managed in this way are not part of the Joint Operating budget and are shown on separate schedules within the MTFP as 'budgets managed by the Orbis partnership'.

Policy Budget (by activity)

	2016/17	2017/18	2018/19	2019/20
Orbis Operating Budget	£000	£000	£000	£000
Business Operations	5,171	5,194	5,161	5,253
Finance	9,421	9,001	8,137	8,254
Human Resources	5,250	4,764	4,213	4,278
Information Technology & Digital Management ²³	17,005	16,833	15,966	16,203
Procurement	3,496	3,192	3,228	3,278
Property	10,274	9,377	8,692	8,831
Net budget ⁴	53,105	50,655	47,725	48,460
Funding:				
Contribution and contract income	-9,503	-10,370	-10,535	-10,703
Total funding	-9,503	-10,370	-10,535	-10,703
Expenditure:				
Staffing	57,470	55,308	52,457	53,273
Non staffing	5,138	5,717	5,803	5,890
Total expenditure	62,608	61,025	58,260	59,163
Net budget ⁴	53,105	50,655	47,725	48,460

	2016/17	2017/18
FTE ⁵	1,322	1,280

	2017/18	2018/19	2019/20
Summary budget movement	£000	£000	£000
Prior year budget	53,105	50,655	47,725
Pressures and changes	1,425	921	735
Savings: efficiencies	-3,875	-3,851	0
Movements	-2,450	-2,930	735
Revised budget ⁴	50,655	47,725	48,460
SCC Contribution	35,386	33,339	33,852
ESCC Contribution	15,269	14,386	14,608
	50,655	47,725	48,460

Orbis Partnership Joint Operating Budget

Continued....

Summary SCC	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
SCC Contribution to Orbis	37,189	35,386	33,339	33,852
Investment	856	2,199	1,493	177
Net budget ⁴	38,045	37,585	34,832	34,029

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 23: Management costs include an adjustment to ensure that the cost of pension contributions is similar in both SCC and ESCC

Orbis Partnership Joint Operating Budget

Detailed budget movement by year ²⁴

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	2017/18	2018/19	2019/20	
	£000	£000	£000	
Pressures and changes				
<u>Inflation</u>				
General inflation	114	114	116	
Pay inflation	866	832	787	
Income inflation	-162	-165	-168	
Total inflation	818	781	735	
<u>Market / Service Delivery:</u>				
Virements	387			
Total market / service delivery	387	0	0	
<u>Other changes</u>				
Delivering the Orbis Partnership, collaborative IT	220	140		
Total other changes	220	140	0	
Total Pressures and changes	1,425	921	735	
Savings				
<u>Savings: Efficiencies</u>				
Orbis Business Plan ²⁵	-3,875	-3,851		
Total Continuing Savings	-3,875	-3,851	0	
Total savings	-3,875	-3,851	0	
Savings by service ²⁵				
	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Business Operations	-500	-125		A
Finance	-525	-994		G
Human Resources	-400	-625		G
Information Technology & Digital	-1,099	-1,258		G
Management	-100	0		G
Procurement	-345	-15		G
Property	-906	-834		G
Total Net Savings	-3,875	-3,851	0	
Assessment of achievability				
of savings	2017/18	2018/19		RAG
	£000	£000		
Some Issues	-500	-125		A
Progressing	-3,375	-3,726		G
	-3,875	-3,851		

Note 24: Movements for total Orbis Operating Budget, current SCC contribution is 70%

Note 25: Savings are as per the Orbis Business Plan allocated between the Orbis Operating Budget and the Budgets managed on behalf of SCC & ESCC



Simon Pollock
Head of Business
Operations
Surrey CC

Our purpose

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

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

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

Our challenges and opportunities

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

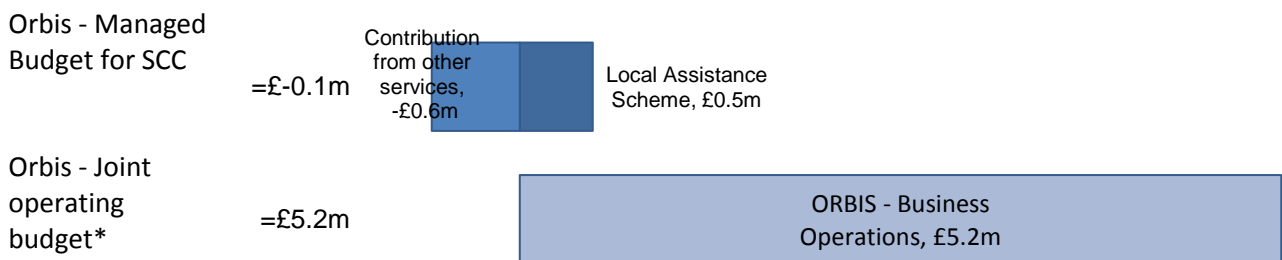
Our key actions

We will prioritise three actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. We will integrate the transactional services of Surrey and East Sussex County Councils with those of Brighton & Hove City Council to provide greater economies of scale, resilience and opportunity for growth.
2. Reduce the costs of operating our back office services by 10%.
3. Maintain high levels of customer and staff satisfaction.

Our budget

The Business Operation service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Business Operations service's spending has been allocated for 2016/17.



Budgets Managed by the Orbis Partnership - Business Operations

Assistant Director: Simon Pollock

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Local Assistance Scheme	508	518	528	538
Contribution from Other Services ²⁶	-281	-581	-587	-593
Net budget ⁴	227	-63	-59	-55
<u>Expenditure:</u>				
Staffing	150	153	156	159
Non staffing ²⁷	77	-216	-215	-214
Total expenditure	227	-63	-59	-55
Net budget ⁴	227	-63	-59	-55

	2016/17	2017/18
FTE	5	5

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	227	-63	-59
<u>Pressures and changes:</u>			
Pay inflation	3	3	3
Non Pay Inflation	7	1	1
<u>Market / Service Delivery:</u>			
Virements	-300		
Movements	-290	4	4
Revised budget	-63	-59	-55

Note 4: Net Budget supported by general government grants and reserves.

Note 26: Recharges to other council services are included in the budgets managed by the Orbis Partnership. The recharged services are for the council's DBS checks and transactional services provided to Commercial Services.

Note 27: Recharges are shown as reduced expenditure, hence the negative non staffing budget from 2017/18.



Sheila Little
Director of Finance
Surrey CC

Our purpose

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

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

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

Our challenges and opportunities

Our greatest challenge is assuring the council's financial resilience in an environment of ever increasing demographic demand pressures in core services. Together with increasing complexity in particular for adult and children social care services there is huge pressure on service budgets. Added to this is the challenge of continuing to deliver significant savings and efficiencies year after year. The scale for 2017/18 is unprecedented (at £93m) and a further £30m remains to be identified. In light of reserves already being at relatively low levels, these will not be applied at the outset. In terms of opportunities local government responsibilities may well change in the relative short term with an increased emphasis on integrated partnership working. In particular health, 100% local retention of business rates and devolution means it is important for us to strengthen our skills, capacity and capability to continue to provide quality finance services. The move towards an integrated Orbis Finance Leadership Team provides an opportunity to achieve this.

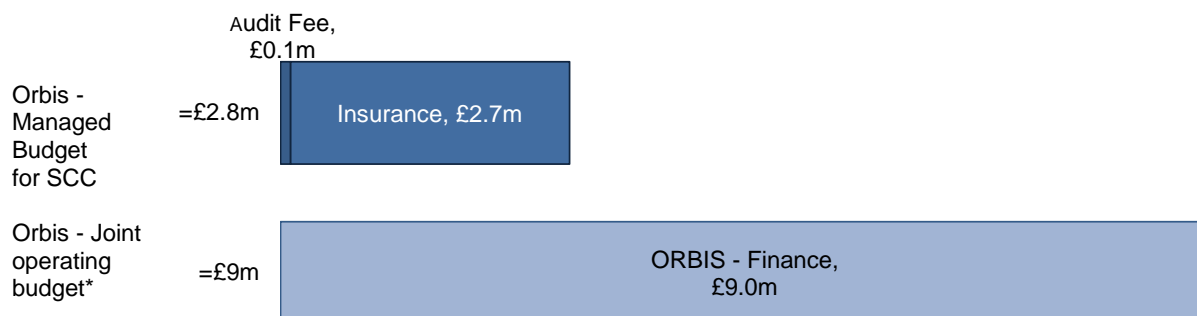
Our key actions

We will prioritise the following actions for 2017/18 to support achievement of the council's corporate strategy goals.

1. Support services to deliver the council's current Medium Term Financial Plan and ensure plans and milestones are tracked.
2. Shape, proactively drive and support the Sustainability Review Board work to ensure further savings are identified by the organisation to move the budget to be more sustainable in the long term.
3. Proactively work with Government Departments (in particular DCLG, DfE) to influence and shape the strategic changes to Local Government funding for future years.
4. Influence partners on the development of the Border to Coast Pensions Partnership to ensure it is in the interests of the Surrey Scheme members and acceptable to Government.

Our budget

The Finance Service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Finance Service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Finance

Director of Finance: Sheila Little

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Audit Fee	119	147	150	153
Insurance	2,977	2,648	2,755	2,815
Net budget ⁴	3,096	2,795	2,905	2,968

Funding:

Contribution and contract income	-1,423	-1,377	-1,355	-1,383
Total funding	-1,423	-1,377	-1,355	-1,383

Expenditure:

Non staffing	4,519	4,172	4,260	4,351
Total expenditure	4,519	4,172	4,260	4,351

Net budget ⁴	3,096	2,795	2,905	2,968
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	2016/17	2017/18
FTE	0	0

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,096	2,795	2,905	
<u>Pressures and changes:</u>				
Non pay inflation	67	60	63	
<u>Market / Service Delivery:</u>				
Insurance self fund	307			
Loss of schools income	50	50		
<u>Savings: Efficiencies</u>				
Contribution to insurance reserve	-750			G
2015/16 one-off income 2 years only	25			
Movements	-301	110	63	
Revised budget	2,795	2,905	2,968	

Note 4: Net Budget supported by general government grants and reserves.



Sergio Sgambellone
 Director of Human
 Resources and
 Organisational
 Development – Orbis
 Partnership

Our purpose

Our primary purpose is **to help Surrey workforce to achieve their very best.**

We will continue to support and equip our workforce with the characteristics, attitude, competence and knowledge required to deliver public services which put people at the heart of them, make the best possible use of public money and consistently adapt to take account of changing needs and levels of demand.

We will achieve our primary purpose by:

- growing leaders and managers who model Surrey's values & behaviours, inspire Staff and support them to deliver excellence
- ensuring a strong employer brand and recruitment approach to build a workforce which better reflects the diversity of Surrey's residents
- providing training and development for Surrey's staff, leaders and members to ensure they have the knowledge and skills to consistently achieve high standards
- ensuring staff are safe, healthy & well through a comprehensive well-being offer that help them through changing times and keep them engaged and committed.

Our challenges and opportunities

The organisation faces many challenges, changing needs and expectations of the community, continued austerity within public service and changes in the supply and dynamics of the labour market. We will need to respond by empowering more our people to make the right decisions and the appropriate changes that benefit Surrey's residents. We will put greater focus on developing critical 21st century skills like transformation management, partnership working and effective performance management whilst addressing poor behaviours at work in a speedier and more restorative way to avoid costly, lengthy and unhealthy situations. We are presented with more opportunities for our workforce to think creatively about how things can be done, and we'll encourage them to actively look for and engage with partner organisations with whom they can have even more impact on people's lives and be confident in their decision-making.

Our key actions

We will prioritise three actions for 2017/18 to strengthen the conditions required for our workforce to actively and positively support the achievement of the council's three corporate strategic goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Maximise our investment in training & development of our staff, leaders and members with greater focus on transformational and partnership skills.
2. Ensure Surrey staff remain fully engaged, and our managers are fully equipped with the required engagement skills and insight derived by our Annual Staff Survey.
3. Deliver our service at optimum cost by sharing resources through the Orbis partnership with East Sussex County Council and other possible future Partners, and re-design HROD service offer accordingly.

Our budget

The HR & OD service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how HR & OD service's spending has been allocated for 2017/18.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development

Director of HR & OD: Sergio Sgambellone

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Training	2,114	1,735	1,770	1,806
Recruitment	694	693	707	721
Organisational Development	1,782	1,812	1,845	1,879
Net budget ¹	4,590	4,240	4,322	4,406
<u>Funding:</u>				
Contribution and contract income	-65	-20	-20	-20
Total funding	-65	-20	-20	-20
<u>Expenditure:</u>				
Staffing ²⁸	1,805	1,659	1,688	1,718
Non staffing	2,850	2,601	2,654	2,708
Total expenditure	4,655	4,260	4,342	4,426
Net budget ⁴	4,590	4,240	4,322	4,406

	2016/17	2017/18
FTE ²⁸	29	29

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	2016/17 RAG
Prior year budget	4,590	4,240	4,322	
<u>Pressures and changes:</u>				
Pay inflation	32	29	30	
Non pay inflation	57	53	54	
<u>Market / Service Delivery:</u>				
Virements	-16			
<u>Savings: Efficiencies</u>				
Training	-207			G
<u>Savings: Service Transformation</u>				
Apprentices	-216			G
Movements	-350	82	84	
Revised budget	4,240	4,322	4,406	

Note 4: Net Budget supported by general government grants and reserves.

Note 28: Staffing budgets include corporate apprentices and management trainees, these are not included in HR FTE



Matt Scott
Orbis Chief Information Officer

Our purpose

Our purpose is to **enable Surrey to develop and deliver high quality and sustainable services, empowered by Technology, Information and Collective Expertise.** Across the Orbis partnership we are One Service defined by our Digital DNA:

- supporting reliable and resilient systems for approximately 10,000 IT users to ensure they can work effectively, efficiently and in compliance with Security Standards.
- working collaboratively and in partnership with service colleagues to modernise in a period of increasing public demand.
- through our approach to innovation and the use of digital technology we empower council services to deliver an enhanced resident experience.
- commercial customers and partners are attracted by our passion and expertise, through these relationships we support Surrey County Council to deliver public service transformation at a regional level.

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

Our challenges and opportunities

Local Government Services are delivered in a progressively more complicated world, in terms of the flexibility staff need to work effectively, rising customer expectations and the need to work collaboratively with all of our partners. Surrey County Council has recognised the importance of technology in supporting the transformation of service delivery across the organisation to deliver its corporate priorities. Our services are therefore critical to improving the delivery of services and saving money. We currently have in excess of 100 projects in progress at any one time. We see this as a great opportunity to support the council and its partners to both run the day-to-day business of service delivery and identify innovate new models of delivery. We are committed to modernising our skills and approaches so we can provide the very best service.

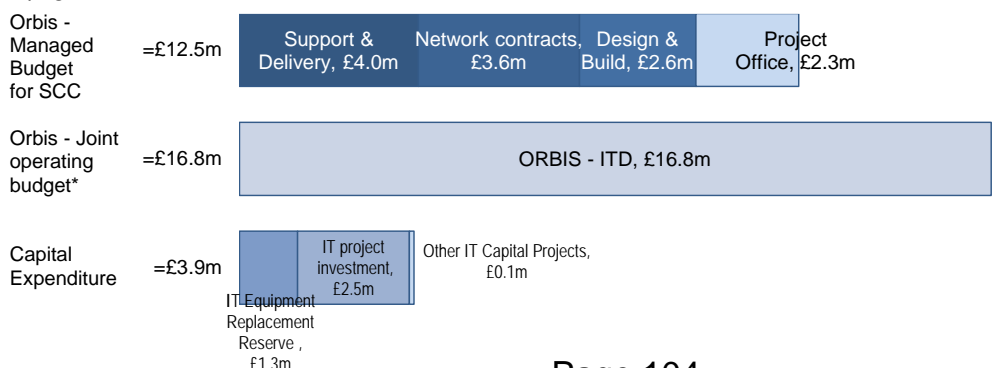
Our key actions

We will prioritise the following actions for 2017/18 to support achievement of the council's corporate strategy goals.

1. Deliver change management and technical expertise across council transformation programmes including enhanced information management in Children's Schools and Families services and the integration of Adult Social Care and Health partners.
2. Champion the use of digital technology and innovation approaches across services to enhance resident experience and help manage increasing levels of demand.
3. Improve tools for our users so they can be more productive by completing the upgrades of personal IT equipment (e.g. computers and mobile devices) and communication services for flexible and partnership working (e.g. Wi-Fi, email, information sharing, video conferencing).
4. Deliver public value and efficiency through an integrated Orbis IT & Digital management community with optimised IT infrastructure and support services.

Our budget

The IT & Digital service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how the IT & Digital service's spending has been allocated for 2017/18.



Budgets Managed by the Orbis Partnership - Information Technology & Digital

Chief Information Officer: Matt Scott

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Design and Build	2,552	2,616	2,671	2,727
Network Contracts	3,614	3,637	3,607	3,685
Project Office	2,334	2,245	2,292	2,340
Support and Delivery	3,961	4,015	4,087	4,159
Net budget ⁴	12,461	12,513	12,657	12,911
Funding:				
Contribution and contract income	-759	-435	-456	-478
Total funding	-759	-435	-456	-478
Expenditure:				
Staffing	952	976	995	1,015
Non staffing	12,268	11,972	12,118	12,374
Total expenditure	13,220	12,948	13,113	13,389
Net budget ⁴	12,461	12,513	12,657	12,911

	2016/17	2017/18
FTE	18	19

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	12,461	12,513	12,657
Pressures and changes	398	250	254
Savings: efficiencies	-346	-106	0
Movements	52	144	254
Revised budget	12,513	12,657	12,911

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Equipment Replacement Reserve	1,300	1,000	1,500	3,800
IMT Project Investment	2,500	2,500	2,500	7,500
Other Projects	84	420	883	1,387
Total Capital Programme	3,884	3,920	4,883	12,687

Note 4: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Information Technology & Digital

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
General inflation	233	231	234
Pay inflation	17	19	20
Total inflation	250	250	254
<u>Market / Service Delivery:</u>			
Virements	148		
Total other changes	148	0	0
Total Pressures and changes	398	250	254

	2017/18	2018/19	2019/20	RAG
Savings: Efficiencies	£000	£000	£000	
Infrastructure	-270	-30		G
Orbis Business Plan	-76	-76		G
Total Continuing Savings	-346	-106	0	
Total savings	-346	-106	0	



Laura Forzani
Assistant Director
Procurement

Our purpose

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

We are responsible for:

- Providing professional advice and insight on markets, suppliers and commercial options to help transform service delivery.
- Leading the development of plans for how we spend our money with suppliers from across the private, public and voluntary, community and faith sectors.
- Ensuring that our contracts are developed, awarded and managed in line with best practice, including developing longer term relationships with our key suppliers & markets.

Driving wider value that brings social, economic and environmental benefits by encouraging spend with local firms and identifying employment and skills opportunities through our supply chain.

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

Our challenges and opportunities

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

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

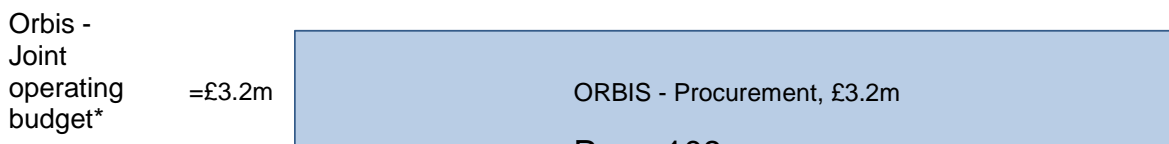
Our key actions

We will prioritise three actions for 2017/18 to support achievement of the corporate strategy goals of our key customers; both for Surrey County Council (*Well-Being, Economic Prosperity and Resident Experience*) and East Sussex County Council (*Driving Economic Growth, Keeping Vulnerable People Safe, Making Best Use of Our Resources and Helping People Help Themselves*):

1. Deliver of the maximum amount of cashable savings through better management of our suppliers, exploring innovative contracting and commercial models and collaborating with others.
2. Deliver innovation and added value by continuing to drive spend through our local suppliers, improved employment and skills opportunities in our supply chain, and further value for our community.
3. Deliver our service at optimum cost by sharing resources through the Orbis partnership.

Our budget

The Procurement Service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Procurement and Commissioning service's spending has been allocated for 2017/18.



Budgets Managed by the Orbis Partnership - Procurement

Assistant Director: Laura Forzani

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2018/19 £000
Procurement - Adult Social Care category management	853	868	884	900
Net budget ¹	853	868	884	900
<u>Expenditure:</u>				
Staffing	853	868	884	900
Total expenditure	853	868	884	900
Net budget ⁴	853	868	884	900
	2016/17	2017/18		
FTE	14	14		

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	853	868	884
<u>Pressures and changes:</u>			
Inflation	15	16	16
Movements	15	16	16
Revised budget	868	884	900

Note 4: Net Budget supported by general government grants and reserves.



John Stebbings
Chief Property Officer

Our Purpose

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

We are responsible for:

- providing and maintaining the Surrey estate including schools with a management and maintenance service ensuring fit-for-purpose assets
- working with partners to meet the changing demands and strategy of the communities we serve whilst simultaneously looking at the opportunities and delivery of efficiency savings
- delivery of the school basic need programme in both primary and secondary school places to meet the September 2017 intake
- delivering income opportunities through both our existing estate and through new acquired opportunities to provide revenue income to Surrey to support services.

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

Our challenges and opportunities

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

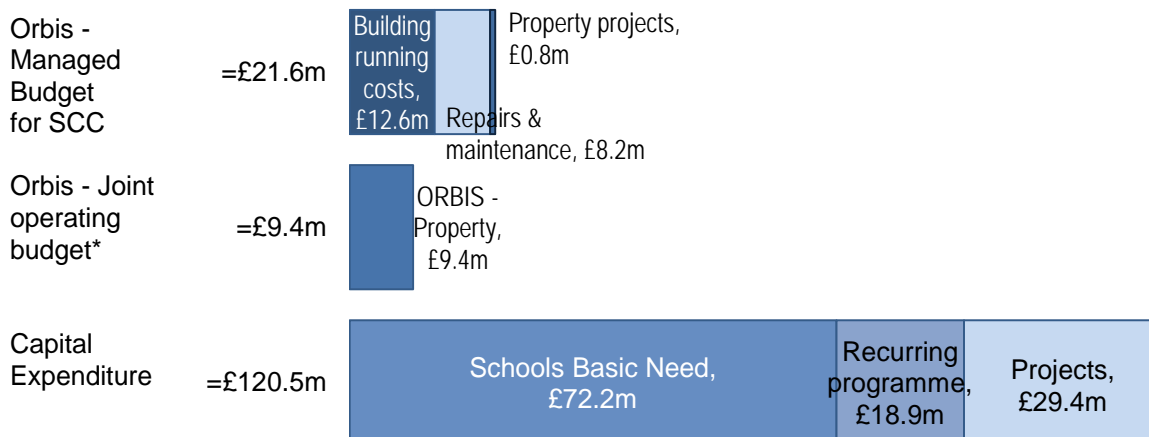
Our key actions

We will prioritise three actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Develop our offering through our partnership with East Sussex County Council to drive joint efficiency benefits.
2. Deliver school places for the September 2017 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.

Our budget

Property Services manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Property Service's spending has been allocated for 2017/18.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Property

Chief Property Officer: John Stebbings

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Building Running Costs	12,591	12,641	13,071	13,761
Repairs & Maintenance	7,676	8,188	8,377	8,572
Property Projects	999	757	782	789
Net budget	21,266	21,586	22,230	23,122
<u>Funding:</u>				
Property Income	-8,147	-8,417	-8,827	-9,060
Reimbursements and recovery of costs	-130	-96	-99	-101
Total funding	-8,277	-8,513	-8,926	-9,161
<u>Expenditure:</u>				
Staffing	429	502	510	518
Non staffing	29,114	29,597	30,646	31,765
Total expenditure	29,543	30,099	31,156	32,283
Net budget ⁴	21,266	21,586	22,230	23,122

	2016/17	2017/18
FTE	18	18

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	21,266	21,586	22,230
Total Pressures and changes	1,060	844	892
Savings: efficiencies	-740	-200	0
Movements	320	644	892
Revised budget	21,586	22,230	23,122

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Recurring programmes	18,880	18,867	18,775	56,522
Schools Basic Need	72,229	55,474	13,070	140,773
Projects	29,391	10,338	300	40,029
Total capital programme	120,500	84,679	32,145	237,324

Note 4: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Property

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
General inflation	935	1,003	1,055
Pay inflation	8	8	8
Income inflation	-166	-167	-171
Total inflation	777	844	892
<u>Market / Service Delivery:</u>			
Managed Print Service	120		
Virements	163		
Total market/service delivery	283	0	0
Total Pressures and changes	1,060	844	892

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings: Efficiencies				
Fees	-100			G
Utilities	-200			A
Building Running Costs	-440	-200		A
Total Continuing Savings	-740	-200	0	
Total savings	-740	-200	0	

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Assessment of achievability of savings				
Some Issues	-640	-200	0	A
Progressing	-100	0	0	G
	-740	-200	0	

Budgets Managed by the Orbis Partnership - Property

Capital

	2017/18 £000	2018/19 £000	2019/20 £000	2017/20 £000
<u>School Basic Need</u>	72,229	55,474	13,070	140,773
<u>Recurring programme</u>				
Schools condition maintenance	12,080	12,080	12,080	36,240
Fire risk assessments / minor works / DDA	500	487	400	1,387
Non schools structural maintenance	6,300	6,300	6,295	18,895
Recurring programme	18,880	18,867	18,775	56,522
<u>Project schemes</u>				
Fire Projects	4,064	1,589		5,653
Replace aged demountables	200			200
SEN strategy	4,804	1,443		6,247
Land acquisition for waste	3,667			3,667
Regeneration projects	868			868
Projects to enhance income	1,200	450		1,650
Projects to reprovision and deliver capital receipts	8,010	3,700	300	12,010
Other School Projects	460			460
ASC Schemes	4,000	1,764		5,764
E&I Schemes	2,118	1,392		3,510
Project schemes	29,391	10,338	300	40,029
Capital programme	120,500	84,679	32,145	237,324

Customer Services 2017/18



Mark Irons
Head of Customer
Services

Our purpose

Our purpose is to ensure residents in Surrey experience public services that are easy to use, responsive and value for money. To do this we:

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

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

Our challenges and opportunities

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

Our key actions

We will prioritise the following actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Improve customer experience by championing and supporting the delivery of our Customer Promise and our Resident Experience strategy.
2. Make it easier for customers to access and use our services by improving the design of our website and online services.
3. Focus our contact centre on providing essential services to customers and resolving more enquiries at the first point of contact.
4. Make it easier for customers to give us their feedback so we can learn from their experience and improve our services.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Customer Service's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£3.4m

Customer Services,
£3.4m

Customer Services

Head of Service: Mark Irons

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Customer Services	3,493	3,369	3,259	3,232
Net budget ⁴	3,493	3,369	3,259	3,232
<u>Funding</u>				
Fees & Charges	-138	-139	-140	-142
Total funding	-138	-139	-140	-142
<u>Expenditure:</u>				
Staffing	3,557	3,408	3,297	3,271
Non staffing	74	100	102	103
Total expenditure	3,631	3,508	3,399	3,374
Net budget ⁴	3,493	3,369	3,259	3,232

	2016/17	2017/18
FTE	107	102

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	3,493	3,369	3,259
<u>Pressures and changes</u>			
Funding	-1	-1	-1
Inflation	57	56	54
Service reduction	-180	-165	-80
Movements	-124	-110	-27
Revised budget	3,369	3,259	3,232

Note 4: Net Budget supported by general government grants and reserves.

Customer Services

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-1	-1	-1	
Total funding changes	-1	-1	-1	
Pressures and changes				
<u>Virements</u>	-1			
<u>Inflation</u>				
Inflation Pay	57	54	52	
Inflation Non-pay	0	2	2	
Total Inflation	57	56	54	
Total pressures and changes	56	56	54	
Savings				
<u>Service reduction</u>				
No Saturday opening (library calls only taken)	-15			G
Reduce operating hours	-50			G
Libraries reservations & renewals	-45			G
Stop appointment bookings		-105		G
Reduce Complaints Staff	-35	-25		G
Channel Shift	-25	-25	-25	A
Reduce Web and digital	-10	-10	-55	G
Total Service reduction	-180	-165	-80	
Total savings	-125	-110	-27	



Louise Footner
Head of
Communications

Our purpose

Our purpose is to:

- Devise effective communications and engagement to support the strategic priorities.
- Anticipate, research and respond to residents' changing lifestyles to engage with them in ways that suit their needs.
- Deliver activity to provide information and support behaviour change to benefit residents and staff.
- Work in partnership across the council and with other public, private and voluntary sector bodies.
- Ensure we engage and communicate with staff and members in ways that are honest, easy and timely.

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

Our challenges and opportunities

Our challenges and opportunities are to maintain an effective dialogue with residents and staff about the new ways of working and providing services and the scale of savings required. Effective communication and engagement are key to the success of these changes. This brings an increased focus on partnership working and changes to our culture. There are opportunities to improve how we engage with partners, residents, and staff and look at new tools and techniques to do this in the most effective ways.

Our key actions

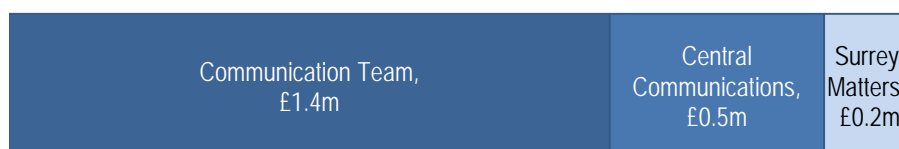
We will prioritise five actions for 2017/18 to support achievement of the council's three corporate strategy goals of wellbeing, economic prosperity and resident experience.

1. Develop opportunities for improved resident engagement and involvement
2. Support and drive the council's activity to develop a culture that supports new ways of working for staff
3. Deliver communications and engagement that promotes and supports the council priorities
4. Promote a one team approach to communications and engagement that reflects the partnership approach to providing services and collaborative working
5. Focus on value for money both in how we deliver communications and engagement and to reflect the financial position of the organisation

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Communications' spending has been allocated for 2017/18.

Net Revenue
Expenditure =£2.1m



Communications

Head of Service: Louise Footner

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Communications Team	1,203	1,396	1,385	1,398
Central Publicity	570	500	394	359
Surrey Matters	224	183	188	192
Net budget ⁴	1,997	2,079	1,967	1,949

Funding

Contributions and contract income	-25	-26	-26	-27
Total funding	-25	-26	-26	-27

Expenditure:

Staffing	1,144	1,332	1,320	1,332
Non staffing	878	773	673	644
Total expenditure	2,022	2,105	1,993	1,976

Net budget ⁴	1,997	2,079	1,967	1,949
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	2016/17	2017/18
FTE	22	31 ²⁹

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,997	2,079	1,967	
<u>Pressures and changes</u>				
Income Inflation	-2	-1	-1	
Virements	206			
Inflation Pay	22	22	22	
Inflation Non-pay	18	16	13	
Efficiencies / Service transformation	-162	-149	-52	G
Movements	82	-112	-18	
Revised budget	2,079	1,967	1,949	

Notes

Note 4: Net Budget supported by general government grants and reserves.

Note 29: Increased FTE reflects consolidation of staff from other services which achieved a 20% reduction.

Strategic Leadership

Financial Budget

2017/20

Strategic Leadership

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Leadership	1,009	915	930	945
Net budget ¹	1,009	915	930	945
<u>Expenditure:</u>				
Staffing	983	889	903	917
Non staffing	26	26	27	28
Total expenditure	1,009	915	930	945
Net budget ⁴	1,009	915	930	945

	2016/17	2017/18
FTE	10	9

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,009	915	930	
<u>Pressures and changes</u>				
Inflation Pay	15	14	14	
Inflation Non-pay	1	1	1	
Staffing Reduction	-110	0	0	G
Movements	-94	15	15	
Revised budget	915	930	945	

Note 4: Net Budget supported by general government grants and reserves.



Liz Lawrence
Head of Strategy and
Performance

Our purpose

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

- helping to maximise the influence of the council locally, regionally and nationally, including efforts to secure greater devolution of powers, functions and fairer funding for Surrey.
- leading a range of economic growth activity, including developing a Strategic Transport Authority for the South East, driving inward investment, advising on aviation issues and ensuring strong engagement with Surrey businesses.
- leading and supporting transformational change in priority areas such as Special Educational Needs, information management in the Children, Schools and Families Directorate and the Transforming Justice programme.
- promoting continuous improvement through resident-friendly performance management, research and evidence-based policy making.

Our challenges and opportunities

2017/18 will continue to provide significant challenges as local authority funding reduces further and demand on services continues to grow. The work outlined above offers opportunities for Surrey to secure longer term economic growth, enhanced productivity and deliver service transformation.

Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*. We will continue to work with services and partners to:

1. Make a robust case to Government for devolution of powers, functions and funding to deliver better outcomes and value for money for residents and businesses.
2. Ensure that Surrey is prepared and proactive in influencing national policy, including fairer funding for Surrey.
3. Support the transformation of services for Surrey residents responding more effectively to needs, improving outcomes and reducing costs.
4. Secure as good a deal as possible for Surrey in terms of external investment in the county and support business growth, skills development and infrastructure enhancements to benefit the Surrey economy.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Strategy & Performance's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£2.7m



Strategy & Performance

Head of Service: Liz Lawrence

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategy & Performance Team	1,536	1,297	1,248	1,193
Corporate Subscriptions	193	187	190	194
Economic Growth	1,162	1,254	1,264	1,274
Net budget ¹	2,891	2,738	2,702	2,661
<u>Funding</u>				
UK Government grants	-435	-464	-464	-464
Reimbursement & recovery of costs	-317	-322	-327	-332
Total funding	-752	-786	-791	-796
<u>Expenditure:</u>				
Staffing	1,930	1,822	1,782	1,738
Non staffing	1,713	1,702	1,711	1,719
Total expenditure	3,643	3,524	3,493	3,457
Net budget ⁴	2,891	2,738	2,702	2,661

	2016/17	2017/18
FTE	27	27

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Summary budget movement				
Prior year budget	2,891	2,738	2,702	
Income Inflation	-5	-5	-5	
Virements	28	0	0	
Inflation Pay	32	29	28	
Inflation Non-pay	8	8	8	
Adjustment to NI increase	-3	0	0	
Removal of vacant posts	-213	0	0	G
Service restructure / prioritisation	0	-68	-72	G
Movements	-153	-36	-41	
Revised budget	2,738	2,702	2,661	

Note 4: Net Budget supported by general government grants and reserves.



Helen Atkinson
Director of Public Health
and Adult Social Care

Our purpose

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

Our vision is to promote people's independence and wellbeing through personalised care and support and by working collaboratively with our partners to deliver better outcomes at less cost.

Delivering this vision will mean people in Surrey:

- Stay healthy and are supported to live in their local community with choice and control
- Know about and can access information and services to help prevent and postpone the need for care and support
- Experience social care that is responsive to their needs and seamless between different parts of the system
- Remain safe and feel satisfied with the quality of their care and support

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

Our challenges and opportunities

Challenges – Budget pressures due to an ageing population with a rising prevalence of dementia and growing numbers of young people transitioning from Children's services with complex needs. An increasingly fragile care market with workforce pressures. Unprecedented reductions in local government funding and radical changes in national policy including widened scope of Deprivation of Liberty Safeguards and implementation of the Transforming Care plan.

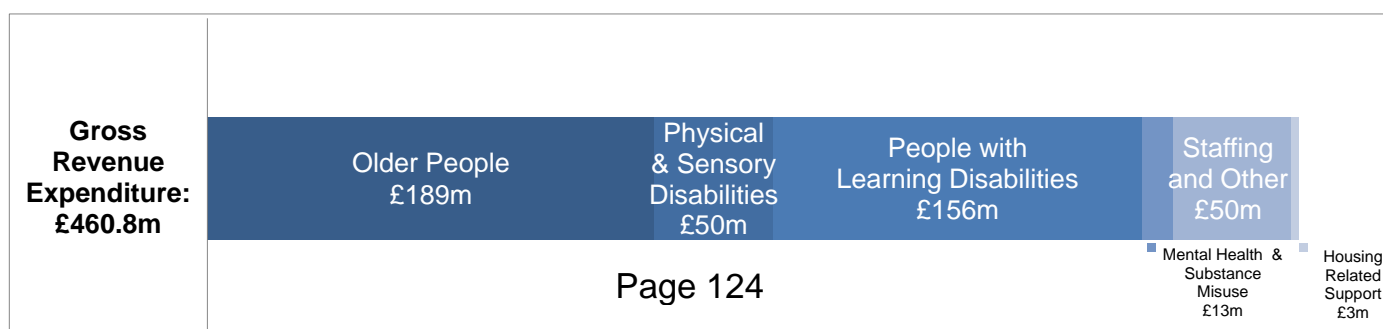
Opportunities – Collaborating with health partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery to be implemented. Encouraging people to build networks of support amongst their family, friends and communities. Developing a range of flexible accommodation with care and support. Growing a sustainable workforce. Responding to the opportunities of the emerging Sustainability and Transformation Plans and health care devolution.

Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's corporate strategy goals of *wellbeing, economic prosperity and resident experience*:

1. **Whole systems demand management** - Promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions. We will deliver this through:
 - Health and social care integration
 - Accommodation with care and support
 - Family, friends and communities
 - Optimising young peoples' transition
 - Correct application of legislation
2. **Sustainable markets and resources** – Implementing long term and sustainable pricing and workforce strategies together with our partners. We will deliver this through:
 - Market management and pricing strategies
 - Sustainable workforce development
3. **Safeguarding and quality** - Protecting people from harm and ensuring care and support services are high quality and safe. We will deliver this through:
 - Making safeguarding personal
 - Highest standards of safeguarding practice
 - Multi-agency quality assurance
4. **Deliver efficiency savings of £26m** - Operating within the cash envelope allocated to the services to deliver better outcomes at less cost

Our budget



Adult Social Care

Strategic Director: Helen Atkinson

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Older People (all care 65+)	183,321	188,234	191,848	200,554
Physical & Sensory Disabilities (18-64)	39,849	43,650	44,736	46,270
People with Learning Disabilities (18-64)	139,724	153,615	162,292	173,845
Mental Health & Substance Misuse (18-64)	9,909	11,078	11,867	12,880
Carers	7,253	6,148	6,169	6,189
Assessment & Care Management	29,125	31,718	31,790	31,570
Management & Support	20,020	17,788	18,077	18,117
Housing Related Support	8,220	8,529	5,908	5,194
Income	-96,424	-99,138	-100,713	-101,931
Net budget ⁴	340,997	361,623	371,974	392,688

Funding:

other UK Government grants	-580	-80	-80	-80
Contribution and contract income	-44,395	-44,553	-44,553	-44,553
Fees & charges	-47,204	-50,087	-51,663	-52,882
Reimbursements and recovery of costs	-4,246	-4,418	-4,417	-4,417
Total funding	-96,425	-99,138	-100,713	-101,932

Expenditure:

Staffing (salaries)	61,282	62,681	62,561	62,645
Non pay staffing	3,594	3,529	3,600	3,672
Contracts & Care packages	372,546	394,550	406,525	428,303
Total expenditure	437,422	460,760	472,686	494,620
Net budget ⁴	340,997	361,622	371,973	392,688

2016/17 2017/18

FTE	1,859	1,754
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	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	340,997	361,622	371,973
Pressures and changes	46,563	28,918	30,404
Savings	-25,938	-18,567	-9,689
Movements	20,625	10,351	20,715
Revised budget	361,622	371,973	392,688

Note 4: Net Budget supported by general government grants and reserves

Adult Social Care

Policy Budget (by activity)	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Older People (all care 65+)				
Nursing	45,093	49,972	54,220	59,174
Residential General - External	41,944	41,661	42,523	44,389
Residential Dementia - External	15,755	17,104	17,775	18,610
Residential In-House Provision	3,822	1,509	820	873
Home Care - External	48,223	45,863	46,554	48,783
Supported Living	0	5,140	4,981	4,933
Extra Care - External	0	1,370	1,328	1,315
Reablement In-House Provision	7,333	8,000	8,149	8,301
Extra Care In-House Provision	1,196	1,257	1,280	1,302
Direct Payments	8,901	8,316	7,669	7,029
Day Care - External	2,380	2,308	2,303	2,315
Day Care In-House Provision	180	137	140	142
Respite Care	1,670	1,385	1,405	1,428
Transport Services	385	323	316	309
Other Care	6,439	3,889	2,385	1,651
Total Older People	183,321	188,234	191,848	200,554
Physical & Sensory Disabilities (18-64)				
Nursing	3,040	3,069	2,747	2,338
Residential General - External	6,944	6,759	7,177	7,644
Residential Dementia - External	99	264	266	268
Home Care	7,682	7,674	8,539	9,670
Supported Living	0	2,220	2,247	2,303
Extra Care	0	368	368	372
Direct Payments	11,917	12,507	12,402	12,416
Day Care - External	894	840	839	849
Respite Care	139	292	292	295
Transport Services	157	178	183	187
Other Care - External	8,977	9,479	9,676	9,928
Total Physical & Sensory Disabilities	39,849	43,650	44,736	46,270
People with Learning Disabilities (18-64)				
Nursing	1,395	1,095	1,089	1,074
Residential General - External	63,481	65,051	65,227	68,140
Residential Dementia - External	139	224	226	228
Residential In-House Provision	4,796	5,368	5,465	5,562
Home Care - External	34,602	6,995	9,943	13,257
Supported Living - External	0	36,531	40,398	43,754
Extra Care	0	29	31	32
Supported Living / Home Care In-House Provision	563	576	585	594
Direct Payments	13,380	14,675	15,833	17,195
Day Care - External	13,862	16,084	16,118	16,226
Respite Care	1,854	2,344	2,479	2,642
Transport Services	1,788	1,981	2,287	2,603
Other Care - External	3,864	2,662	2,611	2,538
Total People with Learning Disabilities	139,724	153,615	162,292	173,845

Adult Social Care

Policy Budget (by activity)	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Mental Health & Substance Misuse (18-64)				
Nursing	304	354	398	450
Residential General	2,595	2,817	3,048	3,315
Residential Dementia	254	116	118	119
Home Care	3,713	851	1,422	2,129
Supported Living	0	3,884	3,881	3,924
Direct Payments	699	670	619	564
Day Care	53	72	72	73
Respite Care	6	37	37	38
Transport Services	5	1	1	1
Other Care	2,280	2,276	2,271	2,267
Total Mental Health & Substance Misuse	9,909	11,078	11,867	12,880
Carers Expenditure				
Other Care	5,122	4,224	4,224	4,224
Direct Payments	2,131	1,924	1,945	1,965
Total Carers Expenditure	7,253	6,148	6,169	6,189
Other Expenditure				
Assessment & Care Management	29,125	31,718	31,790	31,570
Management & Support	20,020	17,788	18,077	18,117
Housing Related Support	8,220	8,529	5,908	5,194
Total Other Expenditure	57,365	58,035	55,775	54,881
Gross Expenditure	437,421	460,760	472,687	494,619
Income				
UK Government Grants	-580	-80	-80	-80
Fees & Charges	-47,204	-50,087	-51,663	-52,882
Joint Working Income	-42,119	-41,551	-41,551	-41,551
Joint Funded Care Package Income	-2,275	-3,002	-3,002	-3,002
Reimbursements & recovery of costs	-4,246	-4,418	-4,417	-4,416
Total Income	-96,424	-99,138	-100,713	-101,931
Net Expenditure	340,997	361,622	371,974	392,688

Adult Social Care

Detailed budget movement by year

10

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Pressures and changes				
<u>Inflation</u>				
Care Inflation relating to market pressures	9,558	10,256	11,279	
Pay Inflation	5,280	1,118	1,138	
Total Inflation	14,838	11,374	12,417	
<u>Market (exc inflation)/ Service Delivery</u>				
Permanent Virements	-392	0	0	
Changes to significant Block Contracts	1,252	0	752	
Changes to Joint Funded care package income	-726	0	0	
Ongoing impact of underachievement against 2016/17 MTFP savings target	17,559	0	0	
Replacement of planned one off savings	947	1,000	0	
Sourcing Review Invest to Save funding changes	0	0	-250	
Continuing Health Care Invest to Save funding changes	-485	93	0	
Cessation of outsourcing of Occupational Therapy work	-355	0	0	
Cease in ADL smart care licences	-46	0	0	
Reduced cost for Deprivation of Liberty Safeguard assessments	-2,200	0	0	
Adapt ASC training scheme to better meet Directorate needs	-114	-89	0	
Reduction in Reablement service CQC registration costs	-22	-8	-7	
ASC Staffing Changes	-697	0	0	
Other Changes	13	0	0	
Total Market	14,734	996	495	
<u>Demand</u>				
Full year effect of existing care packages - Non-Transition	4,318	3,959	3,662	
Future year demand pressures - Non-Transition	6,836	5,819	6,353	
Full year effect of existing care packages - Transition	3,462	3,041	3,338	
Future year Transition cases	5,252	5,305	5,358	
Total Gross Demand Pressures	19,868	18,124	18,711	
Changes to Fees & Charges income	-2,877	-1,576	-1,219	
Total Net Demand Pressures	16,991	16,548	17,492	
Total Pressures and changes	46,563	28,918	30,404	

Adult Social Care

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Savings				
<u>Efficiency/Service Transformation Savings</u>				
<u>Whole Systems Demand Management</u>				
Family, Friends and Community support - core	-2,500	-1,000	0	G
Family, Friends and Community support - stretch	-1,000	-1,000	0	A
Transport care packages review	-500	0	0	A
Demand Management	-4,021	-692	-26	R
Optimisation of Transition pathways	-1,000	-1,000	-1,000	G
Section 256 client group savings	-2,000	-1,750	-1,750	G
Targeted strategic shift from residential care to community based provision for people with disabilities	-1,268	-1,268	-616	A
Expansion of extra care services	0	0	-768	G
Strategic review of Older People In-house services	-2,664	-741	0	G
Ensure correct application of National Continuing Health Care framework	-3,000	-2,500	-2,500	G
Resolution of significant outstanding CHC disputes / assessments	-2,100	-1,500	0	G
Contracts & Grants Review	-1,250	-490	0	A
Housing Related Support decommissioning / retendering of social exclusion services	-453	-2,620	-714	A
Support package guidelines for Older People community care services	-1,141	-1,539	-797	G
Closure of Surrey Information Hubs	0	-412	0	G
Total Whole Systems Demand Management	-22,897	-16,513	-8,171	
<u>Market Management and Pricing Strategies</u>				
Optimisation of main block contract rates	-75	-77	-80	G
Optimisation of other contract & grant rates	-368	-348	-338	G
Commissioning for Older People with learning disabilities	-663	-255	0	A
Strategic Supplier Review Rebates	-1,000	0	0	A
Surrey Choices efficiency programme	0	-300	-300	A
Day Care Commissioning Review	-575	-575	0	A
Total Market Management and Pricing Strategies	-2,681	-1,554	-718	
<u>Workforce Development</u>				
Optimise staff travel	-110	0	0	G
Workforce synergies	-250	-500	-800	A
Total Workforce Development	-360	-500	-800	
Total savings	-25,938	-18,567	-9,689	
Assessment of achievability of savings				
	2018/19 £000	2019/20 £000	2020/21 £000	
At Risk	-4,021	-692	-26	R
Some Issues	-6,959	-7,008	-2,430	A
Progressing	-14,958	-10,867	-7,233	G
	-25,938	-18,567	-9,689	

Public Health Service Plan 2017-18



Helen Atkinson
Strategic Director,
Adult Social Care &
Public Health

1. Our purpose

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

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

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

2. Our challenges and opportunities

This year we will align our prevention work with the three Sustainability Transformation Plan (STP) areas, local CCG prevention plans and local social care integration programme. A key challenge to overcome in supporting this will be the need to bring together the various data systems involved to allow the provision of linked intelligence across the system. The opportunities presented by health devolution in Surrey Heartlands will also be actively explored and developed while continuing to commission services and provide support across the County.

While continuing to identify efficiencies and savings within public health, we will continue to focus on communities experiencing the poorest health outcomes and work to minimise the impact of service changes and budget reductions upon the most vulnerable.

3. Our key actions

We will prioritise the following five actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Inform the provision of pharmacy services locally through undertaking and publishing a comprehensive Pharmaceutical Needs Assessment by March 2018
2. Review and develop the provision of substance misuse services locally through the mobilisation of a new integrated service by March 2018.
3. Support local CCGs and partner organisations through both providing intelligence and evidence to inform the cost-effectiveness of commissioning decisions and wider programmes, and improving the public health related services and outcomes prioritised within our local STPs.
4. Take action to address the wider determinants of health by reducing the impact of environmental factors on health, including air quality, housing and the use of tools, such as health impact assessments.
5. Continue to work with the Surrey CCGs and CSF colleagues in the design of joint commissioning processes, including the developing Family Hubs, Women and Children's STP mandate and Children's Community Health contract.

4. Our budget

Gross Revenue
Expenditure =£37.9m

Public Health, £37.9m

Gross Revenue
Income =£37.9m

Public Health, £37.9m

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Public Health	324	0	0	0
Net budget ⁴	324	0	0	0
<u>Funding:</u>				
Other UK Government grants	-38,452	-37,504	-36,529	-35,579
Contribution and contract income	0	-400	0	0
Total funding	-38,452	-37,904	-36,529	-35,579
<u>Expenditure:</u>				
Staffing	2,425	2,470	2,515	2,561
Non staffing	947	783	785	787
Contracts & Care packages	35,404	34,651	33,229	32,231
Total expenditure	38,776	37,904	36,529	35,579
Net budget ⁴	324	0	0	0

2016/17 2017/18

FTE 48 46

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Summary budget movement				
Prior year budget	0	0	0	
<u>Inflation</u>				
Pay inflation	47	45	46	
Non pay inflation	7	2	2	
Total inflation	54	47	48	
<u>Market / Service Delivery</u>				
Permanent virement	-324	0	0	
Replacement of use of public health reserve	2,674	0	0	
Public health initiatives delivered through other council services	1,806	1,173	-14	
Service transformation	-4,115	-2,595	-984	
Investment in services	411	0	0	
Service reduction - Health checks	-21	0	0	
Other changes	243	0	0	
Other grant reductions	0	400	0	
Total Market / Service Delivery	674	-1,022	-998	
<u>Legislative: Grant reductions</u>	949	975	950	
<u>Efficiencies / Service Transformation savings</u>				
Substance misuse provision redesign	-500			A
Alcohol Identification and Brief Advice (IBA) removal	-400			A
Lifestyle services (smoking/ child weight management) reduction	-255			A
Public health services redesign	-187			A
Public mental health service redesign	-335			A
Savings	-1,677			
Revised budget	0	0	0	



Our Purpose



Ian Good
Head of Emergency
Management

Our purpose is to ensure that wellbeing of residents and communities during an emergency and to protect the economic prosperity of the county during periods of disruption. The team now provides the services to both the County Council and Surrey Fire and Rescue. To do this we are responsible for:

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

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

Our challenges and opportunities

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

Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Ensure that the council's response to emergencies meets the needs of residents and businesses with a higher regard to the vulnerable in our communities.
2. Continue to support communities in increasing their resilience to local risks and threats in line with the changes to the National Risk Assessments.
3. Supporting our suppliers in increasing the resilience of their services provided to residents as part of our Business Continuity planning.
4. With our partners, promote Surrey as a place to do business through the safe and effective delivery of major events in the county.
5. Work with partners in Sussex Local Resilience Forum to capture the benefits of greater collaboration to ensure an effective response to Surrey Residents.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Emergency Management's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£0.5m

Emergency
Management, £0.5m

Emergency Management

Head of Service: Ian Good

10

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Emergency Management	502	489	477	465
Net budget ⁴	502	489	477	465
<u>Funding:</u>				
Contribution and contract income	-42	-63	-84	-106
Total funding	-42	-63	-84	-106
<u>Expenditure:</u>				
Staffing	487	495	503	512
Non Staffing	57	57	58	59
Total expenditure	544	552	561	571
Net budget ⁴	502	489	477	465

	2016/17	2017/18
FTE	12	12

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	502	489	477	
<u>Pressures and changes</u>				
Pay Inflation	8	8	8	
Virement	-1	0	0	
<u>Savings</u>				
Income Generation	-20	-20	-20	A
Movements	-13	-12	-12	
Revised budget	489	477	465	

Note 4: Net Budget supported by general government grants and reserves.



Russell Pearson
Chief Fire Officer

Our purpose

Our purpose is to make Surrey the safest it can be. The Service is responsible for;

- Providing Fire and Rescue services to a population of 1.169m people, covering an area of 644 square miles, predominantly urban with 62 miles of motorway, the most densely populated county in SE England
- Attending approximately 12,000 incidents a year on average, dealing with a range of emergency situations, not just fires and road traffic collisions which comprise the majority. We undertake contingency planning with other emergency services for major incidents, respond to flooding incidents, deal with hazardous materials accidents, advise and enforce business fire safety legislation.
- Raising awareness among the most vulnerable people in order to reduce the numbers and effects of fires, road traffic collisions and other preventable emergencies.
- Moving from re-active to pro-active intervention, increasing our efficiency and prevention activity, and working more closely with fire services and other emergency services to protect and reduce risk to our communities.

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

Our challenges and opportunities

The increasing financial pressures faced by public services and the demand for traditional fire and rescue services falling hitherto, emphasise the need to consider alternative models of delivery. Significant savings can be found through meaningful collaboration with Police, Ambulance and other fire services. This work is already strongly underway and now that the Government has enacted legislation to require collaboration between emergency services, we will explore all opportunities to deliver efficiencies whilst keeping our residents and businesses at the heart of what we do. This is in keeping with the emphasis on partnership and public service transformation to improve the resident experience by reducing overlaps and filling in gaps in service provision and enabling better targeted prevention and protection activities.

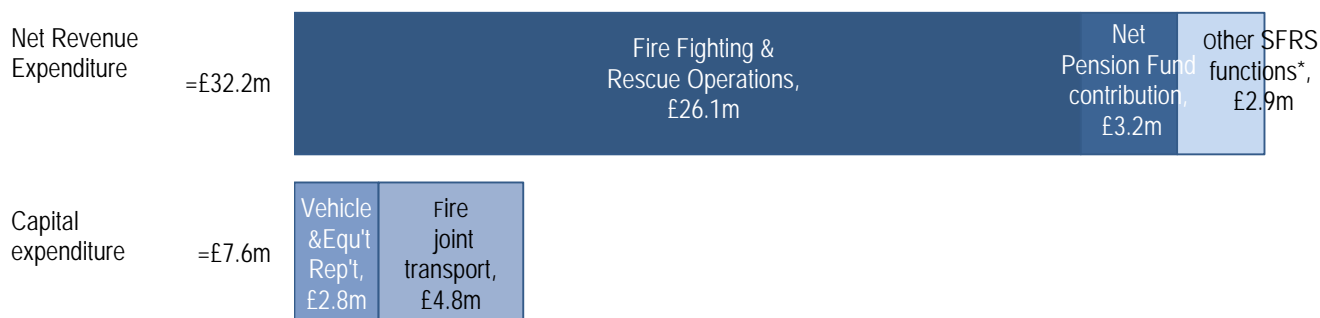
Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Deliver and/or work towards delivering the nine actions in the Public Safety Plan 2016-2025.
2. Work closely with partners for the joint benefit of residents, businesses and our staff.
3. Anticipate changes to the demographic profile across Surrey to identify and target residents and businesses most at risk in our communities.
4. Develop a comprehensive Integrated Risk Management Plan setting out how, with a reducing budget, we will continue to deliver efficient and effective Prevention, Protection and Response with Resilience into the future.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2017/18.



* other functions include Community Safety and Emergency Planning

Surrey Fire and Rescue Service

Chief Fire Officer: Russell Pearson

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Fire Fighting & Rescue Operations	26,953	26,052	23,962	22,553
Pension Fund	3,220	3,253	3,285	3,320
Support Functions	1,503	1,373	1,292	1,209
Community Fire Safety	1,208	1,221	1,234	1,248
Fire Service Emergency Planning	313	316	319	323
	33,197	32,215	30,092	28,653
Funding				
UK Government grants	-9,778	-8,639	-12,025	-11,277
Fire Pension Employee Contributions	-2,604	-2,630	-2,657	-2,683
Fees & charges	-39	-39	-39	-40
Property income	-12	-12	-12	-13
Contribution and contact income	-313	0	0	0
Reimbursement & recovery of costs	-826	-833	-842	-850
Total funding	-13,572	-12,153	-15,575	-14,863
Expenditure:				
Staffing	27,635	26,620	24,402	22,865
Non staffing	3,913	3,620	3,693	3,767
Pension Payments	15,221	14,128	17,572	16,884
Total expenditure	46,769	44,368	45,667	43,516
Net budget ⁴	33,197	32,215	30,092	28,653

	2016/17	2017/18
FTE	648	608

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	33,197	32,215	30,092
Pressures and changes			
Income Inflation	-129	-118	-152
Virements	-24	0	0
Market/Service delivery	1,826	0	0
Inflation	515	495	513
Efficiency / service transformation	-3,170	-2,500	-1,800
Movements	-982	-2,123	-1,439
Revised budget	32,215	30,092	28,653

Note 4: Net Budget supported by general government grants and reserves.

Surrey Fire and Rescue Service

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-129	-118	-152	
Total funding changes	-129	-118	-152	
Pressures and changes				
<u>Virements</u>	-24			
<u>Inflation</u>				
Inflation Pay	292	282	260	
Inflation Non-pay	223	213	253	
Total inflation	515	495	513	
<u>Market/Service delivery</u>				
Reinstate Vehicle & Equipment Replacement Reserve contributions	1,470			
Cost pressures	173			
Isle of Wight end of contract	183			
Total Market/Service delivery	1,826	0	0	
Total pressures	2,317	495	513	
Savings				
<u>Efficiency / service transformation</u>				
Capital financing of Vehicle & Equipment Replacement	-1,470			G
Fire cover Reconfiguration	-900	-1,600	-900	A
Contingency cover and specialist rescue - review / reduction	-300			A
Blue Light collaboration - Fleet savings	-200			A
Blue Light collaboration - Mobilising	-200			A
Implementation of Immediate Response Vehicles		-800	-800	A
Senior Management restructure	-50			G
Savings in Back Office & Support functions	-50	-100	-100	A
Total Service reduction	-3,170	-2,500	-1,800	
Net budget movements	-982	-2,123	-1,439	

Highways and Transport 2017/18

Our purpose

Our purpose is to enable safe, reliable journeys and the growth of prosperous places, now and in the future. As Highway Authority and Lead Local Flood Authority what we do and the powers we have are largely governed by statute. We are responsible for assets which include over 3000 miles of road network, 1800 bridges and structures and 3,262 miles of footway.

We will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by:



Lucy Monie, Head of Highways & Transport

- ✚ making the network safer for all users, building community resilience and enabling healthier and sustainable travel options
- ✚ enabling housing and other developments through new infrastructure, improving network availability, increasing opportunities for Surrey residents and businesses
- ✚ keeping the network in good condition, improving resident engagement with the service, enabling a more free flowing network, achieving real efficiencies

For more information on what we do contact highways@surreycc.gov.uk or lucy.monie@surreycc.gov.uk

Challenges and Opportunities

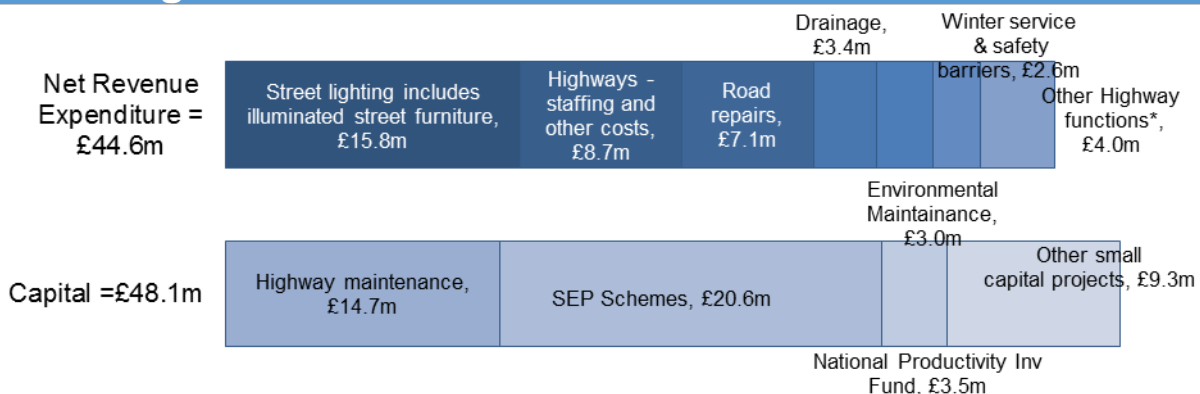
Our challenges include: budget uncertainty, managing one of the busiest networks in the country and the wear and tear and congestion that results, high levels of customer expectation, a depreciating network and skills and supply chain shortages. Our opportunities centre on securing longer term funding and best value from our supply chain, whilst working with our partners to achieve greater efficiencies. Our five-year business plan (2016-21) sets out how we will work to deliver our services in the context of the challenges we face and how we will exploit opportunities to deliver maximum value.

Key Actions

We will prioritise five actions for 2017/18 to support achievement of the council's three corporate goals:

1. Continue to implement our 5 year business plan, asset management strategy and performance framework to ensure the successful delivery of our strategic outcomes
2. Keep our roads safe by repairing defects within agreed timescales
3. Improve and renew priority pavements, particularly to support vulnerable users
4. Resurface and treat roads to ensure the resilience of our highway network
5. Support economic prosperity with an infrastructure investment programme and by delivering flood alleviation schemes

Our budget



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

** include bridge strengthening, drainage and developer s106 schemes

Highways and Transport

Head of Service: Lucy Monie

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Roads	6,230	7,074	7,305	7,531
Traffic Signals	777	1,011	1,033	1,063
Environmental Maintenance	2,816	3,000	2,389	2,463
Signs and Lines	910	985	514	530
Bridges and Structures	1,254	1,571	1,611	1,661
Drainage	3,347	3,446	3,514	3,578
Winter Service and Safety Barriers	2,601	2,632	2,714	2,798
Street Lighting and Furniture	15,390	15,810	16,225	16,665
Local Schemes	2,150	450	465	480
Parking	0	0	0	0
Highways - Staffing and Other Costs	8,900	8,672	8,959	9,294
Further savings to be identified	0	0	-178	-356
Net budget ⁴	44,375	44,651	44,551	45,706

Funding:

Other UK Government grants	0	-92	-98	-104
Fees & charges	-3,680	-4,009	-4,111	-4,178
Joint working income	-3,531	-3,601	-3,673	-3,747
Reimbursements and recovery of costs	-339	-413	-420	-428
Total funding	-7,550	-8,115	-8,303	-8,457

Expenditure:

Staffing	15,325	15,409	15,671	15,937
Contracts	3,092	3,244	3,212	3,189
Non staffing	33,508	34,114	33,972	35,037
Total expenditure	51,925	52,766	52,854	54,163
Net budget ⁴	44,375	44,651	44,551	45,706

	2016/17	2017/18
FTE	370	371

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	44,375	44,651	44,551
Pressures and changes	2,535	1,318	1,333
Savings	-2,259	-1,418	-178
Movements	276	-100	1,155
Revised budget	44,651	44,551	45,706

Note 4: Net Budget supported by general government grants and reserves

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Highway maintenance	14,693	15,943	12,889	43,525
Bridge strengthening	2,300	1,706	3,151	7,157
Flooding & Drainage	1,409	1,393	1,261	4,063
Local transport schemes	400	400	400	1,200
Safety barriers	968	957	867	2,792
Traffic Signal Replacement	750	1,515	945	3,210
Highways Vehicle Replacement	200	120	0	320
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Highways Maintenance Challenge Fund	500	0	0	500
Flood resilience schemes	1,150	500	500	2,150
River Thames scheme	500	500	500	1,500
Developer funded schemes	1,200	1,200	1,200	3,600
Strategic Economic Plan Schemes	20,582	14,053	5,323	39,958
Total capital programme	48,103	41,738	30,487	120,328

Strategic Economic Plan Schemes	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
A217 Strategic Maintenance ³⁰	1,266	0	0	1,266
A23 Strategic Maintenance ³⁰	1,000	3,182	0	4,182
A30/A331/Meadows Gyrotory Corridor	300	1,650	1,385	3,335
Blackwater Valley STP - Phase 1	200	0	0	200
Dorking Transport Package - Phase 1	200	0	0	200
Epsom A24 Resilience ³⁰	1,644	0	0	1,644
Epsom Banstead STP	953	3,789	0	4,742
Epsom Town Centre Plan E ³⁰	1,949	0	0	1,949
Greater Redhill STP	3,223	0	0	3,223
Guildford Town Centre Transport Package	1,630	3,162	1,170	5,962
Runnymede Roundabout ³¹	5,111	0	0	5,111
Wider Network Benefits East	1,666	0	0	1,666
Wider Staines - Phase 1a & 1b	1,440	2,270	1,240	4,950
Unallocated Contribution	0	0	1,528	1,528
Total Strategic Economic Plan Schemes	20,582	14,053	5,323	39,958

Note 30: Identified schemes have additional budget included within the highways maintenance line

Note 31: Identified schemes have additional budget included within the flood resilience line

Highways and Transport

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	260	262	267
Non pay inflation	1,029	1,056	1,066
Total Inflation	1,289	1,318	1,333
<u>Legislation</u>			
Flood Grant	-92	0	0
Total Legislation	-92	0	0
<u>Market/Service Delivery</u>			
Highways safety defects	1,100		
Virements	238		
Total Market/Service Delivery	1,338		
Total Pressures and changes	2,535	1,318	1,333

	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Savings				
<u>Efficiency/Service Transformation</u>				
Highways Information Team Income	-40	-40		A
Integrated Team structure	-200			G
E&I Support Functions	-141			G
Total Efficiency/Service Transformation	-381	-40		
<u>Service Reduction</u>				
Local committee Funding	-1,700			A
Reactive maintenance		-1,200		A
Total Service Reduction	-1,700	-1,200		
Unidentified Savings	-178	-178	-178	G
Total savings	-2,259	-1,418	-178	

	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	
Assessment of achievability of savings				
Some Issues	-1,740	-1,240	0	A
Progressing	-519	-178	-178	G
Total savings	-2,259	-1,418	-178	



Trevor Pugh, Strategic Director & Lead for Waste Management

Purpose

Our purpose is to enable the growth of prosperous and sustainable places. We deliver this through facilitating sustainable development, the maintenance & improvement of the countryside and providing safe, sustainable travel and transport options. We are responsible for a number of statutory functions including: the management of waste disposal (over 580,000 tonnes of waste per annum), the regulation of waste and minerals developments, and the promotion of road safety to minimise collisions and reduce casualties.

We will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by:

- working with partners to manage Surrey's waste in the most efficient, effective, economic and sustainable manner.
- enabling sustainable development of places, through new infrastructure and by providing healthier and sustainable travel options
- enabling access to the countryside whilst protecting its biodiversity
- ensuring our service priorities are delivered in the most efficient way

For more information on what we do, contact:

lesley.harding@surreycc.gov.uk for queries about Place Development or trevor.pugh@surreycc.gov.uk for queries about Waste Management



Lesley Harding, Head of Place Development

Challenges and Opportunities

Our challenges include: budget uncertainty and year on year reductions; the impact of increasing numbers of school children and the planning issues associated with building new schools for them, pressures on transport as a consequence of an ageing population, increasing waste volumes and the impact of traffic congestion; and rising levels of road casualties amongst some groups, notably cyclists. The opportunities we have identified include: building on strong relationships with partners to deliver savings and efficiencies, ensuring that new development supports the delivery of priority infrastructure to support growth, building on our successful volunteering programmes and on the opportunities of our attractive countryside.

Key Actions

We will prioritise five actions for 2017/18 to support achievement of the council's three corporate goals:

1. Work with partners to reduce the cost of waste management by increasing recycling and reducing the amount produced and sent to landfill
2. Work with partners to develop a single, aligned approach to create a more efficient waste management system
3. Work with partners, and identify funding, to ensure that we can provide the infrastructure and transport required to support the growth of places
4. Provide an effective planning applications process to enable the delivery of 2800 school places
5. Improve access to the countryside, whilst protecting its biodiversity and maximising commercial opportunities.

Our Budget



* other functions include place and sustainability and other costs

Place Development and Waste Management

Strategic Director: Trevor Pugh
Head of Service: Lesley Harding

10

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Waste Management	55,810	58,053	60,721	65,704
Countryside	2,004	1,640	1,322	1,147
Place and Sustainability	672	428	387	346
Travel and Transport	18,929	18,472	19,090	19,718
Place Development - Management and other costs ³²	917	101	107	114
Directorate wide costs & savings ³³	-235	504	696	830
Planning and Development	2,632	2,089	1,981	2,017
Further savings to be identified	-1,008	-23	-224	-424
Net budget ⁴	79,721	81,264	84,080	89,452
Funding:				
UK Government grants	-1,525	-1,862	-1,570	-1,562
Fees & charges	-1,981	-2,642	-2,838	-2,894
Contribution and contract income	-550	-541	-552	-563
Reimbursement & recovery of costs	-2,481	-2,947	-2,973	-3,025
Total funding	-6,537	-7,992	-7,933	-8,044
Expenditure:				
Staffing	9,843	9,713	9,646	9,718
Contracts	65,955	68,067	70,857	76,229
Non staffing	10,460	11,476	11,510	11,549
Total expenditure	86,258	89,256	92,013	97,496
Net budget ⁴	79,721	81,264	84,080	89,452

	2016/17	2017/18
FTE ⁵	200	200

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	79,721	81,264	84,080
Pressures and changes	8,581	6,394	6,117
Savings	-7,038	-3,578	-745
Movements	1,543	2,816	5,372
Revised budget	81,264	84,080	89,452

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff (e.g. School Crossing Patrol employees).

Note 32: 2016/17 includes budgets that have since transferred to Highways and Transport.

Note 33: Directorate-wide costs and savings are shown here for presentational purposes only, and relate to activities across the Environment & Infrastructure Directorate (including Highways & Transport).

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Rights of way (including structures)	175	175	175	525
Basingstoke canal	150	150	150	450
Road safety schemes	200	200	200	600
Closed landfill site maintenance	77	50	50	177
Developer funded schemes: S106	400	400	400	1,200
E&I Developer funded schemes: CIL ³⁴	465	909	1,488	2,862
Total Capital Programme	1,467	1,884	2,463	5,814

Note 34: CIL - Community Infrastructure levy

Place Development and Waste Management

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	188	182	182
Non pay inflation	3,088	3,150	3,106
Total Inflation	3,276	3,332	3,288
PI <u>Demand</u>			
DI Waste volumes and cost	5,345	5,954	-502
Total Demand	5,345	5,954	-502
<u>Market/Service Delivery</u>			
Transfer to/from Waste sinking fund	199	-2,892	3,331
Virements	-239		
Total Market/Service Delivery	-40	-2,892	3,331
Total Pressures and changes	8,581	6,394	6,117

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings				
<u>Efficiency/Service Transformation and Service Reduction</u>				
Local Transport Review	-735			G
Road Safety Review	-100			G
Countryside review	-350	-350	-200	G
Planning and Development review	-350	-150		G
E&I Support functions	-59	-100		G
Place and Sustainability review	-200	-50	-50	G
Waste- Kerbside recycling performance	-1,334	-151	-155	A
Waste-Recycling management	-1,115	-58	-57	A
Waste-Single waste approach	-1,587	-2,020	-70	A
Waste-Community Recycling Centres and Transfer Stations	-1,300	-500		A
Waste- Contract Structure	-1,000			A
Waste-Materials Management	792	1	-13	G
Total Efficiency/Service Transformation and Service Reduction	-7,338	-3,378	-545	
<u>Unidentified Savings</u>				
Marginal gains	-200	-200	-200	G
Fall out of previous year one off saving	500			G
Total Unidentified Savings	300	-200	-200	
Total savings	-7,038	-3,578	-745	

Note 32: 2016/17 includes budgets that have since transferred to Highways and Transport.

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
of savings				
Some Issues	-6,336	-2,729	-282	A
Progressing	-702	-849	-463	G
Total savings	-7,038	-3,578	-745	

Communities Support Function

Financial Budget

2017/20

Communities Support Function

Head of Service: Tracy Waters

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Directorate Support	919	779	790	804
Net budget ⁴	919	779	790	804
<u>Funding</u>				
Reimbursements and recovery of costs	-134	-169	-171	-173
Total funding	-134	-169	-171	-173
<u>Expenditure:</u>				
Staffing	1,045	916	932	947
Non staffing	8	32	29	30
Total expenditure	1,053	948	961	977
Net budget ⁴	919	779	790	804

	2016/17	2017/18
FTE	26	26

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	919	779	790	
<u>Pressures and changes</u>				
Income Inflation	-1	-1	-2	
Inflation Pay	16	14	15	
Inflation Non-pay	0	1	1	
Support Function Review	-155	-3	0	G
Movements	-140	11	14	
Revised budget	779	790	804	

Note 4: Net Budget supported by general government grants and reserves.



Jane Last
Head of Community
Partnership and Safety

Our purpose

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

- increasing and improving the opportunities for residents to be involved in local decision making within their communities
- leading cross-county approaches for community safety that make residents feel safer
- developing strong partnership working to help transform services for residents
- working with District and Borough partners to encourage governance and projects that focus on place

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

Our challenges and opportunities

To increase the participation of residents in decision making and their local communities, we will utilise evolving technology to improve the range and quality of conversations we have with ever wider groups of residents. To help residents feel safer we will work in partnership to transform the way services are delivered to residents, focussing on preventing problems from occurring and strengthening communities to respond when they do.

Our key actions

We will prioritise five actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

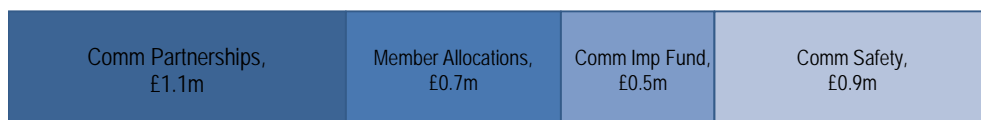
1. Increase resident engagement through the use of evolving technology and our work with services and partners
2. Increase residents safety by leading work with partners on domestic abuse, PREVENT and serious organised crime
3. Actively encourage democratic governance models that support development of place
4. Increase community resilience by supporting residents to develop local groups and action plans
5. Maximise the benefit of funding sources to enable projects that enhance our local and military communities

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Community Partnerships and Safety's spending has been allocated for 2017/8.

Community Partnership & Safety

Net Revenue
Expenditure =£3.2m



Community Partnership & Safety

Head of Service: Jane Last

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Community Partnerships	1,101	1,107	1,103	1,098
Member Allocations	834	729	729	729
Community Improvement Fund	550	500	264	264
Community Safety	398	905	907	909
Net budget ⁴	2,883	3,241	3,003	3,000

Funding

Reimbursements and recovery of costs	-162	-162	-163	-165
Total funding	-162	-162	-163	-165

Expenditure:

Staffing	1,220	1,242	1,260	1,280
Non staffing	1,775	2,161	1,906	1,885
Total expenditure	2,995	3,403	3,166	3,165

Net budget ⁴	2,833	3,241	3,003	3,000
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	2016/17	2017/18
FTE	25	25

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	2,833	3,241	3,003	
Income Inflation	-2	-2	-2	
Virements	516	0	0	
Inflation Pay	19	20	21	
Inflation Non-pay	2	2	1	
Members allocation reduction	-105	0	0	G
Community Improvement Fund	0	-236	0	G
Marginal Savings	-22	-22	-23	G
Movements	408	-238	-3	
Revised budget	3,241	3,003	3,000	

Note 4: Net Budget supported by general government grants and reserves.

Coroner

Financial Budget

2017/20

Coroner

Coroner: Giles Adey

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
County Coroner	1,775	1,739	1,714	1,727
Net budget ⁴	1,775	1,739	1,714	1,727
<u>Expenditure:</u>				
Staffing	392	396	400	404
Non staffing	1,383	1,343	1,314	1,323
Total expenditure	1,775	1,739	1,714	1,727
Net budget ⁴	1,775	1,739	1,714	1,727

	2016/17	2017/18
FTE	2	2

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,775	1,739	1,714	
<u>Pressures and changes</u>				
Inflation Pay	4	4	4	
Inflation Non-pay	24	27	27	
Seek efficiencies and streamline processes	-64	-56	-18	G
Movements	-36	-25	13	
Revised budget	1,739	1,714	1,727	

Note 4: Net Budget supported by general government grants and reserves.



Steve Ruddy
Head of Trading Standards

Our purpose

The Trading Standards service exists to:

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

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

Our challenges and opportunities

We need to build on the benefits of a joint Trading Standards service; creating a stronger more effective service; identifying opportunities for growth whilst continuing to reduce the cost to residents. We need to continue to manage the tension between local needs and government expectations of the service.

An ongoing and increasing challenge is to work with others to tackle organised cross border consumer crime, rogue traders, scams, and the growth of electronic crime. In doing so we need to ensure we protect the most vulnerable in our communities who are often deliberately targeted and exploited.

Our key actions

We will support the delivery of both Councils' strategic goals. For Surrey they are Wellbeing, Economic Prosperity and Resident Experience. For Buckinghamshire they are Safeguarding Our Vulnerable; Creating Opportunities and Building Self Reliance; and Ensuring Buckinghamshire is Thriving and Attractive. **Our Key Actions will be:**

1. Protecting the most vulnerable, increasing the financial savings for residents, and stopping rogue traders operating in Buckinghamshire and Surrey.
2. Helping businesses to thrive and supporting economic growth: We will help businesses comply with their legal responsibilities and enhance public protection by expanding our chargeable business support services and increasing the number and impact of our business partnerships.
3. Improving wellbeing and public health; tackling the supply of unsafe or dangerous products and working to maintain the integrity of the food chain, including food quality and nutrition.
4. Enhance prevention through the use and reach of social media, TS Alert, volunteers, and other initiatives to raise awareness of scams, rogue traders and unsafe products.
5. Strengthen the sense of one service, embedding our values, supporting and developing our staff, to enable us to better protect residents and support businesses.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Trading Standard's spending has been allocated for 2017/18.



Trading Standards ³⁵

Head of Service : Steve Ruddy

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Trading Standards	3,039	2,850	2,724	2,696
Net budget ²	3,039	2,850	2,724	2,696
<u>Funding:</u>				
Fees & Charges	-290	-488	-626	-665
Reimbursements and recoveries of costs	-346	-349	-354	-358
Total funding	-636	-837	-980	-1,023
<u>Expenditure:</u>				
Staffing	3,320	3,371	3,426	3,479
Non Staffing	355	316	278	240
Total expenditure	3,675	3,687	3,704	3,719
Net budget ²	3,039	2,850	2,724	2,696
SCC Contribution	2,006	1,881	1,798	1,779
Buckinghamshire County Council Contribution	1,033	969	926	917
Joint Budget	3,039	2,850	2,724	2,696

	2016/17	2017/18
FTE	75	74

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,039	2,850	2,724	
<u>Pressures and changes</u>				
General Inflation	59	60	60	
Income Inflation	-7	-9	-11	
<u>Efficiency / service transformation</u>				
Further savings (marginal gains)	-46	-44	-44	G
Buckinghamshire Partnership	-86	-37	-2	G
Additional income generation	-109	-96	-31	G
Movements	-189	-126	-28	
Revised budget	2,850	2,724	2,696	

Note 4: Net Budget supported by general government grants and reserves.

Note 35: Trading Standards is run in partnership with Buckinghamshire County Council (BCC) and managed by a joint committee. SCC and BCC contribute towards the net costs of the service, in the proportion 66% and 34% respectively



Peter Milton
Head of Cultural
Services

Our purpose

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

- Library Services used by nearly one third of Surrey residents, including 52 libraries – ten of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey’s heritage and the county’s archives and records, including publishing over 20 million records online and achieving over 5 million views of those records.
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,200 adult learning courses at seven adult learning centres and approximately 115 external venues. Provision includes courses for Family Learning and for 1,180 learners who declared Learning Difficulty and/or Disability.
- Ensuring that as many people as possible experience positive outcomes in terms of Education, Health & Wellbeing, Sense of Place and Economic Prosperity through engagement with the Arts, working with more than 350 Surrey schools to support music education and working with local groups, communities and partner organisations to promote great arts for everyone in Surrey.
- Smooth and efficient registration of approximately 12,000 deaths, 20,000 births, conducting approximately 2,200 citizenship ceremonies, 4,000 marriages / civil partnerships and issuing approximately 125,000 copies of birth, death, marriage and civil partnership certificates.

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

Our challenges and opportunities

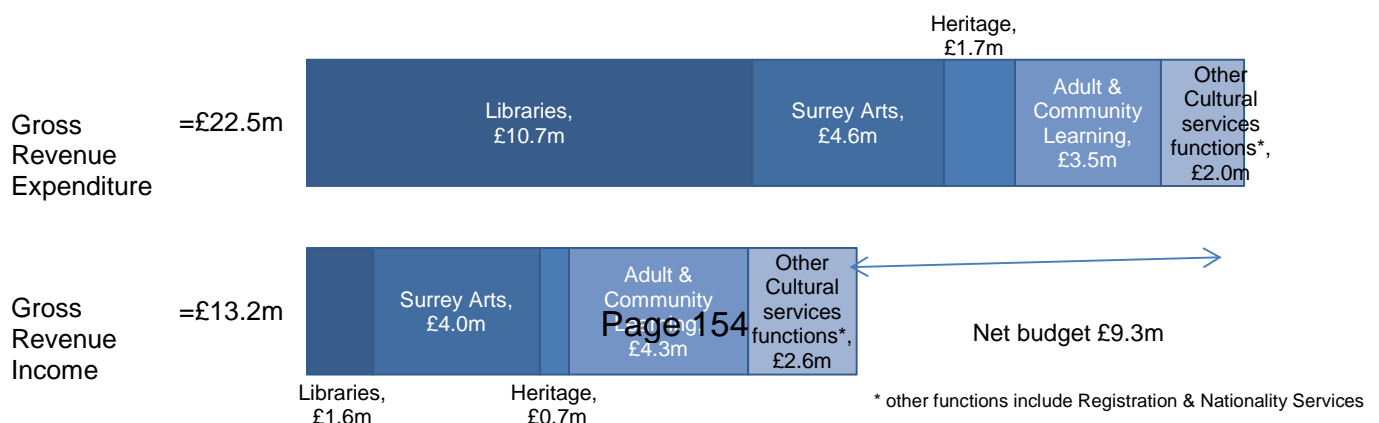
The main challenge we face in the coming year is to maintain the quality and breadth of services with diminishing resources. We must meet the needs of existing service users, and provide services relevant to them at the same time as addressing demands of demographic and social change. Creative, resourceful approaches to service delivery will provide opportunities to work closely with partners, making the most of facilities and resources. Advances in technology will make it easier to communicate with the public and deliver services that meet their aspirations.

Our key actions

We will prioritise five actions for 2017/18 to support achievement of the council’s three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Develop a single affordable strategy to secure the future of our library service and deliver a wider range of services from our libraries.
2. Grow and protect income to fund services by maintaining existing grants, finding new sources of income and maximising new commercial income streams.
3. Continue to implement business efficiencies and investigate the best arrangements for the delivery of cultural services in Surrey.
4. Increase volunteering by 5%, and involve local people in shaping and developing services, supporting them to live well.
5. Continue to develop digital technology for the efficient delivery of our services and improved customer contact, and introduce processes that improve user experience.

Our budget



Cultural Services

Head of Service: Peter Milton

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Libraries	9,307	9,089	8,719	8,679
Surrey Arts	519	528	302	320
Heritage	991	1,006	937	927
Adult & Community Learning	-829	-869	-909	-955
Registration & Nationality Service	-584	-619	-653	-679
Supporting Cultural Services	156	153	151	150
Net budget ⁴	9,560	9,288	8,547	8,442
<u>Funding</u>				
UK Government grants	-3,692	-3,811	-3,811	-3,811
Fees & charges	-8,510	-8,543	-8,753	-8,961
Contributions from OLA's	-267	-268	-271	-274
Joint working income	-29	-29	-30	-31
Property income	-186	-190	-193	-197
Reimbursement & recovery of costs	-448	-460	-471	-482
Total funding	-13,132	-13,301	-13,529	-13,756
<u>Expenditure:</u>				
Staffing	18,729	19,007	18,781	18,847
Non staffing	3,963	3,582	3,295	3,351
Total expenditure	22,692	22,589	22,076	22,198
Net budget ⁴	9,560	9,288	8,547	8,442

	2016/17	2017/18
FTE ³⁶	529	529

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	9,560	9,288	8,547
<u>Pressures and changes</u>			
Income Inflation	-174	-177	-181
Virements	-5		
Inflation	373	370	360
Efficiency / Service transformation	-466	-934	-284
Movements	-272	-741	-105
Revised budget	9,288	8,547	8,442

Cultural Services

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-174	-177	-181	
Total funding changes	-174	-177	-181	
Pressures and changes				
Virements	-5			
<u>Inflation</u>				
Inflation Pay	302	304	300	
Inflation Non-pay	71	66	60	
Total inflation	373	370	360	
Total Pressure and changes	368	370	360	
Savings				
<u>Efficiency / Service transformation</u>				
Libraries redesign service delivery		-180		G
Cultural Savings		-250		A
Libraries - Reduction to Resources budget	-246	-100		G
Libraries - Reclassification	-121			G
Libraries - Develop Community Supported Offer		-220		A
Libraries - Team Staffing reductions	-30	-46	-208	G
Arts - Reduce subsidy of on-line services	-15			G
ACL - Improve Marketing	-22	-23	-28	G
Registration - increase income	-26	-25	-16	G
Heritage restructure		-85	-25	A
Other savings	-6	-5	-7	G
Total Service reduction	-466	-934	-284	
Net budget movement	-272	-741	-105	



Ann Charlton,
Director of Legal
Democratic and Cultural
Services

Our purpose

Our purpose is to:

- Provide excellent leadership team support in order to ensure that the senior leaders of the organisation are assisted and enabled to carry out their functions efficiently and effectively.
- Ensure the decision making processes, compliance and scrutiny functions of the council are efficient and effective, enabling the business of the Council to be carried out in a transparent and accountable manner.
- Support and contribute to the delivery of the council's strategic goals.
- Drive and support service transformation and organisational change.
- Deliver professional advice and support to others through our Civic Support Team, Information Governance Team and School Appeals Service

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

Our challenges and opportunities

The demand for democratic services continues to grow in an environment which is increasingly more complex and where the resources available to undertake the necessary activities are reducing. The pursuit of new models of service delivery, coupled with a growing partnership and collaborative agenda support the need for activities which cross organisational boundaries more frequently. There is increasing emphasis on introducing new and different approaches to service delivery in order to manage tighter budgets. These arrangements require professional support to ensure they are scrutinised effectively and decisions are taken in a manner that promotes democracy. They also require efficient and effective support as demands on the leadership team are increased.

Our key actions

We will prioritise five actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Implement the plans for the 2017 county council elections, including the delivery of an Induction Programme that meets the South East Employers' Charter Plus standard and equips new and returning Members with the knowledge and skills necessary to fulfil their roles effectively.
2. Ensure that our Cabinet, Regulatory and Scrutiny processes enable Members to take efficient, effective and transparent decisions and enhance the opportunities for residents to influence and shape Council services.
3. Increase collaborative working both with other services, to ensure that officers understand the political structure of the council and are able to work effectively with Members, and with partners to support the delivery of the Council's key priorities and ensure the Council is meeting its statutory duties.
4. Develop our staff, ensuring that they are equipped with the right knowledge and skills to deliver a high quality service and contribute innovative ideas to help meet the challenges in the year ahead.
5. Help the Council meet its budgetary requirements by ensuring value for money, optimising the income generated by the School Appeals Service and exploring other options for income generation.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Legal and Democratic Service's spending has been allocated for 2017/18.



Democratic Services

Head of Service: Katie Booth

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Democratic Services Team	1,910	1,918	1,927	1,936
Member Allowances & Expenses	2,090	2,110	2,129	2,150
Voluntary & Community Sector Support	484	462	450	437
Local Elections	16	1,350	17	17
Net budget ⁴	4,500	5,840	4,523	4,540
Funding				
UK Government grants	-61	-66	-66	-66
Reimbursement & recovery of costs	-161	-164	-167	-172
Total funding	-222	-230	-233	-238
Expenditure:				
Staffing	1,929	1,942	1,951	1,961
Non staffing	2,793	4,128	2,805	2,817
Total expenditure	4,722	6,070	4,756	4,778
Net budget ⁴	4,500	5,840	4,523	4,540

	2016/17	2017/18
FTE	49	46

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	4,500	5,840	4,523	
<u>Pressures and changes</u>				
Income Inflation	-3	-3	-3	
Virement	-1			
Local Elections	1,333	-1,333		
Inflation	77	85	86	
Modern Council	-44	-44	-44	G
Voluntary Sector reduction	-22	-22	-22	G
Movements	1,340	-1,317	17	
Revised budget	5,840	4,523	4,540	

Note 4: Net Budget supported by general government grants and reserves.



Ann Charlton,
Director of Legal
Democratic and Cultural
Services

Our purpose

Our purpose is to:

- Ensure the decision making processes, compliance, governance and scrutiny functions of the council are efficient and effective, enabling the business of the Council to be carried out in a transparent, accountable and lawful manner.
- Provide support and legal advice in order to contribute to the delivery of the Council's strategic goals.
- Drive and support service transformation and organisational change.
- Deliver professional support to others through our Civic Support Team, Information Governance Team and School Appeals Service
- Ensure excellent joint working with other services.

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

Our challenges and opportunities

The demand for legal services continues to grow, in an environment that is complex and where resources are reducing. A particular area of growth is child protection where there has been an unprecedented increase in volume and complexity. The growing partnership and collaborative agenda, drives the need for activities which cross organisational boundaries. There is increasing emphasis on introducing different approaches to service delivery in order to manage tighter budgets. These arrangements require professional support to ensure they are scrutinised effectively and decisions are taken in a manner that promotes democracy. Provision of legal advice is also necessary to enable consideration of relevant options and to ensure that any changes are implemented lawfully. The creation of Orbis Public Law, a partnership with the legal teams of East and West Sussex and Brighton and Hove is an opportunity to reduce costs and increase opportunities for legal staff.

Our key actions

We will prioritise four actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Continue to develop Orbis Public Law as we enter into a financial year where we have a single shadow budget
2. Ensure the Council is meeting its statutory duties and that our Cabinet, Regulatory and Scrutiny processes enable Members to take efficient, effective and transparent decisions while enhancing the opportunities for residents to influence and shape Council services.
3. With Orbis colleagues, focus on priority areas for integration – these are child protection and advocacy and commercial work and are key to reducing spend and increasing income generation.
4. Develop our staff, equipping them with the knowledge and skills to deliver a high quality and resilient service and to contribute innovative ideas to help meet the challenges in the year ahead.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Legal Service's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£4m

Legal Services,
£4.0m

Legal Services

Head of Service: Sarah Baker

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Legal Services	3,915	3,975	3,898	3,923
Net budget ⁴	3,915	3,975	3,898	3,923
Funding				
Reimbursement & recovery of costs	-327	-404	-412	-420
Total funding	-327	-404	-412	-420
Expenditure:				
Staffing	3,487	3,594	3,509	3,526
Non staffing	755	785	801	817
Total expenditure	4,242	4,379	4,310	4,343
Net budget ⁴	3,915	3,975	3,898	3,923

	2016/17	2017/18
FTE	80	79

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,915	3,975	3,898	
Pressures and changes				
Income Inflation	-7	-8	-8	
Virements	15	0	0	
Childcare cases	100	0	0	
Inflation Pay	55	57	56	
Inflation Non-pay	15	16	16	
Remove vacant posts	-48	0	0	G
Increased Income in line with current achievement	-70	0	0	G
Management change Orbis Public Law	0	-142	0	G
Other Changes	0	0	-39	G
Movements	60	-77	25	
Revised budget	3,975	3,898	3,923	

Note 4: Net Budget supported by general government grants and reserves.

Central Income & Expenditure

Financial Budget

2017/20

Central Income & Expenditure

Director of Finance: Sheila Little

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Pensions back funding	11,146	11,146	11,146	11146
Redundancy & Compensation	6,487	8,641	8,641	8641.0098
Other Initiatives	-2,250	-2,057	-4,099	-2496
Apprenticeship Levy		1,250	1,250	1250
Land Drainage Precept	1,098	1,125	1,153	1182.1836
Contribution to/from reserves & provisions	-673	1,698	3,956	10721
Interest Payable	17,739	11,525	11,688	12454
Minimum Revenue Provision	26,479	21,418	23,683	25964
Government Grants	-174,764	-150,080	-106,550	-82790
Council Tax & Business rates	-672,200	-718,570	-756,653	-778678
Interest Receivable	-495	-415	-836	-1047
Net budget	-787,433	-814,319	-806,621	-793,653

Funding:

Council Tax	-614,903	-634,867	-651,603	-671,001
Council Tax - Adult Social Care Precept	-11,829	-31,034	-51,292	-52,805
Business Rates	-45,468	-52,669	-53,758	-54,872
Revenue Support Grant	-67,078	-28,000	-4,450	
Business Rate Top-up Grant	-59,406	-58,552	-60,347	-45,078
RSG Transitional Relief	-11,926	-12,175		
Other UK Government Grants	-36,354	-51,353	-41,753	-37,712
Income form Investments	-495	-415	-836	-1,047
Total funding	-847,459	-869,065	-864,039	-862,515

Expenditure:

Non staffing	60,026	54,746	57,418	68,862
Total expenditure	60,026	54,746	57,418	68,862

Net budget -787,433 -814,319 -806,621 -793,653

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	-787,433	-814,319	-806,621
Pressures & changes	-2,202	10,382	15,970
Savings	-24,684	-2,684	-3,002
Movements	-26,886	7,698	12,968
Revised budget	-814,319	-806,621	-793,653

Central Income & Expenditure

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000	
Pressures & Changes				
Funding	-18,801	5,222	24	
Legislation				
Land Drainage Precept	27	28	29	
Market/Service Delivery				
Interest Payable	2,860	344	-134	
Minimum Revenue Provision	2,814	3,401	5,786	
Pension Fund Deficit Funding	1,802	1,806	1,911	
Contributions to Reserves	2,982	5,257	6,765	
Other Initiatives	5,916	-3,869	1,589	
Redundancy	2,000			
Pensions back funding	-1,802	-1,807		
Total Pressures & Changes	-2,202	10,382	15,970	
	0	0	0	
	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings				
Efficiency/Service Transformation				
Public Health (Other Initiatives)	-1,805	-1,173	14	R
Treasury Management (Interest Payable)	-8,600	-500	500	G
Other Initiatives	-2,503			G
Pension Fund contribution for Members	-165			G
Minimum Revenue Provision	-8,000	-1,011	-3,516	G
Education Services Grant	-3,000			G
Contributions to Reserves	-611			G
Total Savings	-24,684	-2,684	-3,002	
	0	0	0	

SUSTAINABILITY REVIEW BOARD – REPORT March 2017

Introduction

1. At its meeting on 31 January 2017, the Cabinet agreed to establish a Sustainability Review Board comprising three cross party Members, the Strategic Director for Adult Social Care and Public Health, the Deputy Chief Executive and the Director of Finance. As part of the recommendation, the Cabinet requested the board bring back an initial report to the Cabinet meeting on 28 March 2017 on progress towards identifying £30m permanent service reductions and up to a further £22m one-off reductions required to achieve a balanced budget in 2017/18.
2. As any service reductions identified as part of this process would be new reductions and have not been included in the medium term financial plan to date, it is anticipated that it would be challenging to ensure a full-year effect as a number may need consultation and further work to make the changes required. Therefore the savings have been modelled on the assumption that these savings have a part-year effect equivalent to one quarter of the year (approximately £8m). The additional one-off savings of £22m included in the terms of reference for the Sustainability Review Board is in recognition of this and to help ensure a balanced budget for 2017/18.
3. At the time of making the recommendation, the Cabinet also recommended a council tax rise of 14.99% so the work of the Sustainability Review Board was in the context of identifying the additional savings that would be required should a referendum deliver a “no” vote. The County Council subsequently approved a council tax rise of 4.99% and therefore the additional £30m savings are required to balance the budget for 2017/18.
4. In his budget statement, the Chancellor announced additional grant funding of £2bn over 3 years for social care. This equates to £7.5m for Surrey in 2017/18 which may reduce the current £30m gap but does not resolve the issue. The Section 151 Officer has confirmed that the council’s reserves are at minimum safe levels and it would be unwise to use these to balance the 2017/18 budget without considering all other options. Any additional reserves used in 2017/18 would have to be replenished in 2018/19 and therefore a focus on identifying a solution for the £30million gap in 2017/18, rising to £41million in 2018/19 is key.

Approach taken by the Board

5. The Sustainability Review Board met a number of times between 7 February and 20 March 2017. These sessions have focused on reviewing the budgets and opportunities across all the council’s functions. The Board has also taken time to review and understand the pressures and savings proposed for the Medium Term Financial Plan 2017-22 (including the additional £93m of savings) as well as any benchmarking data available to understand the context in which the council is operating.
6. The Sustainability Review Board found that the benchmarking information currently available to the council is limited and does not in most cases provide a full picture of both financial and performance data in one place. The Board would recommend that officers involved in the Sustainability Review Board look into options to increase the council’s benchmarking capability, particularly how others fulfil their statutory obligations, balancing the benefits of benchmarking against any costs associated.

7. In agreeing an approach, the Sustainability Review Board has focused on protecting those service areas where the council is making the greatest positive impact for residents and ensuring that in proposing any further service reductions, the council would still meet its legal obligations. The council has a number of statutory responsibilities it must deliver as a county council which form the basis of the council's delivery model. The way in which these are delivered is of course open to some level of local choice and therefore whilst the Board has taken account of statutory versus non-statutory functions, it has not ruled anything as being out of scope as it is important to consider the way the council delivers services fully, irrespective of the statutory and non-statutory distinction.
8. The Board has also consulted widely and Members were invited to private sessions with scrutiny boards to discuss opportunities and approaches within their remit. Members have actively engaged in these discussions and the Board would like to thank them for their support.
9. The scrutiny board sessions have re-affirmed that there are no quick fixes or significant new ideas that would easily solve the budget challenges but have helped to test out opportunities and form the basis for the themes presented to the Cabinet in this report.

Findings

10. In the short period of time the Sustainability Review Board has been working, it has not been possible to identify savings to the level required to balance the budget for 2017/18. The council has made £450m annual savings in the budget over the last 5 years and is already proposing an additional £93m of savings in 2017/18 so it is unsurprising that there are no simple changes that can be made at this stage.
11. The Board has identified some additional opportunities for the Cabinet to consider, which are detailed in Annex 1. The Board recognises that some of these savings would be visible to residents and will not be widely welcomed by Members or residents. However, in the context of the financial challenges and need to balance the budget, they were felt viable to make within the council's legal responsibilities and deliverable during 2017/18. The full-year effect of these savings would be between £3-5m depending on the scale of reduction chosen and some are relatively easy to implement from the start of the financial year. Many are also reversible and could be reviewed in future years should the financial position improve.
12. The Sustainability Review Board has also identified a number of themes and service areas which it would recommend the Cabinet asks officers to investigate further given their potential to deliver savings in 2017/18 and longer-term. This work needs to be started immediately and pursued at pace to ensure that savings are made during 2017/18 and transformation plans in place to ensure the savings targets for 2018/19 are met. The Board also recommends that the council has a renewed focus on income generation and looks for commercial opportunities to support vital services for residents.

Place-based Approach

13. A key theme that arose consistently in discussions with all scrutiny boards was the use of assets and co-location of services. Members were able to give a number of examples of facilities they had visited in Surrey and elsewhere where public sector services were brought together in one place, enabling residents to access services more easily and generating a strong community feel.

14. The Board felt that a place-based approach to service delivery needed to be developed, bringing together the full range of services residents access locally (family services, youth services, children centres, health, libraries, adult community learning, leisure activities etc.) and consider how best to arrange these going forward – taking a needs-led rather than brick-based approach. Through this approach and effective involvement of key partners, such as Districts and Boroughs and CCGs and the voluntary, community and faith sector, a more strategic map of public services needs to be developed which maximises the use of the public estate as well as clarifying how best to target services to residents. This should also be extended to include wider infrastructure needs and help to inform a further review of transport including bus subsidies and the impact of any further changes being made to Surrey’s transport strategy.
15. Work is underway within the council to develop a Surrey-wide view of assets, mapping what services will look like in five years’ time and developing options for how the council uses its assets most effectively to support this. The Sustainability Review Board would endorse this as the right approach and suggests that this is accelerated. There is also felt to be a role for local/joint committees to play in the local discussions given Members’ community leadership role. With the election this provides an excellent opportunity for new Members to provide some objective challenge to the process.
16. The Board felt that this approach would lead to both financial benefits as well as improved outcomes for residents if resourced appropriately. Ensuring that the right resources, particularly in relation to property services, are in place is critical to this and will require some further investment.

Central Services

17. The second theme identified by the Board relates to central services and ensuring these are effectively utilised across the council without duplication. At present, the council has a combination of directorate-based and central resources in a range of functions such as policy and performance, commissioning, research and intelligence. They provide different roles and whilst these functions need to be retained in some capacity, the Board felt that a more streamlined, matrix management approach could be considered which aligns with the council’s wider business support model. The Board would recommend a review be undertaken to identify any areas for efficiency, considering how the central teams and service roles interact and reducing duplication by developing shared functions across directorates. The Continuous Improvement and Productivity Network led a piece of work gathering data on these areas as part of the Support Functions Review and tested the approach with Communications. The Board would suggest that this could be broadened out to other similar corporate functions as identified above, whilst also continuing to review whether any further savings could be made in the Communications’ Service. This work should also take account of any opportunities there might be across Orbis as well as linking with the back office workstream within Surrey Heartlands Sustainability Transformation Plan when considering Adult Social Care and Children, Schools and Families functions. The Board would also recommend a review of major IT projects be undertaken to ensure that only projects with a critical business need or those which support cost savings are resourced.

Benchmarking

18. The council has traditionally used two sources of information for benchmarking. The first is using nationally available statistical data sets that provide the levels of expenditure for various services and comparing these to populations, either total or by age. Whilst providing a good high level picture, these do not relate the expenditure to performance. The second source has been through services joining benchmarking clubs. These have

been useful to compare transactional performance for services, but are again limited for comparing outcomes, and dependent on the number of local authorities joining the benchmarking club.

19. In recent years a number of providers have started to use digital technology to take available data from various sources to provide a more granular and more current / up-to-date level of comparative benchmarking. This is an area that officers are currently investigating.

Member Allowances

20. The current Scheme of Member Allowances is in place until May 2017 and the Independent Remuneration Panel has begun work to consider the current scheme, aiming to make recommendations to the County Council in October 2017. Given the financial challenges and the council's desire to protect vital frontline services, the Sustainability Review Board felt that any increase in allowances at this time would not be appropriate and a thorough review of special responsibility allowances should be undertaken to ensure that only the most essential roles are in place, reducing the numbers of Special Responsibility Allowances. It is suggested that this report and the Medium Term Financial Plan, along with the minutes of the County Council meeting on 7 February 2017, are shared with the Independent Remuneration Panel to ensure they consider the financial environment as part of their review.

Staffing

21. The council has made significant budget savings over the last 5 years but during the same period, the headcount has remained relatively stable. However, it is recognised that although reductions have been made to the headcount within a wide range of services across the council, it has also taken on responsibility for additional functions during this time such as public health and has seen increasing demand on services. Significant savings have also been reported to People, Performance and Development Committee in relation to senior leadership roles within the organisation although some Members have questioned whether this has led to an increase in roles further down the management structure. In line with Council Overview Board's recommendation to the Cabinet on 31 January 2017, the Sustainability Review Board would support a continued review of staffing roles and levels and salaries across the council, particularly at a senior level (those included in senior pay grades).
22. Agency and contractor spend is another key challenge for the organisation. Work continues in this area, with a focus in areas of social care on converting locums to permanent staff and controls in place across the organisation more widely to limit spend on agency staff and contractors. The Board endorses a continuation of these controls, with a continued focus to ensure that agency spending is reduced wherever possible. A review of HR policies relating to recruitment of agency staff, flexible retirement etc. and whether these are being used appropriately within the organisation, to ensure a lean, flexible and fit for purpose workforce is also recommended.

Income Generation

23. The Sustainability Review Board has identified a number of services that could be stretched further and aim to be self-funding. These are included in Annex 1. The Board feels all services need to take a more business-like approach and continue to look for further opportunities to generate revenue where appropriate in order to support vital services for residents (an example provided by Resident Experience Board being coffee shops in community spaces such as libraries.) This may include a need to consider an

alternative delivery vehicle in some instances, such as a local authority trading company or trust arrangement. Ensuring the council's recruitment processes include a focus on commercial skills and that this expertise is targeted towards the priority areas within the council will assist services in moving to a self-funding basis.

Grass Cutting

24. The Medium-Term Financial Plan proposes some reductions in the budget for grass-cutting. From discussions with the service, it would be possible to reduce the budget by another £500,000 whilst still ensuring the council meets its legal duties. This is another area the Cabinet may wish to consider although as a year's notice is required, this would be a saving for 2018/19 rather than 2017/18.

Social Care

25. This is the Council's largest area of spend and also the area which is experiencing the largest increases in demand. The Board recognises that this makes it challenging to make further savings.

SEND/Children's Services

26. These are two of the largest areas of spend in Children, Schools and Families. There are also already significant, challenging savings targets attributed to these areas, particularly around SEND. Bearing this in mind and given recent inspection outcomes, the Board did not feel that additional savings should be made in this area in 2017/18 and could present a regulatory risk. The Board would however suggest that this is kept under review as the savings and service improvements are delivered to ensure any further opportunities are realised.

Adult Social Care

27. As the population continues to live longer, demand for Adult Social Care is rising with increasingly complex demands. The Board would encourage officers to work with partners in looking for alternative ways to meet residents' needs, ensuring flexibility in the approach so that all options can be considered and the council makes best use of the support available in Surrey's communities. The Board would also support a focus on looking at where the council can do things differently, with two specific examples below.

Accommodation with Care and Support

28. The Sustainability Review Board strongly supports the Accommodation with Care and Support Programme to ensure the council is able to support residents to live independently in the future whilst managing its financial pressures. This is one of Adult Social Care's key priorities and work is underway to deliver against this across all client groups but the Board would endorse an acceleration of this work.
29. The Cabinet approved the business case for the council to offer land to the market to deliver 600 affordable extra care flats over the next 10 years and the current medium term financial plan includes savings associated with an increase in the number of people with learning disabilities living in supported housing rather than residential care settings. From the analysis of future needs, it is anticipated that if further provision was available in Surrey then more residents could benefit from accommodation with care and support, leading to improved outcomes and further savings for the council as well as Health.

30. The Sustainability Review Board recommends that this programme is reviewed and market testing undertaken to see if it could be extended and accelerated if the council was able to increase the resources to deliver this. As an indication of the savings it could deliver, 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 annual average saving of approximately £280,000 per scheme.

Learning Disabilities

31. Another priority for the council is continuing to improve the support to people with learning disabilities. From discussions with the scrutiny boards and the Cabinet Member for Adult Social Care, Wellbeing and Independence the Board felt that there were opportunities to review the way the council currently structures its social care services. This review would consider the potential to have a learning disabilities service which supported residents throughout life with a strong driver to encourage independence and employability. Whilst the Board recognised that there is different legislation in place for children and adults, a single service approach would help to ensure the full pathway is considered and remove any artificial handover points, focussing instead on a smoother transition as needs change. This in turn will improve residents' experience and may also lead to cost savings in the packages of care being put in place.
32. It was felt that a review of the legislation around Learning Disabilities and SEND should be undertaken in order to ascertain whether there is scope to charge 'top up fees' for those wishing to pay for enhanced service provision above what the council legally has to provide. This would then allow service users a choice but not at an additional cost to the council.

Conclusion

33. In line with the original recommendation of the Cabinet, the Sustainability Review Board has focused on identifying areas which could contribute to the additional savings required in 2017/18. These are outlined in Annex 1 and in most cases could be permanent reductions or one-offs which could be reinstated in future years should alternative service reductions be identified or the financial position improves.
34. In doing this work, the Board has also identified a number of areas where accelerating work or taking a different approach could result in further savings and improved outcomes for residents. The place-based approach is key to this, ensuring that services work together at a local level and makes best use of the council's resources to deliver vital services to residents.
35. Despite a full review of council services the Board has not been able to identify the level of savings required. Further work is paramount for longer term sustainability and the medium term transformation work to implement the activities and themes identified is seen as high priority with a view to start realising potential savings by quarter four of 2017/18.

Recommendations

The Cabinet:

- Asks the Director of Finance to consider the options to increase the council's benchmarking capability, balancing the benefits against any costs associated.

- Considers the Sustainability Board’s proposals for service reductions in 2017/18 as part of the Medium Term Financial Plan 2017/20.
- Commissions further work on the themes identified by the Sustainability Review Board to commence immediately.

Annex 1

<u>Function</u>	<u>Description</u>	<u>2017/18 saving</u>
Communications	Stop Surrey Matters. Move to digital communications wherever possible, including print on demand service of key documents. Paper-free committee meetings by end of first year of new council.	£250,000
Members Allocations	Propose to stop for next two years and then review.	£729,000
Community Improvement Fund	Propose to stop for next two years and then review.	£264,000
Surrey Growth Strategy	Propose a review of this – saving based on removing full budget.	Up to £670,000
Local Committee Highways Schemes	Propose to stop in 2017/18 and then review.	£450,000
Fire Contingency crewing/specialist rescue	Remove this provision.	£418,000
Heritage	Target for service to be self-funding in the longer term.	Up to £1,381,000*
Arts & Music	Target for service to be self-funding in the longer term.	Up to £394,000*

Total Full-Year Effect**£4,556,000**

***Note:** The figures in the table indicate the saving potential should the function become fully self-funded. The Board does not feel this is achievable in one year but the Cabinet may wish to propose an increased income target to work towards this.

Chris Megainey
Department for Communities & Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF

28 February 2017

Dear Chris

Re: Use of Adult Social Care Precept 2017/18

In reply to your letter of 21 February 2017 I am writing to confirm that Surrey County Council has increased its council tax to fund adult social care services in 2017/18.

Surrey County Council's council tax has increased by 4.99% in 2017/18, which includes a 3% precept for adult social care.

I have completed the table below, comparing the changes in adult social care budgets (including estimated central support cost apportionment and running costs) with those of other non-ringfenced services, including and excluding precept.

	2016-17 budget (£000)	Total ASC 2017-18 precept (£000)	2017-18 budget (£000)	ASC % change 2016-17 to 2017-18 budget excluding precept
Budget for non-ringfenced services	269,213		246,668	-8.4%
Budget for Adult Social Care	367,170	19,205	388,390	0.5%

This table is being completed within a short notification timescale and ahead of the date for the 2017/18 RA form. Whilst every effort has been made to ensure it meets the RA form's criteria and definitions, further work will be undertaken to allocate central support costs and the democratic core costs to ensure accuracy. This may lead to some changes when the RA form is returned.

Below is a description of how my authority proposes to use the funding from the precept, in support of this table.

The table above shows that the budget for Adult Social Care (ASC) is increasing by £23.2m. This clearly demonstrates that the 2017/18 ASC precept income of £19.2m



is being used to support increased investment in ASC to fund rapidly growing demand for local authority funded care and support.

I certify that the authority will use the funding above 2% to improve the way social care services are delivered in my area. This income will be used to fund increases in fees paid to social care providers that are essential to maintain local market sustainability.

Yours



Kevin Kilburn – Deputy Section 151 Officer



Helen Atkinson – Strategic Director for
Adult Social Care and Public Health

Service:

Overall

Note	<u>Renewal of existing:</u>	Financials		Page
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	
Page 175	Adult Social Care	47,204	50,087	2
	Children Services	-	33	4
	Commissioning and prevention	3,051	2,320	5
	Cultural Services	8,510	8,543	7
	Customer Services	138	139	16
	Place Development & Waste	1,981	2,642	17
	Fire and Rescue Service	39	39	25
	Highways & Transport	3,680	4,009	27
	Schools and SEND	29,128	29,429	31
	Trading Standards	290	488	32
	Renewal Total	94,021	97,730	

Service: Adult Social Care

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
1	<u>Residential care for people with learning disabilities - Weekly charges:</u> Arundel Badger's Wood Coveham Hillside Mallow Crescent Langdown Rodney House	£1,024.00 £1,106.00 £1,536.00 £907.00 £1,294.00 £1,244.00 £1,362.00	£1,024.00 £1,106.00 £1,536.00 £907.00 £1,294.00 £1,244.00 £1,362.00	0% 0% 0% 0% 0% 0% 0%				Locally Locally Locally Locally Locally Locally Locally
2	<u>Residential care for people with learning disabilities - Respite, charge per night:</u> Arundel Badger's Wood Coveham Hillside Mallow Crescent Langdown Rodney House	£146.29 £158.00 £219.43 £129.57 £184.86 £177.71 £194.57	£146.29 £158.00 £219.43 £129.57 £184.86 £177.71 £194.57	0% 0% 0% 0% 0% 0% 0%				Locally Locally Locally Locally Locally Locally Locally
3	<u>Services for Older People:</u> Residential weekly charge Residential nightly charge Brook Unit at Park Hall (specifically, older LD clients) Day Service (excl. meals) - per weekday hour Day Service (excl. meals) - per weekend hour Day Service (excl. meals) - per public holiday hour Night Service (excl. bedroom and meals) - per weekday hour Night Service (excl. bedroom and meals) - per weekend hour Night Service (excl. bedroom and meals) - per public holiday hour Service Delivery: Home Care, per hour Service Delivery: Supported Living, per hour of staff provision (charge as package) Accessing premises only - per hour, all buildings In-house Home Based Care (after Reablement) and Extra Care - per hour	£642.68 £91.81 £1,163.00 £6.18 £8.02 £10.08 £9.58 £12.73 £15.88 £16.50 £16.50 £2.00 £16.10	£642.68 £91.81 £1,163.00 £6.18 £8.02 £10.08 £9.58 £12.73 £15.88 £16.50 £16.50 £2.00 £16.10	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%				Locally Locally Locally Locally Locally Locally Locally Locally Locally Locally Locally Locally Locally
	Sub Total				-	-		
1-3	<u>Comments/ special considerations</u> Rates used in Social Care assessment - income generated from this rate will be included under Care Act charging yield .							

Note	Fees and charges Goods / service for which charge is made	2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
Page 177	4 Residential - Care Act	Subject to financial assessment	Subject to financial assessment					National Charging Policy
	Community Care Services - Care Act	Subject to financial assessment	Subject to financial assessment					National Charging Policy with local discretion
	Charge for putting in place arrangements to meet care and support needs for an individual who has capital above upper capital limit: Residential/Nursing (16/17): or care at home (Oct 16)							Locally
	Initial fee	Year 1: £295	Year 1: £295					
	Ongoing annual charge after year 1 for Residential/Nursing	£75.00	£125.00	67%				
	Ongoing weekly charge for care at home from start (from Oct 16)	£5.00	£5.00					
	Where ASC arranges a funeral instead of District or Borough	£400.00	£400.00					
	<u>Deferred Payment agreement policy charges</u>							
	1. Legal setup fees	£250.00	£450.00	80%				Locally
	2. Administration charges	Year 1: £215 Following Years: £75	Year 1: £295 Following Years: £125	67%				Locally
	3. Legal redemption fee (for removal of deferred charge)	£125.00	£250.00	100%				Locally
	4. Variable fees for:	Variable, on market rates	Variable, on market rates					Locally
	- Land Registry charges and search fees							Locally
	- Valuation fees							Locally
- Debt recovery costs							Locally	
<u>Charging Policies applied in determining an Individuals Charge</u>								
5 Minimum charge for client assessments	£2.00	£2.00					Locally	
6 Standard minimum disability related expenditure disregard	£20.00	£20.00					Locally	
Capital limit - community care services	£24,500.00	£24,500.00					Nationally	
Capital limit - residential care services	£23,250.00	£23,250.00					Nationally	
Respite care allowance	£20.00	£20.00					Locally	
<u>Deputyship fees are charged in line with the Lord Chancellor's rates for Local Authority Deputies</u>	Various	Various					Locally	
Sub Total					£47,204	£50,087		
	<u>Comments/ special considerations</u>							
4	Care Act and Care and Support (Charging and Assessment of Resources) Regulations 2014							
5	If assessed to pay less than £2 then no charge is made.							
6	Rates used as disregards within Financial Assessments							

Service: Children's Service

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/187 charge £	% change	Income yield for 2017/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Child Employment Team							
	New chaperone applications	£40	£40	0%	} 0 } 33 }	01/04/2017	No	
	Re-registering chaperones	£0	£20			01/04/2017	No	
	Professional DBS checks for all chaperones	£69	£69	0%		01/04/2017	No	
	Bespoke chaperone training courses	£750	£750	0%		01/04/2017	No	
	Late performance licence application	£25	£25	0%		01/04/2017	No	
	Sub Total				0	33		

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Note: Last year the income was assessed to be a reimbursement but now is been reassessed as a fees and charge

Service:

Commissioning and Prevention

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes				
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?			
Page 179	Early Help - Youth Support Service										
	Surrey Outdoor Learning										
	Surrey Outdoor Learning Session rate (3 hours) for Groups of Young	£143	£146	2%	2,060	1,891	01/04/2017	Locally			
	Food per 24 hours per person (3 meals)	£19	£20	4%				Locally			
	Adult Development sessions (3 hours)	£285	£290	2%				Locally			
	Accommodation										
	Log Cabin per night	£270	£276	2%					Locally		
	Teepee per person per night	£6	£7	3%					Locally		
	Yurt per person per night	£9	£10	11%					Locally		
	Camping per person per night	£6	£6	0%					Locally		
	Cleaning Charges										
	Cabin Cleaning charge	£70	£90	29%							Locally
	Yurt per person	£3	£4	33%				Locally			
	Holiday Course per day per person	£40	£43	6%				Locally			
	Professional training for Adults per person per day	£79	£90	14%				Locally			
Duke of Edinburgh				149	25	01/04/2017					
Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	£36	£36	0%				Locally				
Provision of Duke of Edinburgh Award Scheme Books - Gold	£42	£42	0%				Locally				

Service:

Commissioning and Prevention

Page 180	Active Surrey							
	Club and Coach Conference	£40	£50	25%	} 66 }	66	01/04/2017	Locally
	Club and Coach Conference - Early bird booking	£40	£40	0%				Locally
	GYC workshops - standard	£35	£35	0%				Locally
	GYC workshops - discount	£20	£30	50%				Locally
	GYC workshops - out of county	£43	£43	0%				Locally
	GYC 1st Aid - standard	£70	£70	0%				Locally
	GYC 1st Aid - discount	£35	£65	86%				Locally
	GYC 1st Aid - out of county	£80	£80	0%				Locally
	GYC workshop bespoke	£560	£560	0%				Locally
	GYC 1st Aid bespoke	£750	£750	0%				Locally
	Elite renewal discount	£18						Locally
	Elite renewal standard	£20						Locally
	Wristband	£1	Activity					Locally
	Sports Bottles	£3	ceased					Locally
Beanie	£4			Locally				
Baseball Caps	£5			Locally				
<u>Early Help - Early Years</u>								
	Childcare sector - training and development courses - full day	£25	£25	0%	} 176 }	162	01/04/2017	Locally
	Childcare sector - training and development courses - half day	£15	£15	0%				
<u>Early Help - Children's Centres</u>								
2	Childcare at school managed children's centres		- set locally by each Children's Centre	0%	500	-		Locally
	School managed children's centres - locally generated income from fees and charges		- set locally by each Children's Centre	0%	100	176	01/04/2017	Locally
Sub Total					3,051	2,320		

Note 1 : Surrey Outdoor learning has reviewed activity levels in light of recent experience and expected trends. This has resulted in a reduction in overall income yield matched by commensurate reduction in costs.

Note 2: Yield has reduced as two children centres managing arrangement have changed to the host schools receiving the income directly.

Service: Cultural Services

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note	2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made	£	£		£000s	£000s		
	Libraries							
	Overdue books, adult books per open day	0.25	0.27	8%			01/04/2017	Locally
	Overdue adult books, maximum charge	7.50	8.10	8%			01/04/2017	Locally
	Overdue books, young adult/children's books on an adult ticket, per open day	0.07	0.07	0%			01/04/2017	Locally
	Overdue young adult/children's books, maximum charge	2.10	2.10	0%			01/04/2017	Locally
	Overdue books, administrative charge for reminder @ 6 weeks	2.50	3.00	20%			01/04/2017	Locally
	Exempt overdue charges for adult books for over 70's	0.05	0.27	440%			01/04/2017	Locally
	Replacement library card	2.00	2.00	0%			01/04/2017	Locally
	-----	-----	-----	-----	-----	-----	-----	-----
	Entertainment DVD lowest popularity/length per week	2.00	2.00	0%			01/04/2017	Locally
	Entertainment DVD low popularity/length, per week	2.50	2.50	0%			01/04/2017	Locally
	Overdue charge low/lowest cost entertainment DVD, per open day	0.50	0.50	0%			01/04/2017	Locally
	Maximum overdue charge for low/lowest cost entertainment DVD, 40 days	15.00	10.00	-33%			01/04/2017	Locally
	Entertainment DVD high popularity/length per week	3.00	3.00	0%			01/04/2017	Locally
	Entertainment DVD multiple disc set/length per week	6.00	6.00	0%			01/04/2017	Locally
	Overdue charge high/highest cost entertainment DVD, per open day	0.60	0.60	0%			01/04/2017	Locally
	Maximum overdue charge for high/highest cost entertainment DVD, 40 days	18.00	10.00	-44%			01/04/2017	Locally
	Information DVD, overdue charge per open day	0.25	0.27	8%			01/04/2017	Locally
	Information DVD, maximum overdue charge	7.50	8.10	8%			01/04/2017	Locally
	-----	-----	-----	-----	-----	-----	-----	-----
	Music CD single disc, per week	1.00	1.00	0%			01/04/2017	Locally
	Music CD, two or more in set, per week	1.50	1.50	0%			01/04/2017	Locally
	Music CD overdue charge per open day	0.25	0.27	8%			01/04/2017	Locally
	Music CD, maximum overdue charge	7.50	6.60	-12%			01/04/2017	Locally
	Spoken word CD, single or set of two, 3 week loan	1.00	1.50	50%			01/04/2017	Locally
	Spoken word CD, set of 3/4/5, 3 week loan	2.00	2.50	25%			01/04/2017	Locally
	Spoken word CD, set of six or more, 3 week loan	2.50	2.50	0%			01/04/2017	Locally
	Spoken word CD overdue charge per open day	0.25	0.27	8%			01/04/2017	Locally
	Spoken word CD, maximum overdue charge	7.50	8.10	8%			01/04/2017	Locally
	Spoken word cassettes, adult titles, single	0.40	0.40	0%			01/04/2017	Locally
	Spoken word cassettes, adult titles, 2/3 cassettes	0.50	0.50	0%			01/04/2017	Locally
	Spoken word cassettes, adult titles, 4 or more	1.50	1.50	0%			01/04/2017	Locally

Service: Cultural Services

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
		£	£		£000s	£000s		
	Libraries (Cont)							
	Spoken word Cassette overdue charge per open day	0.25	0.27	8%			01/04/2017	Locally
	Spoken word Cassette, maximum overdue charge	7.50	8.10	8%			01/04/2017	Locally
	Children spoken word CD/cassette overdue charge per day on an adult card	0.07	0.07	0%			01/04/2017	Locally
	Children's spoken word CD/Cassette, on an adult card, maximum overdue charge	2.10	2.10	0%			01/04/2017	Locally
	Language courses overdue charge per open day	0.25	0.27	8%	1,261	1,261	01/04/2017	Locally
	Language courses, maximum overdue charge	7.50	8.10	8%			01/04/2017	Locally
	Request for adult book in Surrey library stock	1.50	1.75	17%			01/04/2017	Locally
	On line request for adult book in Surrey library stock	0.75	0.75	0%			01/04/2017	Locally
	Reservation fee for reading groups per title	3.00	3.25	8%			01/04/2017	Locally
	Request for periodical article	10.00	25.00	150%			01/04/2017	Locally
	Copy of periodical article, per A4 sheet	0.25	0.25	0%			01/04/2017	Locally
	Request for adult book not in Surrey library stock obtained <u>within</u> the UK	10.00	25.00	150%			01/04/2017	Locally
	Request for adult book not in Surrey library stock obtained <u>outside</u> the UK	12.00	0.00	-100%			01/04/2017	Locally
	Renewal of inter library loan (first renewal)	2.00	2.00	0%			01/04/2017	Locally
	Renewal of inter library loan (second renewal)	2.00	2.00	0%			01/04/2017	Locally
	On line request for audio book/music CD/Video or DVD	0.75	0.75	0%			01/04/2017	Locally
	Request for audio book/music CD/Video or DVD	1.50	1.75	17%			01/04/2017	Locally
	Replacement of a lost/damaged item still in print (refunded if lost item found within 12 months)	Full replacement price	Full replacement price				01/04/2017	Locally
	Replacement of a lost/damaged item out of print	Suppliers average price	Suppliers average price				01/04/2017	Locally
	Use of a computer - a further two hours	5.00	5.00	0%			01/04/2017	Locally
	Use of a computer, non-member guest log-in, two hours	5.00	5.00	0%			01/04/2017	Locally

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Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
Page 183	Libraries (Cont)							
	Performing Arts, reservation fee (per title) for sets ordered in advance	4.00		-100%			under review	Locally
	Performing Arts, inter-library loan fee per application to other library authorities	10.00		0%			under review	Locally
	Performing Arts, annual subscription	10.00 to £20		0%			under review	Locally
	Performing Arts, loan of vocal scores, per month	from £5 to £8	under review	0%			under review	Locally
	Performing Arts, loan of packaged vocal sets, per month	from £4 to £6		0%			under review	Locally
	Performing Arts, loan of orchestral sets, per month	from £9 to £11		0%			under review	Locally
	Performing Arts, loan of play sets, per month	5.00		0%			under review	Locally
	Printing , Photocopying and Fax services	from £0.10 to £4.50	from £0.10 to £4.50	0%			01/04/2017	Locally
	Author talks	Various	Various				01/04/2017	Locally
Loan of headphones	0.50	0.50	0%			01/04/2017	Locally	

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
		£	£		£000s	£000s		
	Heritage							
	Baptism certificates	28.00	28.00	0%			01/04/2017	National
	Marriage certificates	10.00	10.00	0%			01/04/2017	Locally
	Certified copies of other documents	15.00	15.00	0%			01/04/2017	Locally
	Postage	1.00-5.00	1.00-5.00	0%			01/04/2017	Locally
	Photocopy, A4 & A3 per sheet	0.70	0.80	14%			01/04/2017	Locally
	A0 copies of 25" OS maps out of copyright	12.00	12.00	0%			01/04/2017	Locally
	Removal of staples, pins etc from archive materials for photocopying	18.00	20.00	11%			01/04/2017	Locally
	Prints from microfilm/microfiche, A3 or A4	0.70	1.00	43%			01/04/2017	Locally
	Copies of microfiche, up to 4	24.00	24.00	0%			01/04/2017	Locally
	Copy of each additional microfiche	6.00	6.00	0%			01/04/2017	Locally
	Copies of microfilm	81.50	0.00	-100%			01/04/2017	Locally
	Printouts from internet/CD ROMs on site at SHC, per sheet	0.15	0.20	33%			01/04/2017	Locally
	Colour print outs from Sites and Monument Record, per sheet	1.20	1.20	0%			01/04/2017	Locally
	Photography permit, one day	10.00	12.00	20%			01/04/2017	Locally
	Photography permit, five days	30.00	36.00	20%			01/04/2017	Locally
	Talk by a member of staff to groups within Surrey	65.00	70.00	8%			01/04/2017	Locally
	Tour of SHC, group of up to 15 people	50.00	60.00	20%			01/04/2017	Locally

Service: Cultural Services

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note	2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made	£	£		£000s	£000s		
Page 185	Heritage (Cont)							
	Digital image	7.50-25.0	7.50-25.0	0%			01/04/2017	Locally
	Postage, per digital image order overseas	5.00	5.00	0%			01/04/2017	Locally
	Reproduction historic map, John Speed 1610	12.00	12.00	0%			01/04/2017	Locally
	Reproduction historic map, John Blaeu 1645	12.00	12.00	0%			01/04/2017	Locally
	Reproduction historic map, Emanuel Bowen c. 1753-1760	10.00	10.00	0%	373	379	01/04/2017	Locally
	Postage of maps, UK	3.50	3.50	0%			01/04/2017	Locally
	Postage of maps, overseas	5.00	5.00	0%			01/04/2017	Locally
	Postage of books from shop	on application	on application	0%			01/04/2017	Locally
	Paid research service, per half hour	18.00	20.00	11%			01/04/2017	Locally
	One to one surgeries, per hour	36.00	40.00	11%			01/04/2017	Locally
	Filming fee, per day	200.00	200.00	0%			01/04/2017	Locally
	Publication fee: scholarly, non-profit making, with print runs < 1,000copies, per image	10.00	10.00	0%			01/04/2017	Locally
	Publication fee: books with print runs > 1,000 copies, per image	40.00	40.00	0%			01/04/2017	Locally
	Publication fee, book and magazine covers, per image	60.00	60.00	0%			01/04/2017	Locally
	Publication fee, TV, film, video stills or moving image, per image	60.00	60.00	0%			01/04/2017	Locally
	Publication fee, digital publication intranet only, per image	10.00	10.00	0%			01/04/2017	Locally
	Publication fee, digital publication commercial use, per image	40.00	40.00	0%			01/04/2017	Locally
	Publication fee, digital publication non profit CD ROM, per image	10.00	10.00	0%			01/04/2017	Locally
	Publication fee, commercial interior design and decoration, per image	60.00	60.00	0%			01/04/2017	Locally
	Publication fee, postcards, greeting cards, calendars, giftware, mugs, posters etc, per image	60.00	60.00	0%			01/04/2017	Locally
	Historic Environment Record planning consultation	100.00	100.00	0%			01/04/2017	Locally
	Talk at SHC or other venue, per ticket	5.00	5.00	0%			01/04/2017	Locally
	Colour copies from tithe maps A4	1.20	1.20	0%			01/04/2017	Locally
	Colour copies from tithe maps A3	1.70	1.70	0%			01/04/2017	Locally
Archive sources packs for schools already made up	36.00	36.00	0%			01/04/2017	Locally	
Archive sources packs for schools requiring new research	56.00	56.00	0%			01/04/2017	Locally	

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
1	Adult & Community Learning Course fees, per hour Course fees for learners with learning difficulties	6.10 - 9.01 3.00	6.10 - 9.00 3.50	17%	1,784	1,823	01/04/2017 01/04/2017	Locally Locally

Service: Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
		£	£		£000s	£000s		
Page 187	Registration & Nationality Service							
	Full certificate of birth/death/marriage, on day of registration	4.00	4.00	0%			01/04/2017	National
	Full certificate of birth/death/marriage, from a current register standard service	7.00	7.00	0%			01/04/2017	National
	Full certificate of birth/death/marriage, from a completed register standard service	10.00	10.00	0%			01/04/2017	National
	Short birth certificate from a current register, standard service	7.00	7.00	0%			01/04/2017	National
	Short birth certificate from a completed register, standard service	10.00	10.00	0%			01/04/2017	National
	Civil partnership certificates, on day of registration	4.00	4.00	0%			01/04/2017	National
	Civil partnership certificates, after day of registration standard service	10.00	10.00	0%			01/04/2017	National
	Notice of marriage or civil partnership	35.00	35.00	0%			01/04/2017	National
	Certificates, additional fee for While you Wait service (in addition to statutory fees above)	15.00	20.00	33%			01/04/2017	Local
	Certificates, additional fee for Priority service (in addition to statutory fees above)	6.00	8.00	33%			01/04/2017	Local
	Amendment fee	35.00	40.00	14%			01/04/2017	Local
	Commemorative certificate	5.00	5.00	0%			01/04/2017	Local
	Non refundable booking fee for ceremonies (included in fees below)	100.00	100.00	0%			01/04/2017	Local
	Marriage/civil partnership at Register Office, Monday - Thursday	140.00	155.00	11%			01/04/2017	Local
	Marriage/civil partnership at register office, Friday	210.00	225.00	7%			01/04/2017	Local
	Marriage/civil partnership at register office, Saturday	275.00	290.00	5%			01/04/2017	Local
	Statutory register office ceremony	46.00	46.00	0%			01/04/2017	National
	Civil Partnership Conversion to Marriage Statutory Fee	45.00	45.00	0%			01/04/2017	National
	Attend venue for civil marriage/civil partnership, Monday - Thursday	425.00	440.00	4%			01/04/2017	Local
	Attend venue for civil marriage/civil partnership, Friday	485.00	495.00	2%			01/04/2017	Local
Attend venue for civil marriage/civil partnership Saturday	525.00	545.00	4%			01/04/2017	Local	
Attend venue for civil marriage/civil partnership, Sunday and bank holidays	575.00	595.00	3%			01/04/2017	Local	
Marriage/civil partnership, small room at Artington House or Tylney Room at The Mansion	80.00	100.00	25%			01/04/2017	Local	
Renewal of vows and naming ceremonies at register offices, Monday -Thursday	168.00	186.00	11%			01/04/2017	Local	
Renewal of vows and naming ceremonies at register offices, Friday	252.00	270.00	7%			01/04/2017	Local	
Renewal of vows and naming ceremonies at register offices, Saturday	330.00	348.00	5%			01/04/2017	Local	
Renewal of vows/naming ceremony at another venue, Monday-Thursday	264.00	474.00	80%			01/04/2017	Local	
Renewal of vows/naming ceremony at another venue, Friday	342.00	540.00	58%			01/04/2017	Local	

Service:

Cultural Services

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note	2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made	£	£		£000s	£000s		
	Registration & Nationality Service (Cont)							
	Renewal of vows/naming ceremony at another venue, Saturday	360.00	594.00	65%			01/04/2017	Local
	Renewal of vows/naming ceremony at another venue, Sunday	408.00	654.00	60%			01/04/2017	Local
	Licensing premises for civil ceremonies, one room	2,000.00	2,000.00	0%			01/04/2017	Local
	Licensing premises for civil ceremonies, each additional room	220.00	240.00	9%			01/04/2017	Local
	Licensing premises for civil ceremonies, appeal/review following rejection/revocation (non refundable)	350.00	500.00	43%			01/04/2017	Local
	Nationality application checking service, single application, adult or child	84.00	90.00	7%			01/04/2017	Local
	Nationality application checking service, additional appointment	36.00	36.00	0%			01/04/2017	Local
	Citizen ceremony fee, Individual. Additional fee for private ceremony	90.00	95.00	6%			01/04/2017	Local
	Citizen ceremony fee family. Additional fee for private ceremony	150.00	155.00	3%			01/04/2017	Local
	Citizenship ceremony fee received from the Home Office for each new citizen	80.00	80.00	0%			01/04/2017	National
	Certificates, next day special delivery (in addition to stat fees above)	16.00	18.00	13%			01/04/2017	Local
	Certificate Search Fee (non-refundable). Included in certificate fee	5.00	5.00	0%			01/04/2017	Local
	Certificate post to UK address	1.00	1.00	0%	2,500	2,577	01/04/2017	Local
	Certificate post Recorded	2.00	2.00	0%			01/04/2017	Local
	Certificate post 1st class overseas	2.00	2.00	0%			01/04/2017	Local
	Marriage/civil partnership at register office, Sunday and Bank Holidays	325.00	340.00	5%			01/04/2017	Local
	Additional out of hours ceremony fee 17:01 - 20:00	200.00	200.00	0%			01/04/2017	Local
	Additional out of hours ceremony fee 20:01 - 09:29	400.00	400.00	0%			01/04/2017	Local
	Renewal of vows and naming ceremonies at register offices, Sunday and BH	390.00	408.00	5%			01/04/2017	Local
	Licensing amendment fee	40.00	40.00	0%			01/04/2017	Local
	Citizen ceremony fee for additional adult in family for private ceremony	46.00	50.00	9%			01/04/2017	Local
	JCAP (joint citizenship and passport service)	18.00	18.00	0%			01/04/2017	Local
	EPRS (european permanent residence service)	24.00	36.00	50%			01/04/2017	Local
	PD2 (change of name on passport form)	18.00	18.00	0%			01/04/2017	Local

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes				
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?			
Page 189	Surrey Arts										
	Children's music lessons (10per term), varies depending on number of participants and length of lesson	42.00 - 364.00	43.00 - 379.00		}	}	01/04/2016	Local			
	Adult music lessons (10 week term), varies depending on number of participants and length of lesson	66.00 - 388.00	68.00 - 379.00					Local			
	Tuning up programme (10 sessions per term)	49.00	50.00	2%				Local			
	Primary festivals concerts ticket	7.00	8.00	14%				Local			
	Ensemble membership	49.00 - 66.00	52.00 - 69.00					Local			
	Instrument hire, per term	17.00	20.00	18%				Local			
	Assisted purchase admin fee	5%, max £50	5%, max £50					Local			
	Examination administration fee, per entry	7.50	8.00	7%				Local			
	School recitals	105.00 - 210.00	n/a					2,592	2,503	01/04/2016	Local
	Gatton residential course	110.00 - 286.00	127.00 - 320.00							01/04/2016	Local
	Artists open studios	40.00 - 277.00	45.00 - 295							01/04/2016	Local
	Wardrobe hire, per item first seven days	1.10 - 33.00	1.25-35.00							01/04/2016	Local
	Wardrobe hire, per item further 7days	25% of first week fee	25% of first week fee							01/04/2016	Local
	Wardrobe membership	50.00 - 70.00	45.00-70.00							01/04/2016	Local
	Wardrobe friends membership	15.00	n/a							01/04/2016	Local
	Concert ticket sales	4.00 - 25.00	4.00 - 35.00							01/04/2016	Local
Arts Events (boys dance, junior art school)	Various	Various							01/04/2016	Local	
	Sub Total				8,510	8,543					

Service:

Customer Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Blue Badge Parking	£10	£10	0%	138	139	01/04/2017	Nationally
	Sub Total				138	139		

Service: Place Development - Planning & Development

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	<u>Request for pre-application discussions</u> <u>Level 2 (Initial discussions with the planning authority to progress a development proposal)</u> Major Applications:							
1	Site Visit Meeting	1,602	1,602	0%			01/04/2017	locally
1	Office Meeting	1,278	1,278	0%			01/04/2017	locally
1	Written Advice	810	810	0%			01/04/2017	locally
	Minor Applications							
1	Site Visit Meeting	792	792	0%			01/04/2017	locally
1	Office Meeting	468	468	0%			01/04/2017	locally
1	Written Advice	540	540	0%			01/04/2017	locally
	<u>Level 3 (Where an initial meeting has taken place, to further scope the proposal and to provide relevant detailed advice on the content of a planning application)</u>							
1	Further meetings (deposit of £250 required and then invoiced at hourly rate per hour for planning officers)	240	240	0%			01/04/2017	locally
	Further meetings including specialists (deposit of £500 per topic area required)							
1	- Attendance by specialists	cost + VAT	cost + VAT	0%			01/04/2017	locally
1	- Planning Officer attendance hourly rate	240	240	0%			01/04/2017	locally
1	Written Advice	810	810	0%			01/04/2017	locally
1	County applications, new buildings, new floor space less than 40m2	195	195	0%			01/04/2017	nationally
1	County applications, new buildings, new floor space 40-75 m2	385	385	0%			01/04/2017	nationally
1	County applications, new buildings, new floor space greater than 75 m2 (but less than 3,750 m2), for each 75m2 or part thereof	385	385	0%			01/04/2017	nationally

Service: Place Development - Planning & Development

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
1	County applications, new buildings, new floor space greater than 3,750 m2,	£19,049 + £115 for each 75m2 in excess of 3750m2, max £250,000	£19,049 + £115 for each 75m2 in excess of 3750m2, max £250,000	0%	109	111	01/04/2017	nationally
1	County application for change of use	385	385	0%			01/04/2017	nationally
1	County application for construction of car parks or service roads	195	195	0%			01/04/2017	nationally
1	County application for construction of all weather pitch, for each 0.1 hectare or part thereof	195	195	0%			01/04/2017	nationally
1	County application for other equipment (light columns/play equipment) if permission required	195	195	0%			01/04/2017	nationally
1	Waste related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	195	195	0%			01/04/2017	nationally
1	Waste related applications, site area greater than 15 hectares, per 0.1 hectare or part thereof	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000				01/04/2017	nationally
1	Minerals related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	195	195	0%			01/04/2017	nationally
1	Planning monitoring visits to closed sites	110	110	0%			01/04/2017	nationally
1	Planning compliance visits to mineral extraction and waste sites (a maximum six chargeable visits p.a. per site)	331	331	0%			01/04/2017	nationally
	Sub Total				109	111		
	<u>Comments/ special considerations</u>							

Service: Place Development - Planning & Development

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
1	The Planning Fees Regulations were subject to a full update in 2012, with some revisions to the details 2013 (imposing requirement to refund on applications not determined within a specified period plus other amendments that do not change the fees levied) A letter from DCLG dated 21st February 2017 indicated that the statutory fees will be increased by 20% from July 2017 if the Local Authority commits to invest the additional fee income in their Planning Department. Surrey intends to accept this recommendation and a response is due by the 13th March 2017.							

Service: Place Development - Transport Development Planning

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
1	Vetting of developers construction, improvement or alterations to the highway prior to adoption as part of the highway (s278/s38 agreements)	12% of estimated construction cost	12% of estimated construction cost	N/A	742	1,295	01/04/2017	locally
	PRE-PLANNING ADVICE Residential development written response or meeting							
	a) 1-4 Dwellings	186	186	0%			01/04/2017	locally
	b) 5 - 9 Dwellings	432	432	0%			01/04/2017	locally
	c) 10 - 24 Dwellings	738	738	0%			01/04/2017	locally
	d) 25 - 49 Dwellings	1,230	1,230	0%			01/04/2017	locally
	e) 50 - 80 Dwellings	1,848	1,848	0%			01/04/2017	locally
	f) 81 - 250 Dwellings	2,592	2,592	0%			01/04/2017	locally
	g) 251 - 500 Dwellings	4,920	4,920	0%			01/04/2017	locally
	h) 501 - 2000 Dwellings	7,380	7,380	0%			01/04/2017	locally
3	i) 2001 or more	7,380	Variable					
	Commercial and retail development written response or meeting				55	56		
	Gross floor area							
	a) up to 100m2	186	186	0%			01/04/2017	locally
	b) 101 - 500m2	744	744	0%			01/04/2017	locally
	c) 501 - 1,000m2	1,236	1,236	0%			01/04/2017	locally
	d) 1,001 - 2,000m2	1,968	1,968	0%			01/04/2017	locally
	e) 2,001 - 5,000m2	2,220	2,220	0%			01/04/2017	locally
	f) 5,001 - 7,500m2	2,592	2,592	0%			01/04/2017	locally

Service: Place Development - Transport Development Planning

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
3	g) 7,501 - 10,000m2	4,920	4,920	0%	}	}	01/04/2017	locally
	h) 10,001m2 - 25,000m2	7,380	Variable				01/04/2017	locally
	Historic Environment Record search fees							
	Standard Search	90	96	7%	}	}	01/04/2017	locally
	Priority Search	150	156	4%			20	25
2	Farm Environment Plans							
	Small site search	90	90	0%	}	}	01/04/2017	nationally
	Large site search	180	180	0%			1	1
	Sub Total						818	1,377
	<u>Comments/ special considerations</u> 1 The percentage remains the same, although it is anticipated that we will generate a higher yield due to increased activity. 2 New rates are provisional tbc by expert consultation 3 Price on request dependent on scale of project							

Service: Place Development - Travel & Transport

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes																																	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?																																
1 & 3	Charges for spare seats on SCC run school coaches for non entitled scholars, per term children under 16 years	167	169	1%	} 565	} 606	01/09/2017	locally																																
1 & 3	Charges for spare seats on SCC run school coaches for non entitled scholars, per term children aged 16 - 19	232	233	1%			} 565	} 606	01/09/2017	locally																														
3	Post 16 (subsidised) travel pass - student fare card (bus)	25	25	0%					} 565	} 606	01/09/2017	locally																												
2 & 3	SEN concessionary fare seats per term children under 16 years	167	169	1%							} 565	} 606	01/09/2017	locally																										
2 & 3	SEN concessionary fare seats per term children aged 16 - 19	232	233	1%											} 565	} 606	01/09/2017	locally																						
4	Replacement coach or bus pass (child) £5 for 1st & 2nd replacement £10 for 3rd or subsequent in an academic year	5	5	0%															} 565	} 606	01/09/2017	locally																		
4	Replacement rail pass (child)	10	10	0%																			} 565	} 606	01/09/2017	locally														
7	SEND Post 16 contribution towards transport	233	233	0%																							} 565	} 606	01/09/2017	locally										
	DBS checks for transport contractors (drivers and escorts)	70	70	0%																											} 565	} 606	01/04/2017	locally						
	DBS replacement card fee (when drivers/esc change company)	5	5	0%																															} 565	} 606	01/04/2017	locally		
	Replacement of Concessionary bus pass (people aged 60+ and disabled people)	5	5	0%	} 565	} 606																																	01/04/2017	locally
5	Bus Stop suspension charge to utilities / developers for 1 day	120	120	0%			} 565	} 606																																
5	Bus Stop suspension charge to utilities / developers for 2 days or more	240	240	0%					} 565	} 606																														
6	Personal Injury Collision (PIC) New site data (supply of data to consultants)	144	150	4%							} 565	} 606	01/04/2017	locally																										
6	Personal Injury Collision (PIC) Repeat site data (supply of data to consultants)	84	90	7%											} 565	} 606	01/04/2017	locally																						
6	Personal Injury Collision (PIC) No PIC data at site	42	54	29%															} 565	} 606	01/04/2017	locally																		
	Sub Total																						694	737																
	<u>Comments/ special considerations</u>																																							
1	Fees are increased in line with inflation - CPI or RPI, whichever is the lower (September)																																							
2	Fees increased in 2016-17 in line with fee rates for mainstream concessionary travel. In future fees will be increased in line with inflation - CPI or RPI, whichever is the lower																																							
3	Will be reviewed/revised September 17 by Education - expected increase by RPIX																																							
4	Replacement costs not anticipated to change in 17/18 - but to be reviewed by Education.																																							
5	Bus Stop Suspension rates are in line with TfL charges. Continually reviewed																																							
6	Road safety collision data; rates reviewed in line with 12 other councils in year 16/17 and standardised on PIC fee average																																							
7	Post 16 SEND contribution started Sept 16 for Y12 students, will be expanded to Y13 in Sept 17. Rate will be same as Mainstream concessionary seats, reduced rate available to lower income students.																																							

Service: Place Development - Place & Sustainability

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
1	Bikeability, cycle training, level 1, per trainee (group)	11	15	36%	323	359	01/09/2017	locally
1	Bikeability, cycle training, level 2, per trainee (small groups)	23	30	30%			01/09/2017	locally
1	Bikeability, cycle training level 1 per trainee (FSM)	5.50	5.50	0%			01/09/2017	locally
1	Bikeability, cycle training, level 2, per trainee (FSM)	11.50	11.50	0%			01/09/2017	locally
1	Pedals	3	5	67%			01/09/2017	locally
1	Pedals (FSM)	3	3	0%			01/09/2017	locally
	Customised training	tbc	tbc				01/09/2017	locally
	Renewal Total				323	359		
	Comments/ special considerations							
1	Fees reviewed in year in line with school academic year (September 2017). Agreed by Cabinet 20th September 2016.							

Service: Place Development - Countryside

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Utilities temporary closure of Rights of Way (RoW) by Notice (5 day)	432	440	2%	4	5	01/04/2017	locally
1	Utilities temporary closure of Rights of Way (RoW) by Order (6 month)	748	762	2%	13	15	01/04/2017	locally
	Diversion of ROW at request of landowner (rate per hour)	48	49	2%	15	23	01/04/2017	locally
2	Landowner Statements & Highways Statements & Declarations	480	489	2%	} 5	} 5	01/04/2017	locally
2,4	Highways Statements and Declarations	240	245	2%			01/04/2017	locally
1,4	Temporary Closure Order - Extensions	604	615	2%			01/04/2017	locally
3,4	Enforcement (various provisions of the Highways Act 1980)	384	391	2%		} 10	01/04/2017	locally
	Sub Total				37	58		
	<u>Comments/ special considerations</u> Yield column is an estimate particularly for first 2 fees; no control over closures 1 Variable (+£96 on charge for extra paths and advertising) 2 Variable (+£50 on charge for additional parcels) 3 Variable (+works/contractor costs) 4 Not reported 2016/17							

Service:

Surrey Fire and Rescue Service

Note	<u>Renewal of existing:</u>	Rates (incl VAT)			Financials		Notes			
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?		
	Cost recovery for "special services", per hour	£371	N/A		}	}	01/04/2017	locally		
	First appliance for the first hour	£371	£420	13.2%				locally		
	Additional appliance(s) and/or additional hours	N/A	£328					locally		
	Extracts from Fire Reports, per report	£78	£102	30.1%				locally		
	Photocopies of maps and plans (Up to A3 size) (Price per building)	£18	£30	67.8%				locally		
	Additional copies (Price per building)	N/A	£6					39	39	locally
	OBJECT REMOVAL/ REMOVAL FROM OBJECTS ***	£371	£174	-53.1%				locally		
	ENTRY/EXIT	£371	£258	-30.5%				locally		
	LARGE ANIMAL	£371	£582	56.9%				locally		
	DOMESTIC ANIMAL	£371	£420	13.2%				locally		
	LIFT RESCUE	£371	£420	13.2%	locally					
	Sub Total				39	39				

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Service:

Highways

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes			
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?		
1	Recovery of laboratory testing services	variable	variable		211	211		Locally		
	Core investigation failure	£122.75	£122.75	0%	15	15		Nationally		
	Core investigation inspection fee (D1)	£47.50	£47.50	0%					Nationally	
	Highways information team, standing charge	£22.00	£24.00	9%	824	760	01/04/2017	Locally		
	Enquiry fee, up to 50m2	£10.00	£11.00	10%					01/04/2017	Locally
	Enquiry fee, additional 50 meters (up to 500m)	£10.00	£11.00	10%					01/04/2017	Locally
	Enquiry fee, additional 10 meters (over 500m)	£1.00	£1.00	0%	453	260		Locally		
	Copy of agreement, including plans	£60.00	£60.00	0%						Locally
	Electronic copy of agreements and plans	£32.00	£35.00	9%			01/04/2017	Locally		
3	Highway land search - Con29R	£32.00	£38.40	20%	350	350	01/04/2017	Locally		
3	Highway land search - Con29O	£14.00	£16.80	20%					01/04/2017	Locally
2	Application to create vehicle crossover/dropped kerb	£208.00	£227.00	9%			01/04/2017	Locally		
	Initial assessment of suitability for crossover	£75.00	£75.00	0%	453	260		Locally		
	Licence to open road (s50)	£145.00	£145.00	0%						Locally
	Inspection of road works (3 inspections required)	£162.00	£162.00	0%				Locally		
	Temporary traffic order, section 14 (1)	£734.00	£866.00	18%			01/04/2017	Locally		
	Temporary notice (Emergency) section 14 (2)	£740.00	£740.00	0%				Locally		
	Reclaim Property from Highways	£70.00	£70.00	0%				Locally		
	Banner application	£26.00	£26.00	0%				Locally		

Service:

Highways

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
5	Licence to place building materials on the highway	£84.00	£87.00	4%	205	280	01/04/2017	Locally
5	Licence to place scaffolding/ hoardings on the highway	£104.00	£104.00	0%			Locally	
5	Skips placed on the highway, 28 days	£84.00	£87.00	4%			01/04/2017	Locally
	Skip Company Registration	£97.00	£97.00	0%			Locally	
	Licence to place crane on highway	£163.00	£168.00	3%			01/04/2017	Locally
	Construction over the highway	£240.00	£240.00	0%			Locally	
	Cultivation of the highway	£78.00	£78.00	0%			Locally	
6	Pavement café annual fee	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	0%				Locally
7	Temporary road sign	£145.00	£145.00	0%				Locally
7	Tourist road sign	£145.00	£145.00	0%				Locally
	SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 08.00 - 18.00	£89.00	£198.00	122%			01/11/2016	Locally
	SCC Officer attendance to adjust permanent traffic signals or signalised crossings Monday-Friday 18.00 - 08.00	£176.00	£276.00	57%			01/11/2016	Locally
	SCC Officer attendance to adjust permanent traffic signals or signalised crossings Weekend/Bank holiday	£233.00	£276.00	18%			01/11/2016	Locally

Service:

Highways

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes			
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?		
	Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority	£120.00	£120.00	0%				Nationally		
	Fixed penalty notices for utilities failure to make required notifications to Surrey as street authority payment received within 90 days	£80.00	£80.00	0%				Nationally		
	Permit Scheme									
	Permit Transcription Fee	£21.60	£21.60	0%				Nationally		
8	Provisional advance authorisation - Main Roads	£83.00	£83.00	0%	1,138	1,335		Nationally		
9	Provisional advance authorisation - Minor Roads	£66.00	£66.00	0%					Nationally	
8	Major activity [over 10 days] and all major works requiring a traffic regulation order - Main Roads	£216.00	£216.00	0%					Nationally	
9	Major activity [over 10 days] and all major works requiring a traffic regulation order - Minor Roads	£141.00	£141.00	0%					Nationally	
8	Major activity [4-10 days] - Main Roads	£127.00	£127.00	0%					Nationally	
4/9	Major activity [4-10 days] - Minor Roads	£0.00	£17.00	100%					01/06/2017	Nationally
8	Major activity [up to 3 days] - Main Roads	£58.00	£58.00	0%						Nationally
4/9	Major activity [up to 3 days] - Minor Roads	£0.00	£10.00	100%					01/06/2017	Nationally
8	Standard activity - Main Roads	£127.00	£127.00	0%						Nationally
4/9	Standard activity - Minor Roads	£0.00	£17.00	100%					01/06/2017	Nationally
8	Minor activity - Main Roads	£58.00	£58.00	0%				Nationally		
4/9	Minor activity - Minor Roads	£0.00	£10.00	100%			01/06/2017	Nationally		
8	Immediate activity - Main Roads	£52.00	£52.00	0%				Nationally		
4/9	Immediate activity - Minor Roads	£0.00	£9.00	100%			01/06/2017	Nationally		
8	Permit variation - Main Roads	£45.00	£45.00	0%				Nationally		
9	Permit variation - Minor Roads	£35.00	£35.00	0%				Nationally		

Service:

Highways

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes		
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?	
10/12	Sample inspection fees on utility works	£50.00	£50.00	0%	422	431		Nationally	
	Third Party Report inspection fees	£68.00	£68.00	0%					Nationally
	Joint site meeting defect fee (D1)	£47.50	£47.50	0%	43	44		Nationally	
	Defect inspection whilst remedial is in progress fee (D2)	£47.50	£47.50	0%					Nationally
	Defect inspection fee on remedial completion (D3)	£47.50	£47.50	0%					Nationally
10/12	Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protected street not in road categories 2, 3, or 4	£5,000.00	£5,000.00	0%				Nationally	
	Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protected street not in road categories 2, 3, or 4	£2,500.00	£2,500.00	0%				Nationally	
11/12	Daily charges for Utilities overstaying notified time limits on Traffic-Sensitive or Protected street in road categories 2	£3,000.00	£3,000.00	0%				Nationally	
12	Daily charges for Utilities overstaying notified time limits on non Traffic-Sensitive or non Protected streets in road category 2	£2,000.00	£2,000.00	0%				Nationally	
12	Daily charges for Utilities overstaying notified time limits on Traffic-Sensitive or Protected street in road categories 3 or 4	£750.00	£750.00	0%	71	72		Nationally	
12	Daily charges for Utilities overstaying notified time limits on non Traffic-Sensitive or non Protected streets in road categories 3 or 4	£250.00	£250.00	0%					Nationally
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway not in street category 2, 3 or 4	£2,500.00	£2,500.00	0%				Nationally	
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 2	£2,000.00	£2,000.00	0%				Nationally	
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 3 or 4	£250.00	£250.00	0%				Nationally	
13	Civil Parking Enforcement Surplus	Various	Various		200	200		Locally	
	Traffic Data - First Site	£111.60	£111.60	0%	3	3		Locally	
	Traffic Data - Each Additional Site	£39.60	£39.60	0%					Locally
	SUDS Pre - Application Fees								
14	Minor application - Written advice (£450 + VAT)	£540.00	£540.00	0%				Locally	
14	Minor application - Officer meeting (£540 +VAT)	£636.00	£648.00	2%			01/04/2017	Locally	
14	Minor application - Site visit meeting (£678 +VAT)	£792.00	£813.60	3%			01/04/2017	Locally	

Service:

Highways

Renewal of existing:		Rates (incl VAT)			Financials		Notes		
Note	Fees and charges and policies Cabinet to note	2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?	
	Goods/ service for which charge is made	£	£		£000s	£000s			
15	Major Application - Written advice (£796 +VAT)	£936.00	£955.20	2%	} 95	} 48	01/04/2017	Locally	
15	Major Application - Officer meeting (£992 +VAT)	£1,170.00	£1,190.40	2%			01/04/2017	Locally	
15	Major Application - Site visit meeting (£1,130 +VAT)	£1,332.00	£1,356.00	2%			01/04/2017	Locally	
16	Large Major application - Written advice (£1,428 +VAT)	£1,710.00	£1,713.60	0%					
16	Large Major application - Officer meeting (£1,668 +VAT)	£1,998.00	£2,001.60	0%					
16	Large Major application - Site visit meeting (£1,828 +VAT)	£2,190.00	£2,193.60	0%					
	Stand alone site Flood Risk Report (FRR)	£120.00	£120.00	0%					
14	Detailed Report FRR and site SuDS (drainage) suitability summary: Up to Minor	£180.00	£180.00	0%					
15	Detailed Report FRR and site SuDS (drainage) suitability summary: Major	£240.00	£240.00	0%					
16	Detailed Report FRR and site SuDS (drainage) suitability summary: Large-major	£300.00	£300.00	0%					
	Sub Total				3,680	4,009			
Comments/ special considerations									
1	Variable subject to product and location								
2	Non Refundable								
3	Search fees are now subject to VAT								
4	Charge subject to consultation								
5	Renewals / extensions at same rate								
6	No fee charged if seating and table arrangements are under 3 square-metres.								
7	Fee covers cost of initial assesment. Signs and installation recovered at cost.								
8	Main Roads - all 0,1,2 Streets & Traffic Sensitive (at any time) 3 & 4 Streets								
9	Minor Roads - 3 & 4 / Non Traffic Sensitive Streets								
10	Rising to £10,000 per day after first three days								
11	Rising to £8,000 per day after first three days								
12	Represent maximum charge levels								
13	Surrey's Share of CPE Surplus								
14	Minor threshold is below Major threshold - There is no charge to individual householders for flood risk information								
15	Major threshold is for 10 or more dwellings/ site over 0.5 hectares where number of dwellings not known OR a building greater than 1000sq.m/ site over 1 hectare								
16	Large major threshold is 200 or more dwellings OR a site over 4ha								

Service:

Children Schools & Families

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Commercial Services Education Catering	£2.20	£2.25	2%	29,128	29,429	01/04/2017	Locally
	Sub Total				29,128	29,429		

Service: Trading Standards

Note	Renewal of existing:		Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note		2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made		£	£		£000s	£000s		
Page 206	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	1 year	178.00	185.00	3.93%			1/4/017	Nationally
		2 year	234.00	243.00	3.85%			1/4/017	Nationally
		3 year	292.00	304.00	4.11%			1/4/017	Nationally
		4 year	360.00	374.00	3.89%			1/4/017	Nationally
		5 year	407.00	423.00	3.93%			1/4/017	Nationally
	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	1 year	83.00	86.00	3.61%			1/4/017	Nationally
		2 year	141.00	147.00	4.26%			1/4/017	Nationally
		3 year	198.00	206.00	4.04%			1/4/017	Nationally
		4 year	256.00	266.00	3.91%			1/4/017	Nationally
		5 year	313.00	326.00	4.15%			1/4/017	Nationally
	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	105.00	109.00	3.81%			1/4/017	Nationally
		2 year	136.00	141.00	3.68%			1/4/017	Nationally
		3 year	166.00	173.00	4.22%			1/4/017	Nationally
		4 year	198.00	206.00	4.04%			1/4/017	Nationally
		5 year	229.00	238.00	3.93%			1/4/017	Nationally
	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	52.00	54.00	3.85%			1/4/017	Nationally
		2 year	83.00	86.00	3.61%			1/4/017	Nationally
		3 year	115.00	120.00	4.35%			1/4/017	Nationally
		4 year	146.00	152.00	4.11%			1/4/017	Nationally
		5 year	178.00	185.00	3.93%			1/4/017	Nationally
	Varying the name of licensee or address of site		35.00	36.00	2.86%			1/4/017	Nationally
	Any kind of variation		35.00	36.00	2.86%			1/4/017	Nationally

Service: Trading Standards

Note	Renewal of existing:			Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note			2016/17 charge	2017/18 charge	% change	Income yield for 2016/17	Income yield for 2017/18	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made			£	£		£000s	£000s		
	Transfer Licence			35.00	36.00	2.86%			1/4/017	Nationally
	Replacemant of licence if lost			35.00	36.00	2.86%			1/4/017	Nationally
	Explosives certificate for acquiring and keeping explosives, not including an application for an explosives certificate referred to in entries (c), (g) or (i), at a site in relation to which a person holds a licence to store explosives , no minimum separation distance is prescribed or a 0 metres minimum separation distance is prescribed			125.00	130.00	4.00%			1/4/017	Nationally
		1 year		156.00	162.00	3.85%			1/4/017	Nationally
		2 year		188.00	196.00	4.26%			1/4/017	Nationally
		3 year		219.00	228.00	4.11%			1/4/017	Nationally
		4 year		251.00	261.00	3.98%			1/4/017	Nationally
		5 year								
		1 year		110.00	114.00	3.64%			1/4/017	Nationally
		2 year		130.00	135.00	3.85%			1/4/017	Nationally
		3 year		151.00	157.00	3.97%			1/4/017	Nationally
		4 year		173.00	180.00	4.05%			1/4/017	Nationally
		5 year		193.00	201.00	4.15%			1/4/017	Nationally
		1 year		136.00	141.00	3.68%			1/4/017	Nationally
		2 year		166.00	173.00	4.22%			1/4/017	Nationally
		3 year		198.00	206.00	4.04%			1/4/017	Nationally
		4 year		229.00	238.00	3.93%			1/4/017	Nationally
		5 year		261.00	271.00	3.83%			1/4/017	Nationally

Service:

Trading Standards

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes		
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?	
Page 208	Renewal of above	1 year	130.00	135.00	3.85%			1/4/017	Nationally
		2 year	156.00	162.00	3.85%			1/4/017	Nationally
		3 year	183.00	190.00	3.83%			1/4/017	Nationally
		4 year	209.00	217.00	3.83%			1/4/017	Nationally
		5 year	234.00	243.00	3.85%			1/4/017	Nationally
	Explosives certificate for acquiring and keeping explosives, not including an application for an explosives certificate referred to in entries (g) or (i), at a site in relation to which a person holds a licence for the storage of more than 2000 kilograms of explosives	1 year	183.00	190.00	3.83%			1/4/017	Nationally
		2 year	219.00	228.00	4.11%			1/4/017	Nationally
		3 year	256.00	266.00	3.91%			1/4/017	Nationally
		4 year	292.00	304.00	4.11%			1/4/017	Nationally
		5 year	329.00	342.00	3.95%			1/4/017	Nationally
	Renewal of above	1 year	161.00	167.00	3.73%			1/4/017	Nationally
		2 year	193.00	201.00	4.15%			1/4/017	Nationally
		3 year	224.00	233.00	4.02%			1/4/017	Nationally
		4 year	256.00	266.00	3.91%			1/4/017	Nationally
		5 year	287.00	298.00	3.83%			1/4/017	Nationally
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the explosives certificate application which is to be determined at the same time		24.00	25.00	4.17%			1/4/017	Nationally
						290	488		

Service:

Trading Standards

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Renewal of the above explosives certificate where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the renewal application which is to be determined at the same time	15.00	16.00	6.67%			1/4/017	Nationally
	Explosives certificate for acquiring and keeping only shooters' powder at a site in relation to which the applicant holds a licence, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website	44.00	46.00	4.55%			1/4/017	Nationally
	Explosives certificate for acquiring and keeping only shooters' powder at a site in relation to which the applicant holds a licence, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website	18.00	19.00	5.56%			1/4/017	Nationally
	Explosives certificate for acquiring more than 15 kilograms of explosives, not including an application for an explosives certificate referred to in entries (m) or (o)							
	1 year	125.00	130.00	4.00%			1/4/017	Nationally
	2 year	156.00	162.00	3.85%			1/4/017	Nationally
	3 year	188.00	196.00	4.26%			1/4/017	Nationally
	4 year	219.00	228.00	4.11%			1/4/017	Nationally
	5 year	251.00	261.00	3.98%			1/4/017	Nationally

Service: Trading Standards

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	1 year	110.00	114.00	3.64%			1/4/017	Nationally
	2 year	130.00	135.00	3.85%			1/4/017	Nationally
	3 year	151.00	157.00	3.97%			1/4/017	Nationally
	4 year	173.00	180.00	4.05%			1/4/017	Nationally
	5 year	193.00	201.00	4.15%			1/4/017	Nationally
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the explosives certificate application which is to be determined at the same time	24.00	25.00	4.17%			1/4/017	Nationally
	Renewal of the above explosives certificate where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the renewal application which is to be determined at the same time	15.00	16.00	6.67%			1/4/017	Nationally
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant holds a relevant certificate and no relevant application under the Firearms Act 1968 link to external website by the applicant is to be determined at the same time.	44.00	46.00	4.55%			1/4/017	Nationally

Service:

Trading Standards

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Renewal of the above explosives certificate where no relevant application under the Firearms Act 1968 link to external website by the applicant is to be determined at the same time	18.00	19.00	5.56%			1/4/017	Nationally
	Replacement of any explosive certificate referred to in entries (a) to (f) and (k) and (l) if lost	35.00	36.00	2.86%			1/4/017	Nationally
	Replacement of any explosive certificate referred to in entries (g) to (j) and (m) to (p) if lost	10.00	10.00	0.00%			1/4/017	Nationally
	Performing animals licence	37.00	39.00	5.41%			1/4/017	Locally
	Performing animals - inspect and copy register	18.00	19.00	5.56%			1/4/017	Locally
	Performing animals - replacement certificate	18.00	19.00	5.56%			1/4/017	Locally
	Metrology testing and verification fees	Actual Cost	Various				1/4/017	Locally
	Set-up of Primary Authority partnerships (incorporating Environmental Health or Surrey Fire and Rescue) charge per additional regulator - Renewal	108.00	120.00	11.11%			1/4/017	Locally
	Renewal of Primary Authority partnerships (incorporating Environmental health or Surrey fire and rescue) charge per additional regulator - Renewal	54.00	60.00	11.11%			1/4/017	Locally
	Primary Authority Principle agreements	Various	Various				1/4/017	Locally
	Recovery of officer time	84.00	87.60	4.29%			1/4/017	Locally
	Site searches of premises where petroleum has been stored whether or not information found or plans available to be supplied	0.00	87.60				1/4/017	Locally
	Intelligence checks for partner trader approval schemes	45.00	Various				1/4/017	Locally

Service: Trading Standards

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials		Notes	
		2016/17 charge £	2017/18 charge £	% change	Income yield for 2016/17 £000s	Income yield for 2017/18 £000s	Effective date of new rate	Charge set nationally/ locally?
	Petroleum Storage Certificate - to keep petroluem spirit in a quantity: Not exceeding 2,500 litres (one year licence fee)		44.00				1/4/017	Nationally
	Petroleum Storage Certificate - to keep petroluem spirit in a quantity: Exceeding 2,500 litres but not exceeding 50,000 litres (one year licence fee)		60.00				1/4/017	Nationally
	Petroleum Storage Certificate - to keep petroluem spirit in a quantity: Exceeding 50,000 litres (one year licence fee)		125.00				1/4/017	Nationally
	Sub Total				290	488		

Equalities Impact Analysis for 2017/18 budget savings

This annex provides equalities analysis for the savings proposals included in Surrey County Council's Medium Term Financial Plan (MTFP) 2017-22. Equalities analysis has been completed for planned savings for 2017/18.

For each directorate or service grouping there is:

- a summary equality analysis; and
- analysis of each savings proposal.

Full Equality Impact Assessments (EIAs) have been completed for new savings proposals which have potential equality implications. These are available on the equalities pages of the Surrey County Council website.

<http://www.surreycc.gov.uk/your-council/equality-and-diversity/ensuring-our-decisions-are-fair>

For ongoing savings programmes where EIAs have previously been completed, these can be viewed on the Council's website.

The directorates or service groupings are as follows:

1. Adult Social Care (p.2)
2. Children, Schools and Families (p.6)
3. Public Health (p.13)
4. Business Services, Orbis and Customer Services (p.16)
5. Environment and Infrastructure (p.22)
6. Trading Standards, Community Partnerships, Libraries & Cultural Services (p.32)
7. Surrey Fire and Rescue Service (p.35)
8. Other Services (p.36)

10 **1. Adult Social Care**

Adult Social Care has identified 23 planned savings, a significant number of which are a continuation of those in previous MTFPs. The savings have been grouped into three themes and an EIA undertaken for each theme. Each assessment includes a description of the individual savings and a clear indication of which of the positive and negative impacts relates to which saving. The three themes are:

- **Whole systems demand management** - Promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions.
- **Market management and pricing strategies** – Implementing long term and sustainable strategies together with our partners.
- **Workforce development** - Developing a workforce with the right skills, values and behaviours to work across new models of care, to empower people and to shift resources to more preventative approaches.

Equalities analysis has shown that the majority of the savings proposals will have a neutral or positive impact on people who use services and their carers and that negative impacts can be mitigated. However, the level of saving required in 2017/18, coming on top of the £225 million savings already achieved over the last seven years, means it is becoming increasingly difficult for the Directorate to mitigate negative impacts associated with the whole systems demand management saving and there are risks that:

- The Council will need to reduce investment in preventative services to ensure it continues in its duty to meet eligible assessed needs. To mitigate this risk, the Council will undertake a formal consultation on the Housing Related Support proposals and ensure any changes to grants and contracts are evaluated for potential impact upon people with protected characteristics and are targeted to minimise the impact upon local services provided.
- There will be increased pressure on health, borough, district, voluntary, community and faith sector partners and informal carers. To mitigate this, the Council will continue to collaborate with partners to deliver local integrated community based health and social care.
- Providers will be facing financial difficulties. To mitigate this, the Council will continue to work with providers to implement long term and sustainable market management and pricing strategies.

Some of the positive impacts associated with the 2017/18 efficient savings include:

- Embedding local community-based health and social care services to enable people to remain independent in their own homes for longer; benefit from more joined up services; access preventative services to enable them to stay fit and well for longer.
- Expanding the provision of accommodation with care and support across Surrey to enable people to live independently for as long as possible in appropriate housing with access to flexible services that are responsive to their needs.
- Empowering people to shape their own lives using their family, friends and community support network, so they can continue to play an active part in their community, sustain their social networks and access services which reflect protected characteristics.

- Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people more choice and control, enable them to maximise their independence and to potentially live closer to family and friends.
- Working with providers to secure better value for money, to encourage a more creative response to meeting assessed need and to stimulate a more diverse range of community based services to cater for the needs of Surrey people.
- Exploring new models for delivering service to improve quality of service which is more targeted at need.

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

- Continuing to collaborate with partners as part of Local Joint Commissioning Groups to deliver local integrated community-based health and social care.
- Encouraging people to build networks of support amongst their family, friends and communities to maximise their wellbeing and independence and where this does not prove possible, ensuring the Council continues to meet eligible assessed needs.
- Ensuring practice continues to focus on the outcomes for the individual and that monitoring of outcomes, quality and equity continues to ensure this is happening.
- Working with the voluntary, community and faith sector providers so any reductions in grants and contracts are evaluated across the system, targeted and undertaken in adherence to the principle of the Surrey Compact.
- Ensuring individuals, their family and carers are engaged throughout the process of change.
- Utilising technology and looking for new and creative models of delivery.

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

Adult Social Care		Saving	Impact	Rationale
Whole Systems Demand Management				
1.	Family, Friends and Communities	£3.5 million	Positive and negative impacts	Developing our on-going commitment to personalisation which gives people choice and control over their lives. This is an on-going efficiency
2.	Transport care packages review	£500,000	Positive and negative impacts	Re-negotiating rates and ensuring people use mobility and other allowances to fund their transport costs.
3.	Demand management	£1.5 million	Positive and negative impacts	Collaborating with health, voluntary, community and faith sector and other partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs. This is an on-going efficiency.
4.	Optimisation of Transition pathways	£1 million	Positive and	Optimising the way services are planned and delivered for young people will

			negative impacts	mean services can be delivered more efficiently. This is an on-going efficiency.
5.	Section 256 client group savings	£2 million	No impact	Decreasing care costs associated with a reducing Section 256 client cohort. This is an on-going efficiency.
6.	Targeted strategic shift from residential to community based provision for people with disabilities	£1.2 million	Positive and negative impacts	Identifying individuals who would benefit from moving from residential services to supported living, in line with the focus on friends, family and community, to maximise independence and wellbeing.
7.	Expansion of extra care services	£0	Positive and negative impacts	Expanding the provision of supported housing across Surrey to enable people to live independently for as long as possible with access to flexible services that are responsive to their needs.
8.	Strategic review of Older People in-house services	£2.1 million	Positive and negative impacts	Implementing the Older People in-house residential homes closure programme.
9.	Ensure correct application of National Continuing Health Care (CHC) framework	£2.5 million	Positive and negative impacts	Continuing to implement agreed CHC processes based on the national framework. This is an on-going efficiency.
10.	Resolution of significant outstanding Continuing Health Care disputes/assessments	£2.3 million	Positive and negative impacts	Challenging and resolving significant outstanding Continuing Health Care disputes/assessments as per national framework with Clinical Commissioning Groups.
11.	Contract and grants review - voluntary sector savings	£1.3 million	Positive and negative impacts	Targeting reductions in the Council's expenditure on contracts and grants.
12.	Housing Related Support (HRS) decommissioning/retendering of social exclusion services	£1.6 million	Positive and negative impacts	Decommissioning HRS funding with future funding being provided via a personal budget where an individual is assessed as eligible under the Care Act. Re-commission housing related preventative services for socially excluded and disadvantaged people.
13.	Support package guidelines for Older People community care services	£1.2 million	Positive and negative impacts	Implementing guidance where the Council will not generally pay an amount to support someone to live in their own home, where the gross cost is greater than the Council would expect to pay for a care home

				environment which will meet their needs.
14.	Closure of Surrey information hubs	£0	Positive and negative impacts	Closing the four remaining user-led information hubs in high street locations.
Market Management and Pricing Strategies				
15.	Optimisation of spot care rates	£0	Positive and negative impacts	Negotiating effectively with suppliers to minimise price increases.
16.	Optimisation of main block contracts	£429,000	Positive and negative impacts	Negotiating with providers to achieve maximise value from main block contracts. This is an on-going efficiency.
17.	Optimisation of other block contract rates	£323,000	Positive and negative impacts	Negotiating with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms. This is an on-going efficiency.
18.	Commissioning for Older People with Learning Disabilities	£663,000	Positive and negative impacts	Reassessing individual care packages for older people with disabilities.
19.	Strategic supplier review rebates	£1 million	Positive and negative impacts	Negotiating with suppliers to secure volume based rebates - predominantly related to learning disabilities.
20.	Surrey Choices efficiency programme	£800,000	No impact	Negotiating with the provider to achieve maximum value from contract.
21.	Day care commissioning review	£575,000	Positive and negative impacts	Strategic review of the commissioning of day care services for people based on individual eligible needs.
Workforce Development				
22.	Optimise staff travel	£110,000	Positive and negative impacts	Reducing travel claims and parking costs by 10% for non-front-line staff, recognising that social workers need to travel to do assessments
23.	Workforce synergies	£843,000	Positive and negative impacts	Saving from synergies between the Adult Social Care workforce and those in other Directorates and partner organisations
TOTAL (may not sum due to rounding)		£25.5 million		

2. Children, Schools and Families

10

Included services: Schools and Learning; Children's Services; and Commissioning and Prevention.

The Children, Schools and Families (CSF) directorate consists of Schools and Learning (including Special Educational Needs and Disabilities); Children's Services; and Commissioning and Prevention. It has undertaken an equalities analysis of the savings planned for 2017/18 as part of the development of the Council's Medium Term Financial Plan (MTFP) 2017-2022. The directorate has identified 36 planned savings for 2017/18 which have been grouped under six themes:

- **Market management and demand management** – these savings proposals are seeking to reduce the effect of inflation on services and to ensure that the council pays the right costs for services. Demand management is through a new operating model of Early Help.
- **Early Help model** – these savings proposals relate to the implementation of a new operational model of Family Services and the restructure of the commissioning functions of the Commissioning and Prevention Service.
- **Special education needs and disabilities (SEND)** – these savings proposals are seeking to review/redesign operating model and service delivery to ensure a sustainable service to support children and young people with SEND.
- **Education and skills** – these savings proposals relate to changes in support services for schools in light of changing national legislation and funding arrangements and the growth in the number of academies.
- **Support functions reduction** – these savings proposals are to review the business support functions of Children's Services and Schools and Learning to ensure efficiencies whilst reducing operational costs.
- **Productivity efficiencies** - these savings relate to the continuous identification of the most effective and efficient ways of running the services.

Equality Analysis Summary

Children, Schools and Families	Saving 2017/18	Impact	Rationale
Market Management and demand management			
1	Children's social care market management	£559,000	Positive and negative impacts A high-level EIA is underway for the draft CSF Commissioning Plan 2017-2022. The Plan sets out the direction of travel for managing the relevant markets to improve outcomes for the most vulnerable children in Surrey whilst reducing demand and cost. Demand management is through a new operating model of Early Help. Thematic EIAs for the relevant markets (broadly Social Care, Early Help, SEND and Education) and for the specific market management activities will be completed as required.
2	Early help market management	£224,000	
3	Education and skills and SEND market management	£2.4 million	
4.	Early help reductions in demand (£400k from Children's Services and £80K	£480,000	

	from Prevention & Commissioning)			As the Commissioning Plan will be more targeted at the high need cohorts this may mean that the universal services may be affected. Detailed engagement will be undertaken with staff, users and partners to mitigate or reduce any unintended negative impacts.
5.	Early help contract savings	£250,000		
Early Help model				
6.	Commissioning and Prevention Service Restructure Phase 2	£1.3 million	Positive and negative impacts	An EIA has been completed for the restructure of the commissioning functions of the Commissioning and Prevention Service. The restructure has arisen from increased demand for services, reduced funding and regulatory pressure. The new structure supports a holistic commissioning service with an emphasis on the voice of the child, quality of practice and innovation to deliver value for public money.
7	Review provision of SEND support to Early Years providers	£1 million		Staff members in the commissioning functions are directly affected by the restructure. This has been mitigated by staff consultation and an increased provision of support to staff during the restructuring. The reduced workforce may have an impact on families in getting access to information and advice for their children, including children with SEND. Actions to mitigate this include monitoring of support available focussed on the most vulnerable children including children with SEND.
8.	Early Help Reconfiguration	£1 million	Positive impacts	An EIA is underway for the new Early Help operating model- Family Services. The Family Services provide coordinated multi-agency services to help children, young people and families in a timely and appropriate way. Family Services act as a 'one stop shop' for families, with capacity to refer to other services if necessary. It is anticipated to improve outcomes for children and young people with multiple vulnerabilities and across all groups with protected characteristics.
			Positive and negative impacts	Engagement activity will be undertaken to identify needs in specific areas and the services required to meet those needs. In relation to the above, another EIA is being drafted for creating the new management structure to support the

				Family Services effectively, although no saving is attached to this. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact. Stakeholder engagement events will also be undertaken to mitigate or reduce any unintended negative impacts.
9.	Support Functions Reduction	£346,000	Negative impacts	The proposed saving is to review the business support functions. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
10.	Asset related savings from Early Help reconfiguration - property services revenue maintenance	£700,000	Positive and negative impacts	The proposed saving is to reduce costs through rationalization of asset. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
11.	Income generation	£128,000	No impact	The proposed saving is to off-set costs by raising more income from renting out properties when they are not being used. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
Special Educational Needs and Disabilities (SEND)				
12	Home to school transport - SEND	£1.5 million	Positive impacts	A new EIA is being drafted. The proposed changes are to promote independent travelling of children and young people with SEND by using different types of transport to the education settings. The SEND Transport Programme is planning to pilot key changes between April and June 2017 for September implementation. The EIA will be updated in July 2017 to reflect the final service decisions/scope.
13	New Operating Model for SEN Pathway	£500,000	Negative impacts	An EIA has been drafted for the review of the function and staffing of the SEND Operational Team. The team oversees the process of agreeing to a statutory plan when required to meet the SEND needs of a child and young person aged 0-25 and the subsequent adherence to the statutory provision laid out in the plan.

				This saving will be achieved through staff turnover and/or realignment of roles. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact. The potential negative impact on service users will be mitigated using the recovery plan which is already in place.
14	Post 16 SEND	£1 million	No likely impact	An EIA is not required. This budget is reduced in line with the underspend from the previous year.
15	ISPSB (Individually Statemented Pupil Support Budget	£1.2 million		Discussion has been underway on how this saving will be achieved in 2017/18. An EIA will be considered once specific proposals are identified.
16	Review and share costs with health & social care	£500,000	No likely impact	An EIA is not required. This saving proposal relates to the improvement of process with health and social care.
17	Hard to place pupils process	£100,000		This saving is to review the existing Fair Access Protocols operated by the council with all state funded mainstream schools. The Protocols ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable and challenging children, are offered a place at a suitable school as quickly as possible. School consultation will be carried out in May 2017 to identify changes to the process. An EIA will be considered once specific proposals are identified.
18	Traded Model for SEN support services	£1.1 million	Positive and negative impacts	<p>An EIA has been drafted for the review of the structure and function of the Educational Psychology (EP) Service in order to provide a traded model of non-statutory service to education settings. A review of pathways and trading for Learning and Language Support Services will be held in 2017/18 to identify part of this saving.</p> <p>If the education settings buy at a level which funds more EPs than currently employed by the council, schools and settings can increase their effectiveness in meeting the needs of children and young people with SEND.</p> <p>However, some schools and settings may be unable or unprepared to purchase services at the pre-statutory level. Stakeholder consultation and early help discussions are taking place to mitigate any</p>

				potential negative impact. EPs currently working in the service are directly affected by this review. Mitigating actions include stakeholder consultation and development of clear protocols for working with education settings who could purchase services.
19	Service cost reduction and/or recommissioning	£800,000	Positive and negative impacts	<p>The proposed saving includes the review of Physical & Sensory Support Services (PSSS), Special schools/SEN Outreach, Portage, training, secondary school learning support units.</p> <p>An EIA has been drafted for the redesign of the PSSS to ensure a sustainable and flexible specialist service to support children and young people with physical, hearing, visual and multi-sensory impairment, in learning and living. Ongoing dialogue with stakeholder and staff will be carried out to identify and mitigate any potential negative impact.</p>
20	Trade or reduce non-statutory services	£500,000		A review of the scope of this proposed saving in other non-statutory services will be undertaken. An EIA will be considered once specific proposals are identified.
21	Alternative provision	£500,000	Negative impacts	An EIA has been drafted for the proposed reduction of alternative provision budget within the High Needs Block. The 'high needs' budget provides for pupils with SEND, who require provision in specialist schools, or provision over and above that which can be provided by mainstream schools from within their budget shares, and for pupils educated in pupil referral units and other alternative provision. Stakeholder consultation has taken place to identify and mitigate any potential negative impact.

22	Review of residential provision in special schools	£1.5 million		This will be a school by school approach and discussions with headteachers have started to identify where the potential savings are. A review of those proposed savings will be undertaken. An EIA will be considered once specific proposals are identified.
23	Special schools funding – review specific factors	£800,000		An EIA is being drafted for the review of the sector/school specific factors, transitional support, split site and other funding provided to schools to ensure that the historic funding decisions are still appropriate.
24	Decommissioning of SEN planned places	£300,000	No likely impact	An EIA is not required. This saving is to make a funding adjustment/reduction to those schools concerned based on their average occupancy rates over the past three years. It has not been proposed to formally reduce the number of places at any special schools or centres.
Further SEND savings on High Needs Block Dedicated Schools Grant				
25	Review Occupancy of Special Schools and Units	£782,000		These are ongoing savings from the previous years. The existing EIAs are still valid.
26	Cullum Centres	£439,000		
27	School Re-designations	£852,000		
28	Supply relationship management, review service specifications	£250,000		
29	Inclusion in Mainstream (external contract)	£338,000		
Education and skills				
30	Reductions in school support	£1.1 million (net £600,000)		This saving relates to the reduction of the Babcock 4S contract when schools convert into academies. Academies receive funding directly to make their own arrangements for buying services. The existing EIA still applies.
31	Home to school Transport - mainstream	£600,000	Negative impacts	The saving relates to the subsidized travel for post 16. A full EIA will be completed as part of developing a full and detailed plan. There are potentially negative impacts and possible mitigations will be developed including a review of distances to ensure no ambiguity concerning eligibility. There will be a case by case review of those

				under the mileage threshold which is expected to be completed in July 2017.
32	Education services grant (ESG) – top slice	£3 million		This is the anticipated amount the council expects to recover from a levy to maintained schools and other government grants, to help cover the loss of ESG from April 2017/18.
Support functions reduction				
33	Children's Services	£280,000	Negative impacts	An EIA has been completed for the review of the Children's Administrative Service to ensure efficiency whilst reducing operational costs. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact.
34	Schools and Learning	£75,000		An EIA will be required for the review of the business support functions in Schools and Learning.
Productivity efficiencies				
35	Children's Services	£335,000		This saving proposal relates to the continuous identification of the most effective and efficient ways of running the services.
36	Schools and Learning	£1.3 million		This saving proposal relates to the continuous identification of the most effective and efficient ways of running the services.
TOTAL (may not sum due to rounding)		£28 million		

3. Public Health

Background

How is Surrey Public Health funded?

The Surrey Public Health team is part of Surrey County Council and aims to improve and protect the health of people living and working in Surrey. Public Health in local authorities is funded directly by a grant received from the Department of Health. The target grant allocation for Local Authorities is calculated according to a formula that aims to represent variations in need. However, due to historical patterns of funding allocation, Local Authorities do not currently receive their target grant allocation. Surrey's 2017/18 grant allocation was more than 20% below the target level of funding and this has been frozen with no timeline for moving closer to target. This equated to £31 per head compared to £59 per head for England as a whole.

What is the Surrey Public Health grant spent on?

Approximately 90% of the public health budget is spent on commissioning or funding services and programmes that help people to make positive changes concerning their health and lifestyle. Sexual health (GUM and Family Planning clinics), substance misuse (drugs and alcohol) and children's public health services (health visiting and school nursing, also referred to as 0-19 services) will make up the majority of this spend. The Public Health shadow funding programme (part of the current published Medium Term Financial Plan) is explained below.

Where have the budget pressures for Public Health come from?

In June 2015/16, the Chancellor at the time announced that the public health budget was to be reduced nationally by 6.2%. In Surrey this equated to £2.2 million and this has been removed from the grant allocation permanently. The autumn Comprehensive Spending Review then identified a further reduction of 9.6% (in cash terms) over the next five years. In addition, Public Health are supporting the Council to meet the overall budgetary pressures through identifying wider council work that helps to improve public health outcomes and supporting these areas financially (the MTFP shadow funding programme referenced above). This means that by 2019/20, the budget available to spend on core public health programmes will be 30% less than it was at the start of 2015/16¹

How are these financial pressures going to be met?

In order to meet this reduced budget we have been and continue to work with providers and other involved parties to reshape Public Health service provision in the county over the next five years. Since 2015/16, we have been implementing a range of measures to meet the funding gap:

- Savings released through re-procurement/re-design of our major services (sexual health services, children's 0-19 services and substance misuse services).
- Contract negotiations with our current major providers.
- Prioritised invitation for the universal NHS Health Checks Programme to address health inequalities.
- Efficiencies made through our central business and staff budget.
- Reducing or cancelling non-contractual spend.

¹ prior to the in-year reduction and including 0-5 budget transfer at full year effect

While savings are being found in a range of areas, as part of the development of the Council's budget, an equalities analysis of savings proposals that will have a direct impact on service provision for 2017/ 18 has been undertaken. This document sets out the summary equality analysis for savings proposals from the following specific services:

- Substance misuse
- Public Mental Health

Analysis for each savings proposal is presented as follows:

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

2017/18 Equality Analysis Summary

The MTFP savings proposals listed below from within Public Health require specific EIAs due to them having a direct impact upon service delivery within the highlighted programme areas. Both require further consultation to fully inform the final EIA and further mitigating actions. However, it is clear that the initial process has identified a number of key groups who are likely to experience a negative impact as a result of the savings. While within substance misuse it is possible to provide some mitigation of this through the service redesign process, the withdrawal of the public mental health budget and related service as it is currently commissioned will be much harder to mitigate within the remaining resources in the public health team.

Content

Description of Efficiency	Saving	Impact	Rationale
<p>Substance misuse: This is a universal service with targeted activity to increase access for at risk groups. including women suffering domestic abuse, those with co-existing mental health and substance use problems, Lesbian, Gay, Bisexual and Transgender (LGBT) people and offenders and ex-offenders.</p> <p>An additional service is also provided for children and young people.</p> <p>In 2017/18 it is intended to renegotiate elements of the service related to Criminal Justice (CJS) contracts down to the minimum requirements for local authority. Alongside this a new integrated SM service will be mobilised from 2018 with a financial envelope that has been reduced to minimum viable value</p>	£500,000 - 2017/18 recurrent	<p>Negative impact particularly for the following protected characteristics</p> <ul style="list-style-type: none"> • Sex • Sexual orientation • Age 	<p>Approximately 90% of the public health budget is spent on commissioning or funding services and programmes that help people to make positive changes concerning their health and lifestyle. As substance misuse spend is the second highest in public health it is not possible to make the necessary savings without impacting on services such as this.</p> <p>Some mitigation is intended through the mobilisation of a more integrated service longer term.</p>

<p>Public Mental Health: The currently commissioned service is a universal mental health promotion service available to adults across the county with a targeted approach to promote access in areas/groups with known levels of higher mental health need.</p> <p>Groups known to be particularly at risk include:</p> <ul style="list-style-type: none"> • Physical Illness/Long Term conditions • Victims of Violence/Abuse • LGBT • BME • Carers • Veterans • Refugees <p>With the current contract for this service is ending in March 2017/18 a short extension is being explored prior to ending the contract later in 2017/18.</p>	<p>£335,000 – 2017/18 recurrent</p>	<p>Negative impact particularly for the following protected characteristics</p> <ul style="list-style-type: none"> • Race • Sexual orientation • Age • Disability 	<p>With all other PH contracts being reduced, the envelope for this service has already been reduced to its minimum viable level. The only possible savings scenario is through decommissioning the service, preserving a small budget for targeted work and suicide prevention training.</p>
<p>Alcohol IBA removal</p>	<p>£400,000</p>	<p>No impacts</p>	<p>Plan to stop spending on the introduction of a new service.</p>
<p>Lifestyle service (smoking/physical activity) reduction</p>	<p>£255,000</p>	<p>No impacts</p>	<p>This removes an incentive structure to providers to improve their performance. It is expected that current performance levels will be maintained.</p>
<p>Public Health Shadow Savings</p>	<p>£1.8 million</p>	<p>No impacts</p>	<p>Funding relates to shadow service allocation. There are no impacts for services.</p>
<p>TOTAL (may not sum due to rounding)</p>	<p>£3.3 million</p>		

10 4. Business Services, Orbis and Customer Services

Included Services: Human Resources and Organisational Development; Finance; Property; Shared Services; Procurement; Information Management Technology; Customer Services; and New Models of Delivery.

Business Services

For the Business Services Directorate, major savings will be delivered through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through the Orbis shared services partnership. EIAs are being conducted at key points throughout the development of the partnership and transition. These will identify potential positive and negative impacts for each protected characteristic and ensure any mitigating actions required are put in place. The savings detailed below are taken from the three year Orbis business plan together with additional savings identified as part of increased requirements from both partners during the last 12 months.

A key strategy for delivering savings will come through retention of vacancies in each service. In addition, Orbis recently held a voluntary severance process that resulted in 25 individuals taking the decision to leave.

The Orbis Business plan delivers efficiencies over a three year period (April 2016 – March 2019). The plan is to integrate services which will involve a number of restructures through this period. Equality Impact Assessments will be undertaken at the appropriate times to ensure that any impacts are identified and mitigating actions developed.

Orbis has two types of budgets;

1. The operating budget that consists largely of establishment costs and overheads associated with running the business.
2. Managed on behalf of budgets (MoBo). These are budgets that Orbis manages for each of the sovereign partner. These include areas such as the property estate, IT infrastructure and contracts.

The section below is related to MoBo budgets and therefore the likely impact on staff is extremely limited:

Business Services	Saving	Impact	Rationale
Finance – income 2 years only	£25,000 (income)	No impacts	Increased income for VAT registration work undertaken for Care Homes
Finance: insurance reserve	£750,000	No impacts	Reduction in insurance claims which has resulted in the ability to reduce the reserve set aside for future claims
HR: non salary budgets including recruitment or training	£207,000	No impacts	The budget will be saved across areas of non-statutory training. Recruitment of diverse groups will remain a focus. The Council will ensure that frontline staff continue to have all necessary training to account for the needs of protected characteristic groups. Core training and Equality and Diversity courses will also still be in scope.

HR: apprenticeships	£216,000	No impacts	Based on services continuing to employ and fund apprentices rather than being centrally funded.
IMT – contract savings	£346,000	No impacts	Reduction of costs within some identified IT contracts, such as Novell.
Property: schools programme	£100,000	No impacts	This will be delivered through a reduction in the use of consultants and will lead to reduced fees.
Property: utilities	£200,000	No impacts	Reduced spend on utilities. This is helped further by less severe winter weather
Property: income	£140,000	No impacts	Increased rental & service charge income
Property: building running costs	£300,000	No impacts	Optimising use of vacant buildings
TOTAL (may not sum due to rounding)	£2.2 million		

Orbis

The partnership aims to deliver significant savings by taking advantage of economies of scale, streamlining processes and reducing duplication. Investment required for transformative change and continuous improvement will become a more affordable proposition than if undertaken by one council alone.

In the longer term, the partnership will benefit from growth, delivering further economies of scale for the benefit of each council and their residents. The partnership is expected to develop and grow over time, attracting further public sector partners and from the pursuit of opportunities to enhance income, undertaken for public sector clients on a contractual basis or by means of specific delegation of function.

The section below details the specific savings that will be delivered by each service within Orbis as part of the integration of services with East Sussex. These numbers are taken from the three year Orbis Business Plan.

A Joint Committee has been established that governs the delivery and management of Orbis. Overall decision making and accountability will remain the responsibility of the sovereign organisations.

The Business Plan does not propose that Orbis itself will employ anyone. Employees will be employed by one partner organisation and will work across all organisations within the partnership. These organisations will have impact assessed their policies in relation to employment.

What will be the impact on staff?

Terms & Conditions:

- Employees will remain employed by their current Council.

- Employees will remain on their existing terms and conditions.
- Employees' primary location will remain as stated in contract of employment.
- The terms and conditions of new employees within the Orbis business services function will be depend on where they are based and the partner organisation they are employed by.
- Employee terms and conditions will vary across the partnership given they will be employed by one partner organisation; therefore an employee could work in the same team or at the same location as another employee but have different pay conditions and terms and conditions.
- Current employees would remain in their current pension fund.
- New employees can opt out of LGPS pension scheme, as they do now.

Brighton & Hove City Council (BHCC)

BHCC are joining the Orbis partnership from April 2017, but finances will be kept separate until April 2018. This means there will be no impact on the savings for Orbis in the year 2017/18.

A full financial assessment will be undertaken as part of the process for BHCC joining the partnership to full understand the implications. This will lead to the development of a revised business case and Inter Authority Agreement.

Orbis	Saving (currently showing savings accrued by SCC and ESCC) Surrey portion of these savings is set at 70% in line with partnership ratio	Impact	Rationale
Property	£966,000 (SCC portion £676,000)	No impacts	Redesign of Property Service in line with Orbis Business plan to integrate teams with East Sussex County Council. The savings will be delivered through the redesign of a number of key areas (Asset Strategy, Schools Programme & Investment /Disposals teams). The EIA has not identified any areas of impact but further EIAs will completed for other elements of the Property service when they start the consultation process.
Information Management and Technology	£1,099,000 (SCC portion £769,000)	No impacts	The savings will be delivered through integration of tier 4 roles within the IT service with East Sussex CC. The consultation process is currently underway and an EIA was completed as part of this process that identified a number of positive and negative impacts resulting from the revised service offer. All negative impacts have clear mitigating actions that address the risks identified

Human Resources	£400,000 (SCC portion £280,000)	No impacts	Savings in 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Finance	£525,000 (SCC Portion £367,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Business Operations	£244,000 (£170,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Management	£100,000 (SCC Portion £70,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Procurement	£295,000 (SCC Portion (£206,000)	Positive and negative impacts	The Procurement service completed a consultation process for all staff in December 2016 with a launch of a revised fully integrated services in April 2017. A detailed EIA was completed as part of this process that identified a number of positive and negative impacts resulting from the revised service offer. All negative impacts have clear mitigating actions that address the risks identified.
TOTAL (may not sum due to rounding)	£2.5 million		

Customer Services

Proposed savings from Customer Services are to be implemented by the delivery of efficiencies through rationalising the way that services are offered and streamlining current processes.

The Contact Centre's opening hours are being reduced and there is a drive to promote use, and increase provision and uptake of on-line options to customers so that they can self-serve 24/7.

Equality Impact Assessments are being undertaken to mitigate the impact on people with protected characteristics. This will include continuing the library automated telephone renewal service and offering discreet support from the Contact Centre for customers unable to use the alternative channels offered.

Customer Services	Saving	Impact	Rationale
No Saturday opening (library calls only taken)	£15,000	Negative	Potential negative impact on residents who are digitally excluded, or unable to or prefer not to use technological solutions. A full EIA has been undertaken. Negative impacts have been mitigated by continuing the automated telephone renewal service (Call Point) and providing discreet telephone support for any customers who are unable to use the

			alternative channels offered. Customers can also visit their local library.
Reduce hours to 9am to 5pm (from 8am to 6pm)	£50,000	Negative	<p>There may be a minimal impact on residents who are in full time employment and who may have difficulty making calls during core office hours.</p> <p>A full EIA has been undertaken. Negative impacts have been mitigated by continuing the drive to provide on-line solutions available to customers so that they can self-serve 24/7.</p>
Libraries reservations and renewals	£45,000	Negative	<p>There is likely to be an impact on customers who are digitally excluded or are unable to/prefer not to use technological solutions. This is most likely to impact older people.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by the continued provision of Call Point (phone based automated renewal service) and discreet telephone support via the Contact Centre.</p>
Stop appointment bookings: Birth	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Stop appointment bookings: Death	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Copy Certificate ordering	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Marriage and ceremony enquiries	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p>

			<p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Reduce complaints staff	£35,000	No impacts	Savings will be achieved by streamlining current processes to ensure that they continue offer effective outcomes for customers and efficient ways of working for staff.
Channel Shift	£25,000	Positive	As part of Customer Services channel shift strategy opportunities will be identified to provide additional on-line options for customers so that they are able to self-serve 24/7
Reduction in web and digital capacity	£10,000	No impacts	Savings will be achieved through reviewing processes to ensure continued effective outcomes for customers and efficient ways of working for staff.
No longer providing support to Partnership and micro site	To be agreed	No impacts	<p>There are over 70 partnership / microsites in addition to the SCC corporate website. By removing this role, these websites will not get the support and governance from a web professional, so risk being less effective, non-compliant with accessibility, etc.</p> <p>Also, there are efficiencies that can be made by having web sites under a central role and so there could be an increase in costs from other parts of the organisation if they do not have this support.</p>
TOTAL (may not sum due to rounding)	£180,000		

5. Environment and Infrastructure

Included Services: Highways; Environment and Emergency Planning.

This section sets out the equality analysis for savings proposals from the following services:

- **Highways and Transport Service**
- **Place Development Service**

And comprises:

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

Analysis for each savings proposal is presented as follows:

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

Equalities Analysis Assessment Summary 2017/18

Out of the four confirmed savings for the Highways and Transport Service in 2017/18, two savings proposals have been deemed as requiring an EIA.

Out of the thirteen confirmed savings for the Place Development Service in 2017/18, six savings proposals have been deemed as requiring an EIA.

Marginal gains - Savings measures for both services (Highways and Transport and Place Development) in the Environment & Infrastructure (E&I) directorate are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures/scheme that is finalised and will have its own EIAs.

Highways and Transport services

Network and Asset Management Group - Winter maintenance

A saving concerning Highway Winter Maintenance will have an EIA completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The EIA will be included in a report to Cabinet in July 2017 where a final decision will be taken.

Local Highways Services Group - Local Committee Funding

This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. Levels of service for environmental maintenance are being maintained in partnership with Surrey's Borough and District Councils, hence there is no need for an EIA. However, there are possible negative impacts on resident experience. Each scheme that goes through the Committee and will have its own EIAs.

Works Delivery Group - Highways and Transport Restructure

This saving realises in 2017/18 from previously integrated teams in Highways and Transport services.

Place Development Service

Waste Group - Waste savings programme and Contract Review

Waste Group's savings are identified from waste savings programme and a contract review focussed around contract renegotiation and refinancing. A programme of work is planned aimed at revising payment transfer mechanisms and joint working arrangements between the County Council and the districts and borough councils.

Travel and Transport Group - Local Transport Review

The preferred approach for recognising savings in the Local Transport Review has been through contract negotiations with bus operators of subsidised routes, without changing the level of service offered. However, to ensure all the required savings are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An EIA completed in year one and two of the review used feedback received from groups and individuals with protected characteristics in the public consultation. The comprehensive EIAs completed for years one and two of the Local Transport Review will be updated to form part of 2017/18.

Countryside Group - Countryside and Surrey Wildlife Trust Review

Countryside's savings proposal comes from reducing the contribution to partnership work in the Countryside Contribution to Surrey Wildlife Trust to reduce by £100,000 in 2017/18, Reduction in contribution to hosted partnerships, Contribution to non-hosted partnerships to stop: Gatwick Greenspace Partnership and Blackwater Valley Countryside Management Partnership and Reduce the revenue budget for Rights of Way work by £190,000. EIAs will be assessing the impact of the reductions on the delivery of the countryside and access service to the public. The public who visit the countryside and potentially those who benefit from some of the activities run by the hosted and non-hosted partnerships will be affected by the proposals.

Planning and Development Group - Planning and Development Review

The planning saving/budget reduction for Planning and Development group is £350,000 for the 2017/8 financial year, rising to £500,000 in the 2018/19 financial year. The Group proposes to meet the proposed budget reduction by reductions in staff (vacant posts and voluntary severance) and through increased income generation.

Place and Sustainability Group - Place development and Road safety

Place and Sustainability Group savings proposals are yet to be finalised which will include road safety savings.

E&I Cross-cutting services - E&I Support Function Review

The E&I Directorate Leadership Team commissioned a Support Functions Review (SFR) in summer 2016 as part of a Council wide review and in response to the proposed budget reductions for 2017/18 to 2020/21. The review also identified opportunities to achieve savings via efficiencies from integration and broadening out of contract management, customer service, performance management and project management support activities.

'Deep dive' reviews are currently underway to develop these opportunities and inform the shape of support functions in Phase Two, which is due to be launched in June and go live in September 2017. The changes in Phase One that contributed to the required MTFP and Business Services Review Savings did not disproportionately affect any individual or groups of staff, residents or service users with any protected characteristics and the impact of Phase Two proposals regarding protected characteristics will be considered once details are available.

Savings for 2017/18 for Environment and Infrastructure Directorate (Highways and Transport Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
<p>Highway Information Team income</p> <p>Following a review of the market expected search fee income is anticipated to be in excess of current levels.</p>	£40,000	No impact	EIA not required as no change in service level is proposed as part of this measure.
<p>Highways and Transport Restructure</p>	£200,000	Negative Impact	This saving realises in 2017/18 from previously integrated teams in Highways and Transport services.
<p>Winter maintenance</p>	£340,000	Negative Impact	A saving concerning Highway Winter Maintenance will have an EIA completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The EIA will be included in a report to Cabinet in July 2017 where a final decision will be taken.

Savings for 2017/18 for Environment and Infrastructure Directorate (Highways and Transport Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
<p>Environmental maintenance</p> <p>This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works.</p>	£1.7 million	Potential Negative Impact	Our levels of service for environmental maintenance are being maintained in partnership with the Boroughs and Districts, hence there is no need for an EIA by Surrey County Council. However, there are possible negative impacts on resident experience. This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. Each scheme that goes through the Committee will have its own EIA.
<p>E&I Highways - Marginal gains</p>	£178,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures / scheme that is finalised and will have its own EIAs.
<p>TOTAL (may not sum due to rounding)</p>	<p>£2.5 million</p>		

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
Waste Development Group Collaborate with Partners* - 'Kerbside recycling performance' programme	£982,000	Negative Impact	EIA developed in Feb 2015 is still relevant. Due to be reviewed and updated by end of April 2017.
Waste Development Group Transform – Green Waste	£54,000	No impact	Revised financial arrangements with WCAs regarding green waste recycling – no impact on service or staff.
Waste Operations Group Optimise – Reuse shop expansion	£492,000	Negative Impact	Whilst the service is not being reduced under this initiative, an EIA is required because of the potential implication for the protected characteristics age and disability, who may have limited mobility to access the shops. This will be mitigated through the design and implementation of the shops. The EIA will be completed and actioned before the shops open in Spring 2017.

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
Waste Operations Group Community Recycling Centres - CRC rationalisation programme	£1 million	Negative Impact	Two EIAs were completed for the first phase of changes that were implemented in 2016/17. These EIAs will be refreshed and updated as part of the second phase of changes in the CRC rationalisation programme. The EIAs will be developed throughout Feb – May 2017, will be updated during the public consultation in June and July 2017, and completed in the lead up to Cabinet in Autumn 2017.
Waste Development Group Districts & Boroughs – Single waste approach*	£2 million	Potential Negative Impact, (Revisit later this year to assess)	Programme of work aimed at revising payment transfer mechanisms and joint working arrangements between SCC and the districts and boroughs. No equality impact is anticipated in 2017/18 as a result of this. This will be revisited if projects start to lead to service changes.
Waste Operations Group Contract Review – Contract Structure	£1 million	No impact	Doesn't require an EIA for the contract review, as no change to the service is proposed as part of this savings measure.

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
Waste Development Group Recycling Management	£1 million	No impact	Programme of work aimed at centrally managing kerbside-collected recyclables. No impact on waste collection services for residents and no impact on staff.
Travel and Transport Group Local Transport Review	£735,000	Negative Impact	The preferred approach for recognising savings in the Local Transport Review has been through contract negotiations with bus operators of subsidised routes, but without changing the level of service offered. However to ensure all the required savings are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. Equality Impact Assessment (EIA) completed in year one and two of the review using the feedback received from groups and individuals with protected characteristics in the public consultation. The comprehensive EIAs completed for year 1 and year 2 of the Local Transport Review will be updated to form part of 2017/18.
Countryside Group Countryside and Surrey Wildlife Trust Review	£350,000	Negative Impact	Countryside's savings proposal comes from reducing the contribution to partnership work in the Countryside Contribution to Surrey Wildlife Trust to reduce by £100,000 in 2017/18, Reduction in contribution to hosted partnerships, Contribution to non-hosted partnerships to stop: Gatwick Greenspace Partnership and Blackwater Valley Countryside Management Partnership and Reduce the revenue budget for Rights

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
			of Way work by £190,000. EIAs will be assessing the impact of the reductions on the delivery of the countryside and access service to the public. The public who visit the countryside and potentially those who benefit from some of the activities run by the hosted and non-hosted partnerships will be affected by the proposals.
Planning and Development Group Planning and Development Review	£350,000	Negative Impact	The planning saving/budget reduction for Planning and Development group is £350,000 for the 2017/8 financial year, rising to £500,000 in the 2018/19 financial year. The Group proposes to meet the proposed budget reduction by a reduction in staff (vacant posts and voluntary severance) and through increased income generation.
Place and Sustainability Group Place development and Road safety	£300,000	Potential Negative Impact	Place and Sustainability Group savings proposals are yet to be finalised which includes road safety savings.
E&I Cross-cutting services E&I Support Function Review	£200,000		E&I DLT commissioned a Support Functions Review (SFR) in summer 2016 as part of a council wide review and in response to the proposed budget reductions for 2017/18 to 2020/21. The review also

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
		Potential Negative Impact	identified opportunities to achieve savings via efficiencies from integration and broadening out of contract management, customer service, performance management and project management support activities. 'Deep dive' reviews are currently underway to develop these opportunities and inform the shape of support functions in Phase Two, which is due to be launched in June and go live in September 2017. The changes in Phase 1 that contributed to the required MTFP and Business Services Review Savings did not disproportionately affect any individual or groups of staff, residents or service users with any protected characteristics and the impact of Phase Two proposals regarding protected characteristics will be considered once details are available.
E&I Place Development - Marginal gains	£300,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures / scheme that is finalised and will have its own EIAs.
TOTAL (may not sum due to rounding)	£7.2 million		

6. Trading Standards, Community Partnerships, Libraries & Cultural Services

Includes services: Trading Standards; Libraries; Cultural Services; Community Partnerships; and Safety.

Communities

The Community Partnership Team

The Community Partnerships and Safety Team, as part of budget setting for the financial year 2017/18, is reviewing the levels of funding for the Community Improvement Fund (CIF) and the Members Allocations scheme. These funding streams are designed to provide investment in schemes that improve the local area and encourage participation, reduce isolation, and develop the potential for social wellbeing and economic prosperity. In previous years, the full commitment of the funds has been utilised.

Proposals are to reduce CIF from £500,000 to £264,000, and to reduce Members' Allocations from £10,300 to £9,000 per division.

Potential negative impacts included a reduced opportunity for investment in more disadvantaged communities, particularly on age and disability characteristics.

Mitigating actions to address issues have already been implemented include robust: assessment, award, monitoring and review processes to maximise the achievements of the funding schemes by ensuring that applications from groups most in need of support and those that produce the greatest breadth of social, economic and environmental benefits are successful.

Trading Standards

The Trading Standards Joint Service with Buckinghamshire was established in April 2015. It delivers a range of service enhancements, budget savings and increased income generation over each of the first four years of operation. It is on track to successfully achieve its financial and performance targets. The business case for the shared service was supported by a detailed EIA which remains valid.

It is anticipated that proposals for an additional marginal efficiency saving of 1.5% per annum will be achieved through further increasing income projections for the joint service and without damaging service delivery. There are no new EIA issues arising from that change.

Description of Efficiency	Saving	Impact	Rationale
Creation of a Joint Trading Standards Service	This is a cumulative four year total before the addition of the 1.5% per annum.	The shared service enables the savings to be made without damaging impact on the front line service delivery. This assumes that income targets are achieved – currently on track.	Deliver a joint trading standards service with Buckinghamshire to improve service quality, savings and increased income generation.

	<p>There will be a total saving of £396,000 per annum - £231,000 savings and £165,000 extra income plus the new 1.5% efficiency saving.</p>		
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Cultural Services

Registration and Nationality Service

The Registration and Nationality Service is reviewing the levels of provision that are offered for appointments for birth registration, death registration, and notice of marriage at Register Offices.

The Service is proposing to reduce the number of birth registrations available in the diary at the Register Offices, enabling the reprioritisation of appointments for notice of marriage and death registration. This proposal is designed to assist the service to generate greater income through officering more notice of marriage appointments.

The key negative impact is on those with the protected characteristic of pregnancy and maternity. In the event that an appointment cannot be found within the 42 day limit at the nearest Register Office, then they would be required to travel further to register a birth resulting in greater inconvenience, expense, and travel time.

Library Service

The Library Service is required to make budget savings of £397,000 from 2017/18. There are three proposals to achieve this:

- Proposal one, the revision and reduction of evening opening hours across the branch network at Category A and B libraries, to save £121,000.
- Proposal two, reduce the resources fund by £246,000.
- Proposal three, reduce the staffing budget for the service development team by £30,000.

The reduction in evening opening hours may impact predominantly on those with limited opportunities to visit the library at alternative hours of the day. This is most likely to impact those of working age in full time employment and carers in towns where this change is made. Residents will no longer be able to visit libraries in the evening.

The reduction in evening opening hours will impact on staff at libraries affected. Staff will be employed for fewer hours and will no longer have the opportunity to work evenings. Staff may need to retrain and or have to travel further to find employment or retain alternative evening employment, incurring greater expense of time and money. This is likely to impact staff with the following protected characteristics. Older people, people with disabilities, those with infants or young children, carers with limited time or access to transport.

All users will be affected by a reduction in the book fund with a reduction in the range and availability of titles.

The service development team will experience reduced staffing levels. Staff who are older may find it difficult to retrain or obtain alternative employment. They may also have to travel further incurring greater expense of time and finance to find employment.

Surrey Heritage

The proposal is that from January 2018 the current position of Heritage Manager is removed from the Service. The proposals are designed so that there will be no impact on frontline service delivery and therefore the impact on service users is expected to be minimal.

The main impact of the new arrangements is likely to affect staff in the Heritage Service and the Cultural Services Leadership Team.

Surrey Arts

Currently music services for young people in challenging circumstances are provided by the charity Rhythmix. The proposed change is a move away the provision of a grant £24,000 for this charity and a move to a commissioning-for-work model.

Impacts are difficult to quantify but it seems likely that the quality of the service provided will remain the same or improve slightly. In the worst case scenario, service provision is commissioned but the quality of service delivery deteriorates from the current standard resulting in a less rewarding experience for the young people involved. The current service user profile indicates that 40% of those accessing the service are children and young people with disabilities. There are also a greater proportion of males. In the event of a deterioration of service the protected characteristic groups that this is most likely to have a negative impact upon would be age, disability and gender.

If the current service provider is unsuccessful and the service is provided by another organisation then the impact is more uncertain. Through tight quality controls in the commissioning process, the Council will ensure that the quality of service provision matches or improves upon that which is currently delivered.

7. Surrey Fire and Rescue

A savings target of £900,000 was allocated in relation to reconfiguring fire stations in the Spelthorne area following extensive public consultation and Cabinet decisions made in 2014. The original proposal intended to make the saving this year, following the opening of the new fire station, by closing both Staines and Sunbury fire stations and operating from the new station in Fordbridge. There have been delays in the build of the new station and the intention of the Council is to keep both existing fire stations open within the Spelthorne area until the new replacement station is open.

£300,000 savings have been allocated in relation to the Service's current contingency cover and specialist rescue arrangements. Work has commenced in relation to the options available for the provision of a contingency crewing solution that meets the legal requirements placed upon the fire authority and the need to ensure the provision is cost effective.

£400,000 savings have been identified through Blue light collaboration work in Fleet and Mobilising. Savings are intended through working collaboratively to meet the current and future transport and associated equipment needs for emergency services across Surrey and Sussex. A review of Mobilising is underway.

£100,000 savings have been identified through back office changes and restructure of the senior management team. Formal reviews in both these areas are due to start shortly with consideration given to ensuring that structures and provision are fit for purpose and whether collaboration with other emergency service might achieve these efficiencies.

The Service's comprehensive EIA process will identify and mitigate impacts on protected characteristic groups. This process will ensure there is no appreciable negative impact on the protected characteristic groups as a result of savings.

8. Other services

Included services: Strategy and Performance; Communications; Legal and Democratic Services and Strategic Leadership. Each of these services has submitted proposals for achieving the savings target for 2017/18.

Strategy and Performance will deliver its savings in 2017/18 with no expected impact to service provision through reductions to: the Healthwatch contract; staffing costs by re-prioritising vacancies and re-distributing tasks; and general running costs such as travel, IT and stationery.

The Communications Service will make £162,000 saving in 2017/18. The savings will be made by reductions to the publicity budget, staffing budget and Surrey Matters magazine.

In making savings, the service will prioritise activity that supports the priorities identified in the corporate strategy for example campaigns on areas such as domestic abuse, adoption and fostering and signposting adult social care. The service will also make greater use of social media where appropriate; this is cheaper than traditional media. When designing any new campaign, the team will consider the most appropriate channels and messages to reach the target audience and consider protected characteristic groups as part of that process.

Legal Services will continue with plans to make savings through the Orbis Public Law partnership with East Sussex, West Sussex and Brighton and Hove. Savings will be made through a combination of reductions in staffing and by increasing income. There will be no impact on service provision.

Democratic Services will make savings by encouraging Members and officers to reduce the use of paper and save on stationery. There will be no impact on service provision.

In addition, a saving will be made to the Strategic Leadership budget through deletion of a vacant post. This will have no effect on service provision.

Strategy and Performance	Saving	Impact	Rationale
Re-prioritising vacancies and re-distributing tasks	£213,000	No impacts	Deletion of vacant posts and removing from base budget.
Legal Services			
Marginal savings of 1.5%	£63,000	No impacts	Legal Services will make savings by managing vacancies as they arise and increasing income. There is no expected impact on service provision.
Utilising vacant posts	£48,000	No impacts	As above.
Increasing income	£70,000	No impacts	As above.
Management change – Orbis Public Law	To be agreed	No impacts	No change in 2017/18.

Other changes	To be agreed	No impacts	No change in 2017/18.
Democratic Services			
Modern Councillor	£66,000	No impacts	Establishing Member support that encourages self-sufficiency and the adoption of modern working practices. Enabling and encouraging self-service – adopting a paper-light approach for Members and officers to reduce paper and general stationery use; offering a standard equipment package to new Councillors.
Communications			
Additional savings	£60,000	No impacts	Savings from publicity, staffing and Surrey Matters magazine.
Marginal savings of 1.5%	£30,000	No impacts	
Restructuring and reducing external spend	£72,000	No impacts	
Strategic Leadership			
Staffing reduction	£110,000	No impacts	Deletion of vacant post – no impact on protected groups.
TOTAL	£732,000		

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SURREY COUNTY COUNCIL

CABINET

DATE: 28 MARCH 2017



REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

**SUBJECT: FINANCE AND BUDGET MONITORING REPORT TO
28 FEBRUARY 2017**

SUMMARY OF ISSUE:

Surrey County 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 28 February 2017 (month eleven).

Following the +£22.4m forecast variance reported as at 30 September 2016, Cabinet required officers to take effective measures to bring the 2016/17 budget back into balance. As at 31 January 2017, measures taken by the Chief Executive and the Director of Finance, with directors' support resulted in a -£25.9m improvement in the Council's forecast outturn position. Over the same period, Cabinet avoided further spending commitments, wherever possible, pending assurances of a balanced 2017/18 budget and a sustainable Medium Term Financial Plan (MTFP).

However, the measures to achieve a balanced budget outturn in 2016/17 include one-off measures and spending delays and so do not address the fundamental issue of service overspends, particularly in social care. These overspends are driven by: the increased numbers of those who need services, the increased complexity of their needs and the increasing costs of meeting those needs. That mix, plus the levels of savings already achieved, linked with the continuing reduction in central government funding make the Council's longer term financial resilience a serious challenge.

The Section 151 Officer states in her report of February 2017 to Full Council on the 2017/18 to 2019/20 budget and MTFP that the financial challenges facing the Council are now even more serious and although short term actions have brought the in-year overspend back to a balanced position, significant underlying consequences remain for future years. The Council's reserves are currently at minimum safe levels in view of the risks facing the Council and these should be retained to mitigate that risk.

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's 2016/17 budget includes plans to make efficiencies totalling £83m.
2. The budget monitoring report to 30 September 2016 showed an unprecedented forecast year end overspend of +£22.4m. The following actions have been agreed to manage this position with the aim of bringing the 2016/17 budget back into balance by the end of the financial year:
 - 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; and
 - 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 January 2017, Cabinet approved the Council's Financial Strategy 2017-20. The Financial Strategy aims to:
 - secure the stewardship of public money;
 - ensure financial sustainability
 - enable the transformation of the council's services and
 - build partnerships to achieve better value outcomes.

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 eleventh month of 2016/17 (28 February 2017). 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 28 February 2017. The forecast is based upon year to date income and expenditure and financial year end projections using information available as at 28 February 2017.
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 January 2017, the Section 151 Officer takes the view expressed in her Budget Report to the Full Council in February 2017 that the financial situation facing the Council is now even more serious.
18. Although short term actions taken since September have brought the in-year overspend back to a small forecast underspend, significant underlying consequences remain for future years.
19. Furthermore, during 2017/18, the Council must deliver already stretching service reduction plans of £93m, as well as identify and deliver an additional £30m permanent service reductions. Plus the Council must also deliver sufficient one-off savings to account for any part year effect of delays in achieving the additional £30m new permanent reductions (likely to be significant).
20. With the Council's reserves already at minimum safe levels, these should be retained to mitigate against the risk of non-delivery of significant savings targets and not used to balance the 2016/17 or 2017/18 budgets.
21. The Chief Executive and Director of Finance have agreed a series of actions with service directors to recover the position in year and meet regularly with the directors to monitor the effectiveness of these actions. Progress will be reported in each subsequent budget monitoring report to Cabinet.
22. As well as these actions to bring the in-year budget back into balance, each director is reviewing their service approaches to manage down the financial consequences for future years.

Legal Implications – Monitoring Officer

23. 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

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

WHAT HAPPENS NEXT:

25. 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

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE****LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER****SUBJECT: INVESTMENT STRATEGY REVIEW****SUMMARY OF ISSUE:**

The Investment Strategy agreed by Cabinet in July 2013 was developed in response to the requirement for the Council to enhance its financial resilience in the longer term. In facilitation of this strategy, Cabinet approved the business case for the creation of a property company and associated subsidiaries in May 2014 in order to achieve a balanced property portfolio (across sectors and geographies) to generate an income for the Council. The property company, Halsey Garton Property Ltd, and its subsidiaries are referred to in this report as “the Halsey Garton Property Group” (HGP).

In order to reflect the increasing need to develop alternative and resilient revenue streams to support the Council’s services and with the objective of growing the income it is now realistic to reset the strategy and grow the portfolio to reach beyond the original annual income target of £5m and aim to deliver £10m by 2020/21. The Investment Advisory Board therefore recommends that the Council puts in place the necessary arrangements to deliver the target income. These arrangements include some revisions to the governance arrangements and an enhanced role for an external advisor to provide additional resources to both acquire and then provide ongoing asset management for the portfolio.

RECOMMENDATIONS:

It is recommended that:

1. Cabinet approves progressing the Investment Strategy, including arrangements to enable significant growth in the portfolio to reach an income target of £10m per annum by 2020/21;
2. Cabinet authorises a revision to the governance arrangements and recommends that the Leader delegates authority to the Investment Advisory Board to approve property investment acquisitions, property investment management expenditure, property investment disposals and the provision of finance to its wholly owned property company, Halsey Garton Property Ltd;
3. the name of the board will be amended to reflect this delegation and it will be known as the “Investment Board”; and
4. Surrey County Council procures a property investment advisor to provide the necessary skills and level of support required to expand the investment portfolio noting that any upfront expenditure will be drawn from the Revolving Investment & Infrastructure Fund and that the procurement will be undertaken

in two stages in line with the growth in the portfolio.

REASON FOR RECOMMENDATIONS:

The proposed arrangements will support the Council to continue to grow its portfolio and increase the level of income received from investments thereby enhancing its financial resilience over the longer term.

The provision of a substantial ongoing and resilient source of income to provide financial support to the Council's front line services is becoming increasingly important. Investments undertaken as a result of the strategy agreed in 2013 are successfully delivering a net income stream to the Council.

DETAILS:

Background

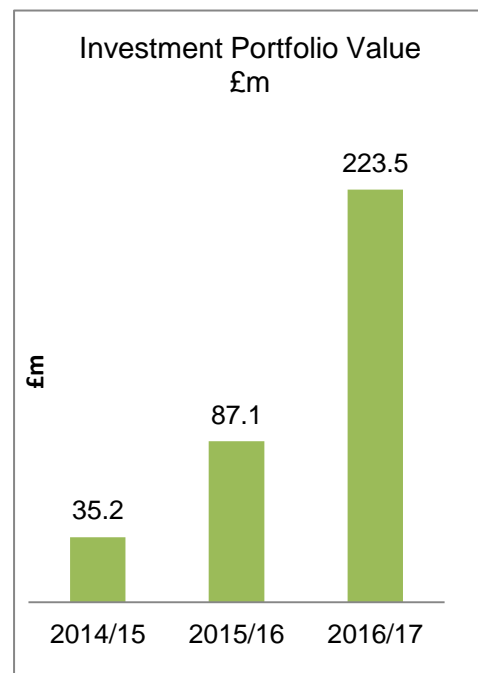
1. The Investment Strategy agreed by Cabinet in July 2013 was developed in response to the requirement for the Council to enhance its financial resilience in the longer term. The main principles of the Investment Strategy are as follows;
 - Creation of a diversified and balanced portfolio of investments to facilitate future service provision, manage risk and secure an ongoing annual overall return to the Council.
 - Use of the established Revolving Investment and Infrastructure Fund (the Investment Fund) to meet the initial revenue costs of funding initiatives that deliver savings and enhance income in the longer term.
 - The Investment Fund is to be used to support investments that generate additional income to support delivery of the Council's functions and services.
 - Investments that have the potential to support economic growth in the county of Surrey.
 - Retaining assets where appropriate and undertaking effective property and asset management, and if necessary associated investment, to enhance income generation.

2. The investment portfolio of the Council is therefore a combination of assets acquired or developed by the Council for future service needs, economic development and those acquired or developed by the property company. Cabinet approved the business case for the creation of the Property Company and associated subsidiaries in May 2014 in order to deliver the Investment Strategy and achieve a balanced property portfolio. The companies making up the Halsey Garton Property Group (HGP) were incorporated between June and July 2014.

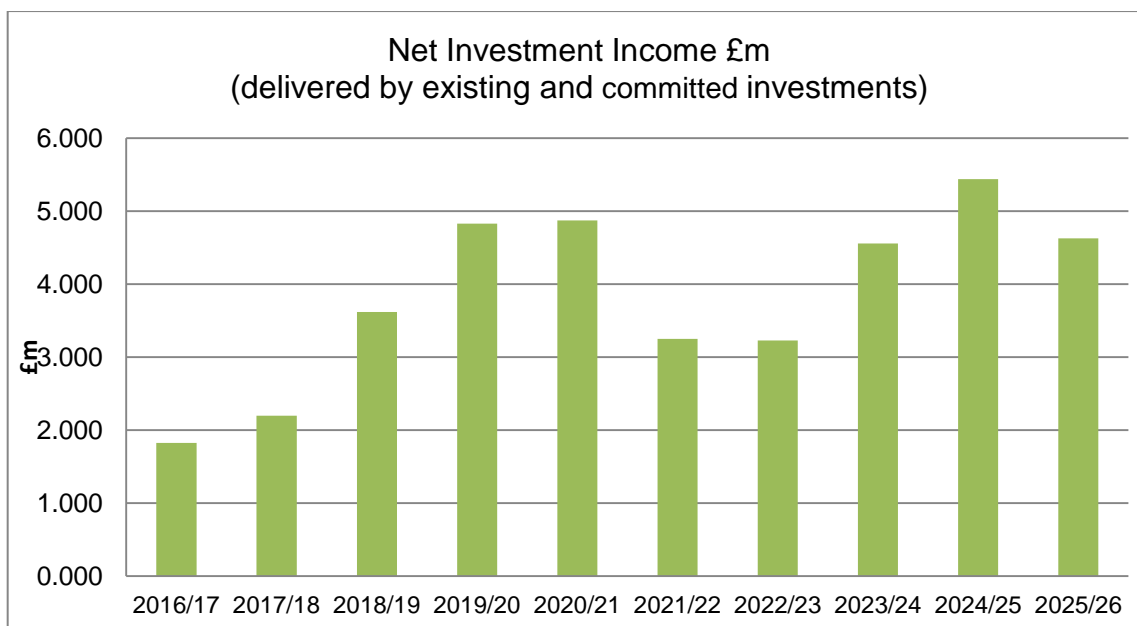
3. The governance for the Investment Strategy is provided by the Investment Advisory Board (IAB), established following the Cabinet report in July 2013 and comprising members of the Cabinet and the Chief Executive, supported by officers. The IAB is responsible for providing appropriate evaluation of opportunities prior to Cabinet approval and for the strategic management of the

overall portfolio consistent with the aims of the Investment Strategy. The IAB monitors the portfolio to ensure that an appropriately balanced and diversified portfolio is created over time, across the combination of directly Council-owned assets and those owned by HGP. Officers, supported by independent specialist professional advisors, support the Investment Advisory Board. These specialist advisors periodically evaluate the recommended portfolio of property investment, taking into account market conditions and achievable returns.

4. In accordance with the conditions set by the Prudential Code, investment in assets of a commercial nature are required to demonstrate a return in excess of the opportunity cost of capital which is calculated with reference to the Council's interest payable on equivalent borrowing and the statutory minimum revenue provision (MRP) that sets aside funds for repayment of the borrowing.
5. The Council currently owns an investment portfolio of over £200m which is forecast to deliver a net revenue, after the deduction of funding and other costs including administration, of £1.8m in 2016/17¹. This income return includes a part year effect for investments made during the year. The forecast portfolio, taking into account agreed acquisitions, including Farnham Brightwells, and the development of the Crawley site, will deliver a net average income of £3.8m per annum by 2019/20. The Revolving Infrastructure & Investment Fund will continue to be required in order to smooth the impact of variations in the annual income due to potential lease expiries and to provide the ability to deliver further developments, including the full development of the Crawley site.



¹ Excludes acquisitions proposed to Cabinet in February 2017 which may not complete in 2016/17.



6. The current property portfolio has developed over a number of years with the rate of growth increasing more recently. The Council has created a good reputation in the market by demonstrating its ability to complete acquisitions to agreed timescales and therefore is increasingly being invited to consider various potential acquisitions, including some that are off-market. As transactions in the UK investment property market were over £50bn in 2015, for example, there is ample opportunity to deliver further growth.

Growing the Portfolio

7. In the context of the increasing financial challenges faced by the Council, the IAB have considered whether it is appropriate to significantly increase the scale and pace of investment in order to deliver more income in support of the Council's services. The Board consider that the Council can build upon the success to date and that it is now realistic to restate the original aims for the strategy and grow the portfolio to reach beyond its original target income of £5m.
8. The IAB are supportive of significant growth noting that expanding the portfolio further will contribute to the creation of a diversified portfolio which will mitigate against risk – however, noting also that growth will be dependent upon appropriate opportunities coming to market and property market conditions generally. Acquisitions will be progressed that contribute to the creation of an ongoing income stream in accordance with the strategy with the Council continuing to take a long-term view in regard to capital appreciation and depreciation. The IAB therefore recommends that the Cabinet puts in place the arrangements to deliver an ambition of a significant growth in the property portfolio, reaching up to an annual income target of £10m by 2020/21.
9. The assets required to deliver this scale of income will be determined by market conditions and the Council's risk appetite. The table below provides a simplistic illustration based upon current achievable returns in the market.

Net Annual Return (after funding & other costs)	Estimated portfolio size required		
	Low risk / low reward	Medium risk & reward	High risk & reward
£5m	£500m	£333m	£250m
£10m	£1,000m	£667m	£500m
£15m	£1,500m	£1,000m	£750m
£20m	£2,000m	£1,333m	£1,000m

10. The purpose of the Investment strategy is to deliver an annual income stream in support of the Council's services and in doing so the Council is not assuming any gain from the value of the underlying assets. Instead a long-term view is being taken since the value of the assets may decrease as well as increase over time.
11. Asset values for investment properties are determined by a number of factors including market conditions, the length of lease left to run and the covenant of the tenant/s. Values are also sensitive to tax changes such as the changes to stamp duty last March. Assets held by both the Council and HGP are revalued each year as part of the year-end statutory accounts process. Any unrealised gain or loss is shown in the Council's comprehensive income and expenditure statement however this has no impact on the general fund of the Council – that is, no adverse implications for the tax-payer since adjustments of this nature are excluded according to statute. Similarly, any revaluation gain or loss related to properties held by HGP is shown in the company's profit and loss statement as an unrealised gain or loss but has no impact on the profit that can be distributed to the Council as its shareholder. The Council can choose to sell assets only when it is appropriate to do so since the rental income covers the associated funding costs.

Resource Implications

12. The Investment Strategy is delivered and supported by key officers in Property, Finance and Legal Services. There are a number of aspects to the resources required, split broadly between:
- sourcing, evaluating and completing acquisitions (including the financing arrangements); and
 - managing the portfolio on an ongoing basis, for example tenant & agency management, financial monitoring and forecasting as well as all aspects of running a separate company.
13. The key constraint to delivering further growth is the specialist resource available and therefore a number of options to provide the required capacity have been evaluated and in doing so it is recognised that the capacity is required for both the portfolio held directly by the Council and that held by HGP. It continues to be the case that the strategy is to manage the overall portfolio as one, to deliver diversity, future flexibility and enhanced returns.
14. The delivery models considered for providing the additional property capacity were to recruit further capacity in-house, delegate fully to an external provider

or to seek a strategic advisor to provide the specialist capacity required. These options were evaluated against the following criteria –

- Extent of control & strategic oversight
 - Access to consistent expert advice
 - Access to investment opportunities
 - Cost / value for money
 - Scalability
 - Risk management & access to market intelligence.
15. Each option is affordable since the resources will deliver net income to the Council and all the options are capable of ensuring that the Council continues to have access to expert advice and investment opportunities. The in-house option does not, however, provide scalability since it takes time to attract suitable investment property professionals to work for the Council as demonstrated by recent recruitment activity. The IAB wished to maintain control over investment decisions as well as strategic oversight and therefore the fully delegated model is not appropriate for the Council and tends to be the more expensive model.
16. The conclusion from the options analysis is that an advisor model delivers the advantages of the delegated model and the control / governance arrangements of the in-house model whilst being able to be flexible and deliver scalability to supplement and bolster the activities of the existing team. The advisor model ensures that there is continued access to expert advice and has the advantage of bringing strategic oversight and better access to market intelligence. The additional capacity will complement the Council's existing resources.
17. The IAB therefore recommends that the Council progresses the advisor model and that this will be undertaken in two stages in line with the growth in the portfolio– interim arrangements to support initial growth with an OJEU procurement exercise to find a long term advisor as the second stage. It is expected that the advisor will be remunerated in two ways which broadly follows the two aspects of the resource requirements explained above:
- Sourcing, evaluating and completing acquisitions: the advisor will provide property investment specialists to support acquisitions ensuring that each recommended purchase is in accordance with the Investment Strategy and contributes to the establishment of a diversified portfolio.
 - Managing the portfolio on an ongoing basis: the advisor will provide resources to assist in the day-to-day management of the property portfolio; for example tenant & agency management, tenant relationships, rent reviews, organising year-end valuations, analysing options for asset improvement and delivering any agreed programme of works.
18. Growing the portfolio also requires additional finance and legal resources. Key activities will continue to be delivered in house in order to provide reassurance to the Council that there are appropriate “checks and balances” in place and therefore further resources will be recruited. As with the external property advisor, these resources will be affordable since they deliver additional income. Where appropriate, specialist external suppliers and advisors will continue to be utilised – for example for some legal transactions and the provision of

specialist tax advice. The cost of resources required, whether internal or external, will continue to be recognised in the actual and forecast performance of the portfolio as it is now and where work is undertaken for the property company the cost must be charged at commercial rates.

Investment Advisory Board

19. A further possible constraint to the growth in the portfolio is the speed of decision-making. The Council has been successful in progressing and agreeing terms with vendors to grow the portfolio however there are occasions when the decision-making timetable has meant that opportunities have not been able to be progressed. In order to substantially grow the portfolio further, respond and compete with competitors in the commercial investment market; which typically includes institutional investors such as insurance and pension funds as well as high net worth individuals and, increasingly, other local authorities, it is appropriate to consider making some changes to the governance arrangements.
20. The Cabinet is therefore requested to consider asking the Leader to delegate authority to the IAB to approve property acquisitions, property investment management expenditure, property investment disposals and the provision of finance to the Council's wholly owned property company, HGP, provided that these decisions are within the scope of the agreed Investment Strategy. The Investment Advisory Board will continue to be supported by key officers, including the Section 151 Officer and Monitoring Officer with expert advice and support provided by the property investment advisor, once appointed.
21. The revised Terms of Reference are attached as Annex 1. In accordance with the proposed changes, the Investment Advisory Board will become known as the Investment Board. There will be no delegation of decision-making in relation to non-property investments, these decisions will continue to be made in accordance with existing governance arrangements – by Cabinet or Cabinet Member depending upon value.
22. Investment decisions will be made by the Board in accordance with the framework established by the agreed Investment Strategy. A scoring matrix will be used as a guide to this decision-making which will help to ensure that opportunities are measured and assessed in a common manner. The matrix is attached as Annex 2 to this report however this will undoubtedly evolve over time in line with the growth in the portfolio and changing market conditions. It is possible that opportunities will arise that do not score highly on the criteria but deliver a positive economic outcome and these will be progressed in accordance with the strategy to deliver schemes that support economic growth in the county. Similarly schemes that provide the ability to deliver future service needs whilst delivering an income to the Council will continue to form part of the portfolio.

Scrutiny

23. The Investment Board will provide an update of decisions made to Cabinet each month (as a part two item assuming that the proposed investments have not legally completed) and a summary investment position will continue to be reported as part of the monthly monitoring report considered by Cabinet. The Board will also produce a comprehensive property portfolio annual report detailing the acquisitions purchased, the portfolio of investments and the net

income position for Cabinet to consider and for the purposes of scrutiny. The Council Overview Board will be able to call the Investment Board to account for progress in relation to achieving the stated aims of the Investment Strategy.

CONSULTATION:

24. The IAB has reviewed and considered the proposals over a number of meetings and supports the recommendations in this report.

RISK MANAGEMENT AND IMPLICATIONS:

25. The Investment Strategy results in the Council is managing different financial risks. Investments will be subject to inherent economic and market risks which requires a balanced portfolio of investments to be built over time. The performance of the portfolio is monitored by the IAB. The Strategy notes a preference toward assets within Surrey that are of good quality, in good or growth locations, however, in order to create a diversified portfolio a mix of geographical locations is envisaged.
26. The risk of tenant failure may become a more important consideration in building a larger portfolio if the general economic conditions in the UK over the longer term are negatively impacted by Brexit or other factors. Investments will continue to be evaluated carefully and with due regard to risk and exposure to potential tenant voids and will be managed to avoid over-reliance upon single tenants or types of tenants in terms of their impact as a percentage of the total portfolio.
27. Development opportunities by their nature will have a higher risk profile but will also provide the opportunity for a greater rate of return. The Strategy gives priority to development opportunities within Surrey where the wider benefits to the county will be taken into consideration such as the provision of housing, new business premises or town centre regeneration.
28. The governance process put in place is designed to mitigate these risks. All investment expenditure will be based upon a robust business case, developed using appropriate specialist advisors and which takes into account due and proper consideration of the balance between risk and reward and an assessment of the underlying security of the investment to comply with the fiduciary duty the Council holds. The procurement of an advisor to provide capacity and to provide further strategic oversight will also ensure that the Council has access to consistent expert advice and better access to market intelligence and insight which will contribute to the appropriate management of risks.
29. A number of local authorities have recently agreed similar investment strategies with some significant large scale investments featuring in the industry and public sector press. All of these strategies, including SCC's, are to a large extent predicated on a local authority's ability to borrow affordably from the PWLB (Public Works Loan Board). There is a potential risk therefore of enhanced scrutiny from Government and this may be exacerbated by the proposed changes in governance for the PWLB that transfers its powers and responsibilities to the Treasury. There are, however, other sources of finance available to the Council if this were to be the case, for example, by participating in a bond issue with the Municipal Bonds Agency.

Financial and Value for Money Implications

30. The objective of the Investment Strategy is to invest in income generating assets to partially offset the impact of reductions in Government grant and to protect service provision. The Council may fund investments through the use of its reserves, capital receipts and prudential borrowing. The proposed long-term objective to continue the existing strategy at a greater scale and pace will continue to be subject to the same safeguards in that all borrowing will be undertaken in accordance with the Prudential Code that requires the borrowing to be affordable, sustainable and value for money.
31. All investments will continue to require a robust business case before proceeding and all investments are required to demonstrate a return in excess of the opportunity cost of capital and other associated costs of delivery. The cost of an investment advisor and further internal resources will therefore be recovered against the additional income that is delivered by the growing portfolio and, as such, is an affordable expenditure. It is expected that the advisor will be remunerated in two ways, a fee charged as a percentage of acquisitions and disposals and a percentage fee determined by the rent receivable to pay for day to day property asset management activities and strategic oversight of the portfolio. The detailed methodology and associated costs and value for money considerations will be tested as part of the Council's normal procurement processes.

Section 151 Officer Commentary

32. A significant increase in the size of the investment portfolio will deliver additional net income to the Council in support of its essential front-line services. The increased portfolio will not necessarily increase risk since there are greater opportunities for diversification, however the governance arrangements will continue to ensure that each investment is supported by a robust business case. In approving a business case, the Investment Board will satisfy itself that the investment is within the Council's legal powers, it has properly considered the advice from its specialist advisors (both internal and external) and that its structure provides the best value for money taking into account all financial considerations. Full due and proper consideration will be given to the balance between risk and reward and the underlying security of the investments proposed to ensure compliance with the fiduciary duty to ensure that the financial standing of the Council is protected.

Legal Implications – Monitoring Officer

33. The Council's overarching property investment strategy is underpinned by its powers to acquire properties for current or future service use, to dispose of properties surplus to service requirement and by the "general power of competence" introduced by the Localism Act 2011. Decisions as to whether acquisitions are made by SCC or by HGP are determined by the purpose for which they are acquired. When property investments are intended for service delivery they are acquired by SCC, as has always been the case. If they are acquired for a commercial purpose they are purchased by HGP which is a company within the meaning of s.1(1) Companies Act 2006.
34. In deciding whether to adopt the revised strategy, Cabinet should take into account its fiduciary duty to Surrey taxpayers and satisfy itself that the

Strategy's objectives are deliverable, that the required investment is affordable and that it is a prudent and reasonable use of the Council's financial and other resources.

Equalities and Diversity

35. There are no equalities and diversity implications arising from the Council undertaking the proposed investments.

WHAT HAPPENS NEXT:

36. Following Cabinet approval, officers will progress the associated procurement required to secure a specialist property investment advisor and progress the recruitment of other resources as required.

Contact Officer:

Susan Smyth, Strategic Finance Manager, Tel 020 8541 7588

Peter Hall, Asset Investment & Disposal Manager. Tel: 020 8541 7670.

Consulted:

Investment Advisory Board

Annexes:

Annex 1: Investment Board Terms of Reference

Annex 2: Investment Decision Guide

Sources/background papers:

Cabinet Report July 2013 – Investment Strategy

Cabinet Report May 2014 – Establishment of a Property Company

**SURREY COUNTY COUNCIL****INVESTMENT BOARD****TERMS OF REFERENCE****Overview**

The Investment Board will oversee the development and management of the portfolio of investments created in accordance with the Investment Strategy of the council. The board has delegated authority from the Leader to;

- approve property investment acquisitions
- approve property investment development and management expenditure
- approve the provision of finance to the council's wholly owned property company, Halsey Garton Property Ltd, for the purposes of the Investment Strategy
- approve property investment disposals (including those held by Halsey Garton Property Ltd)

The board will recommend non-property investments to Cabinet for approval.

Membership

- Leader of the Council (Chairman)
- Deputy Leader of the Council
- Cabinet Member for Business Services & Resident Experience
- Associate Cabinet Member for Assets and Regeneration
- Cabinet Member for Adult Social Care
- Chief Executive

The Investment Advisory Board will be supported and advised by the following officers of the council;

- Director of Finance
- Director of Legal, Democratic & Cultural Services
- Chief Property Officer
- Secretary to the Board

The Investment Advisory Board will additionally be supported as required by appropriate professional external advisors which will be commissioned by the Investment Board when deemed necessary in relation to specific investment or types of investments.

Purpose

1. The Investment Board will consider all proposals that contribute to the delivery of the investment strategy and meet the investment criteria. Officers will provide advice on each proposal for consideration. This advice will include how each investment proposal could be taken forward, including a consideration of the risks, structuring and financing required.
2. Each investment considered by the Investment Board will be supported by a business case. In approving a business case, the Board will satisfy itself that the investment is within the council's legal powers, it has properly considered the advice provided and its structure provides value for money taking into account all financial considerations, including taxation. Full due and proper consideration will be given to the balance achieved between risk and reward and the underlying security of the investment proposed to ensure compliance with the fiduciary duty of the council.
3. The Investment Board will be responsible for approving all property investment acquisitions and for approving the provision of finance to the council's wholly owned property company, Halsey Garton Property Ltd, for the purposes of the Investment Strategy.
4. The Board will be responsible for approving all property development expenditure where this results in an asset that will be managed as part of the investment portfolio and will be responsible for approving property management expenditure for the portfolio including projects that deliver additional value to an existing asset. The Board will be responsible for the approval of the provision of finance to Halsey Garton Property Ltd for the same purpose
5. Appropriate non-property investments will be recommended to Cabinet for approval.
6. The Investment Board will be responsible for approving the strategic management of the overall portfolio of investments, ensuring that an appropriately balanced portfolio is maintained over an agreed period and that all risks, including those that are emerging are given due consideration.
7. Unless approval of Full Council is required by law the Board will be responsible for approving the disposal of property investment assets including those held by Halsey Garton Property Ltd.
8. The Investment Board will consider and recommend the use of the Revolving Investment and Infrastructure Fund (the Investment Fund) to meet the initial revenue costs of appropriate initiatives that deliver income in the longer term. The Board will receive reports twice a year regarding the status of the Investment Fund for consideration.

9. The Investment Board will approve the use of the Revolving Investment and Infrastructure Fund to procure external advice, for example property investment advisors, legal and financial specialists, including taxation advice.

Scrutiny

10. The Investment Board will provide a report on the investment portfolio and its performance to Cabinet annually and provide summary information to each Cabinet meeting as part of the update of decisions taken and the financial monitoring report.
11. The Council Overview Board will be able to call the Investment Board to account for progress in relation to achieving the stated aims of the Investment Strategy.

Scope

12. The Investment Board will consider all significant investment activity including, but not limited to, the acquisition of property, share capital and provision of financial assistance, for example loan financing.
13. The Investment Board will consider investment in council owned trading companies (LATC) where the proposal includes significant financial investment in excess of £1.0m. Once established, trading companies will be overseen by the Shareholder Board.

Evaluation Criteria

14. The Investment Board will apply the criteria described in the Investment Strategy approved by Cabinet in July 2013 in evaluating proposed investments. These are;
 - a) The acquisition or investment is within the powers of the Council and can be undertaken with appropriate regard to tests of reasonableness, fiduciary duty and value for money.

If this is the case, then the following criteria will be evaluated;
 - b) The amount of investment required is greater than the threshold for investment which has been set for the Investment Strategy (initially more than £10m except for trading opportunities where this threshold will not apply). In establishing the portfolio it may be the case that smaller sized investments will be considered.
 - c) The period over which a return will be made, ensuring that this is achieving a balance between the short, medium and longer term.

- d) Whether the investment aids the achievement of a balanced portfolio in the longer term.
- e) That the rate of return is consistent with the level of risk involved (within tolerances) as defined by the Investment Strategy.

Meetings

- 15. The Investment Board will have scheduled meetings on a monthly basis with further meetings arranged if necessary in order to respond promptly to opportunities. Meetings will be cancelled if there are no agenda items to be discussed.
- 16. The quorum for the Board is a minimum of 3 members, with one being the Leader or Deputy Leader.
- 17. The Chairman approves the agenda for each meeting. The agenda and papers for consideration are circulated at least two working days before the meeting. After each meeting, the Chairman approves the meeting notes and actions agreed. Susan Smyth, Strategic Finance Manager, will act as secretary to the Board.
- 18. The Investment Board will review the Terms of Reference annually.

Annex 2: Investment Guide

Investment decisions will be made by the Investment Board in accordance with the framework established by the agreed Investment Strategy. The scoring matrix below will be used as a guide to this decision-making which will help to ensure that opportunities are measured and assessed in a common manner. This guide will undoubtedly evolve over time in line with the growth in the portfolio and changing market conditions. It is possible that opportunities will arise that do not score highly on the criteria but deliver a positive economic outcome and these will be progressed in accordance with the strategy to deliver schemes that support economic growth in the county. Similarly schemes that provide the ability to deliver future service needs whilst delivering an income to the council will continue to form part of the portfolio.

example considerations

Criteria	Description	Maximum Weighted Score	<i>example considerations</i>				
			Excellent	Good	Acceptable	Marginal	Poor
			5	4	3	2	1
Portfolio Strategy Context	The extent to which the property meets the strategy and contributes to the achievement of a diversified portfolio	15	Under-represented sector				Sector already heavily represented
Location: Macro	Quality of the location (town, city, area) with regard to the property use	15	Major Prime	Prime	Major Secondary	Micro Secondary	Tertiary
Location: Micro	Quality of the individual situation of the property within the macro location, with regard to the property use	15	Excellent transport / footfall				Location with limited benefit
Tenant Covenant	Ability of the tenant/s to pay the rent for the duration of the lease. Credit rating of the tenant	15	Excellent financial covenant	Strong financial covenant	Good financial covenant	Poor but improving covenant	Poor financial covenant

example considerations

Criteria	Description	Maximum Weighted Score	<i>example considerations</i>				
			Excellent	Good	Acceptable	Marginal	Poor
			5	4	3	2	1
Building Quality	Quality of the building compared to the Industry standard Grade A for the property type	15	New, modern or recently refurbished	Good quality-no spend required for 20 years+	Good quality but spend required in 10 years	Spend required in 5 years	Tired / Significant spend CapEx likely
Lease Term	Length of the secured income.	15	Greater than 15 years	Between 10 and 15 years	Between 6 and 10 years	Between 2 and 5 years	Under 2 years / vacant
Lease Structure	Tenant repairing obligations, rent review mechanisms	15	Full repairing and insuring	Full repairing and insuring-partially recoverable	Internal repairing	Internal repairing-partially recoverable	Landlord responsible
Rental Growth Prospects	Opportunity / Likelihood to increase passing rent	15	Fixed uplifts at frequent intervals				Significantly over-rented (tenant paying above the market)
Occupational Demand	Anticipated level of demand from alternative occupiers if the tenant/s were to vacate	15	In demand from many tenants		Reasonable prospect of securing new tenants		Niche with limited demand

example considerations

Criteria	Description	Maximum Weighted Score	<i>example considerations</i>				
			Excellent	Good	Acceptable	Marginal	Poor
			5	4	3	2	1
Management Intensity	Complexity and cost of managing the property	10	Single Tenant				Multiple Tenants
Liquidity	The degree to which the property can be quickly sold in the market without affecting the price	10	Lot size & sector attractive to investors				Attractive to niche purchasers only
Alternative Use / Underlying Value	The value of the land and the opportunity to explore a change of use should this be required	10	Favourable location / planning				No opportunity to change use
Tenure	Freehold / Long Leasehold. Consideration of any ground rent obligations	10	Freehold	Long Leasehold 125 years + / peppercorn ground rent	Lease between 100 and 125 years / peppercorn ground rent	Lease between 50 and 100 years	Less than 50 years and/or high ground rent (10%+)
Asset Management Opportunities	Opportunities to add value to the property	5	Significant opportunity to add value				No opportunity

example considerations

Criteria	Description	Maximum Weighted Score	<i>example considerations</i>				
			Excellent	Good	Acceptable	Marginal	Poor
			5	4	3	2	1
Financial Return (risk v reward)	The forecast financial return considering the risk profile of the property and in accordance with the sector.	20	Return higher than expected for sector / the risk profile				Return lower than expected for sector / risk profile
Weighted Score		200	A property will be expected to score at least 140 out of 200 (70%) on the above matrix unless there are other economic / wider benefits to be delivered within the county.				

SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****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 (EZ) 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 funds 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.

EM3, 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. There is a Programme Steering Group overseeing the development of the EZ of which Surrey County Council is a voting member.

Cabinet agreed in December that the Enterprise M3 Local Enterprise Partnership (EM3) should sign a memorandum of understanding with the Government setting out the principles for establishing an Enterprise Zone. Cabinet are now asked to agree that EM3 submit an Implementation Plan (the Plan) for the EZ to Government which will allow it to be formally established from 1 April 2017

The M3 EZ will last for 25 years. The Plan sets out an investment programme to accelerate growth in the area and enable a greater business rates uplift and has to be submitted by EM3 by 31 March. There are no direct or immediate financial implications for the County Council and the investment and development in the zone will not involve the County Council's financial resources.

RECOMMENDATIONS:

It is recommended that Surrey County Council agrees that Enterprise M3 should submit the Implementation Plan (included in the Part 2 Annex) to Government.

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 further detailed work for the Implementation Plan suggests that the EZ could deliver about 130 new businesses, over 10,000 new jobs and generate an additional £230 million in retained business rates. For the Longcross site there could be 32 new businesses, 4100 new jobs and 90,000 sqm of new floor space with the development generating over £140 million in additional business rate income over the full 25 year period.

Successful implementation of the EZ requires support from all the relevant local authorities. 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 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.
2. EM3, 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. 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.
3. The Enterprise Zone will start from April 2017 and last for 25 years.
4. This paper seeks agreement to the Implementation Plan for the first 5 years of the EZ to be submitted to Government. The Plan includes an economic vision, an initial investment plan and governance arrangements. A marketing plan is also being developed.

Enterprise Zone Implementation Plan

5. The Department for Communities & Local Government (DCLG) require an Implementation Plan to be submitted by 31 March. The Plan gives both local partners and Government confidence about how the EZ will be developed. Accordingly, all partners need to be signed up to it. The Plan provides a clear statement of action for 5 years and a direction of travel for the following 20. Crucially this includes a clear view about what is needed by way of up-front

investment to accelerate delivery and make the sites viable for attracting businesses, thereby generating the increase in business rates that will fund much of the investment.

6. Cabinet agreed in December that EM3 should sign a formal Agreement between the LEP and DCLG which sets out principles for the operation of the Enterprise Zone and in particular the business rate collection and associated expenditure. These include 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. The key advantage of an Enterprise Zone is that once the initial upfront investment in the infrastructure/enabling works has been met, the full amount of the increase in business rates generated for the next 25 years is retained for the benefit of the EZ area, rather than this going back to Treasury. This, along with the additional reliefs offered to occupiers within EZs, makes the approach much more effective from the perspective of maximising investment in the area and supporting local business growth.
8. From a local authority perspective, 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. On this basis, even with a wider business rate retention scheme as proposed by Government, there are significant advantages through the EZ arrangements because by being outside the reset and tariff arrangements the full growth in business rate is retained for the full period to the end of the EZ arrangements.
9. The latest draft of the Plan is in the Part 2 Annex because it includes a substantial amount of commercially confidential information about the sites. It includes:
 - An overview of each of the three sites in the EZ
 - The Economic Vision for each of the three sites which will be used as the framework for promoting their overarching strengths and distinctive offer
 - The main principles for implementation of the investment plan
 - A summary of the Investment Plan model setting out how the priority projects have been identified
 - Details of the priority projects identified for the EZ and the investment required at each site in order to accelerate delivery and optimise growth in business rates
 - Governance arrangements
 - The key risks identified in relation to development at each site
 - Outputs and monitoring.

10. More detail on some of these issues is provided in annexes to the Plan which include reports on the economic vision, the detailed investment plan and the property market. The latter two are in the Part 2 Annex because of the commercially sensitive nature of their contents.
11. The Plan has been tested through meetings with the senior officer leadership at each district/borough council and county council with an EZ site and with relevant portfolio holders. This process has identified priority interventions and the possible timing of development. These interventions are described in Implementation Plan although each will undergo further due diligence including how they should be funded. As such the current list of interventions reflects the maximum likely expenditure which would need to be funded from business rate growth. Chief Finance Officers are satisfied that even in the worst case scenario there should be a very significant financial surplus once these initial interventions have been implemented.
12. The governance structure included in the Implementation Plan builds on the principles that were agreed by the partners at the same time as the MOU with Government (and which are included as an annex to the Plan).
13. A formal Programme Steering Group (PSG) will be set up once the Enterprise Zone is approved (taking over from the interim PSG which has guided the development of the Implementation Plan). The development and promotion of specific intervention proposals for each site will be undertaken by local delivery teams including the relevant landowners. This will be completely separate from decision-making on funding of projects (including the allocation of the income generated through retained business rates) which will go through the same process of appraisal as for proposals to make use of Local Growth Fund.
14. The accountability arrangements for the use of retained business rates has been agreed between the Accountable Body (AB) (Hampshire County Council) and Chief Finance Officers. Business rates income will be held by the AB which will provide the treasury management function for the ring fenced EZ receipts as required by Government. EM3 has agreed that the notional allocation of Business Rates growth (notional in that the cash is held by the AB) 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 making proposals for investing 50% of the retained business rates for Longcross in the local area. The intention is that over the period that the EZ is in operation the level of investment for each site should be equivalent to the amount of business rate income generated from that site. On that basis if the Longcross site generated in excess of £140 million in business rate growth, the expectation is that an equivalent amount would be retained for investment that benefits the area.
15. In the early years of the EZ, receipts from business rates growth are likely to be modest, increasing as infrastructure is developed. Putting the infrastructure in place will therefore require the use of forward-funding arrangements. Accordingly, it is likely that projects will have a lead local authority or other organisation for the development and implementation of a scheme. Financing of individual projects will be considered on a case by case basis and may involve the use of prudential borrowing or other forms of capital resources including other partners and the LEP. Some or all of these resources would then be reimbursed from EZ business rate income. Any borrowing against

future business rates receipts will be reimbursed or paid back from the EZ receipts before remaining funds are used to support wider economic priorities. The Implementation Plan does not require Surrey County Council to incur any up front expenditure or to undertake any borrowing.

16. The EZ does not affect the section 106 agreement that has been negotiated for the Longcross site.
17. A marketing plan is being developed. Local partners are well advanced in their plans for individually marketing their sites. EM3's role will be as a "wrap-around" activity supporting individual marketing efforts.

CONSULTATION:

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

RISK MANAGEMENT AND IMPLICATIONS:

19. There are no specific risks to SCC from the operation of the EZ. The Implementation Plan includes initial 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 have been determined and included in the Implementation Plan along with the risks and opportunities associated with them. A risk register and mitigating actions is included in the Plan. These include risks that the business rates generated are lower in practice than has been anticipated and that there is an increase in development costs. However, there is a very substantial buffer in terms of the business rate income that is expected above the indicative costs which should be capable of absorbing even quite significant movements in income or costs.

Financial and Value for Money Implications

20. For the Longcross site the Implementation Plan suggests that there could be 32 new businesses, 4100 new jobs and 90,000 sqm of new floor space with the development generating over £140 million in additional business rate income over the full 25 year period. There are no direct or immediate financial implications for the County Council and the investment and development in the zone will not involve the County Council's financial resources.
21. The growth in business rates at Longcross is to be retained within the Enterprise Zone for the 25 year period, with 50% being allocated to the LEP, and 50% to the two local authorities for the Longcross area – Runnymede Borough Council and Surrey County Council. A memorandum of understanding between Runnymede BC and Surrey CC will determine the funding for place-making expenditure incurred by each authority within the Zone.

Section 151 Officer Commentary

22. The Enterprise Zone is expected to generate additional business rates growth. While there is a risk of some displacement, the principles of the

agreement referenced in paragraph 6 seek to address and minimise this risk. Business rates growth will be retained within the Enterprise Zone under the Government's conditions so any growth will not become part of the 100% Business Rates Retention Scheme. The current level of business rates is relatively low and an agreement with Runnymede Borough Council will 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

23. LEPs are a voluntary grouping of businesses and local authorities established in 2010. The Council is able to support the work of Enterprise M3 and its proposals to create an EZ through its powers to promote the development and economic improvement of its area. Cabinet gave its support to the EZ proposals in December 2016 and is now being asked to approve the detailed implementation plan for submission to Government.
24. The governance proposals, as set out in the annex to the Plan, cover how decisions will be made concerning the development of the EZ in the future. The Council will have continued involvement through its membership of the Programme Steering Group (PSG) for the EZ.
25. As described in the previous Cabinet paper on the EZ, an MOU between the Council and Runnymede BC will be drawn up to cover the arrangements for developing more detailed proposals for using the retained business rates. This MOU is intended to 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

26. There are no identified negative equalities impacts. Where additional funding for infrastructure and transport schemes is secured, there will be positive impacts through 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:

27. The activities relating to the Enterprise Zone set out in this paper will be developed through the Implementation Plan.
28. 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 allocation of retained business rates, are focused on agreed priorities.

Contact Officer:

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

Consulted:

Leader
Deputy Chief Finance Officer

Director, Enterprise M3 Local Enterprise Partnership

Annexes:

Annex 1 - Report on Economic Vision

Plus part 2 report and annexes

Sources/background papers: Cabinet Report December 2016

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Enterprise M3 - Enterprise Zone Economic Vision

A Report by Regeneris
Consulting

Enterprise M3

Enterprise M3 - Enterprise Zone Economic Vision

16 March 2017

Regeneris Consulting Ltd
www.regeneris.co.uk

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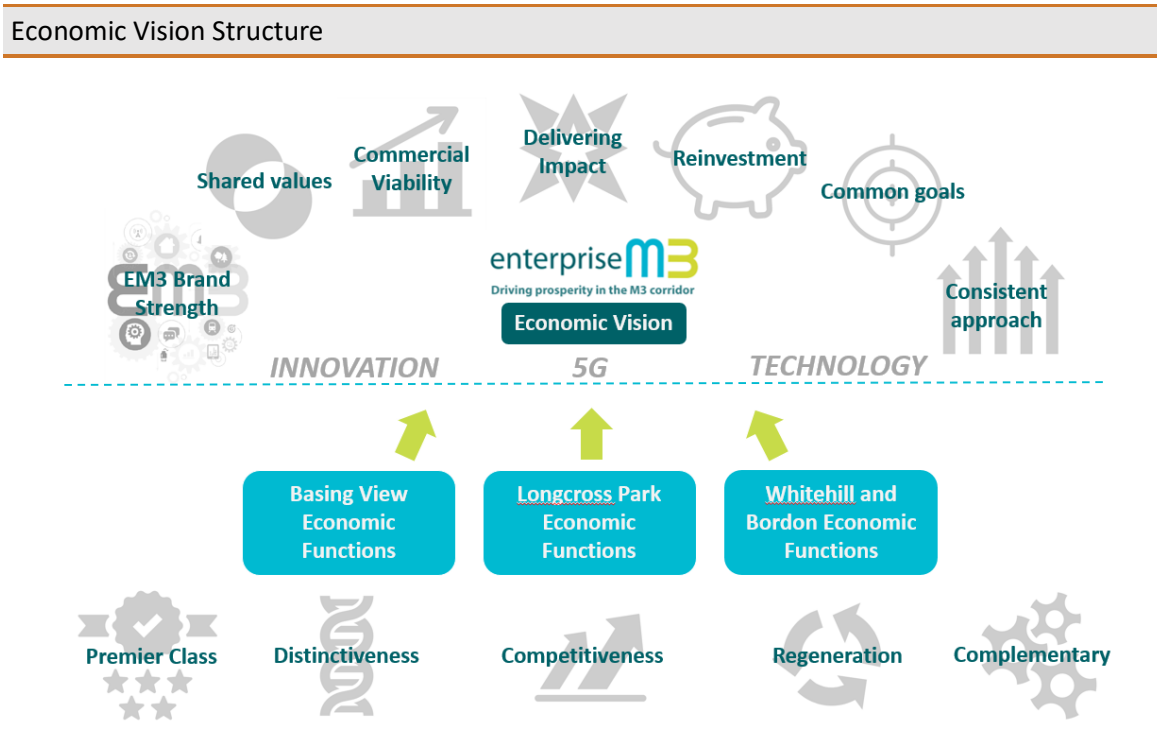
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Summary - Emerging Enterprise Zone Vision

- ii. The Enterprise M3 Enterprise Zone Vision is a unique one, underpinned by investments in three complementary locations, Basing View, Longcross and Whitehill and Bordon. Through a set of common goals, and mutually beneficial investments it aims to provide a legacy which is of genuine significance to the UK's economy.

Balancing Collective Strength and Local Distinctiveness

- iii. In order to add maximum value, the economic vision needs to strike a balance between the collective strength of EM3, its brand and growing reputation,; as well as recognising the importance the respective local characteristics and distinctiveness of each of the sites which make up the enterprise zone.



Source: Regeneris

EM3 Enterprise Zone Emerging Economic Vision

- iv. By 2042, through the Enterprise Zone, three new complementary business locations will have been created in Surrey and Hampshire.
- v. The Enterprise Zone will provide opportunity to accommodate new international businesses, reinforcing the LEP's role in one of UK's most highly skilled and well connected locations. This will further enhance Enterprise M3's ability to compete for global investment and footloose international businesses.
- vi. It will provide the distinctiveness and flexibility to accommodate new sectors which will be fundamental to the UK's economic evolution. This will mean accommodating new working

practices and providing the spaces and technology which will differentiate EM3 from other locations, making it a beacon for the UK's new position in the international economy.

- vii. The Enterprise will also act as a conduit for the evolution of local activity; accommodating and facilitating local business growth and connecting this to national and international opportunities.

The Function of the Sites

- viii. The headline function of the three sites in supporting this vision, is set out below and in more detail in section seven:

- **Basing View: An Innovation District for the M3 Corridor** - A flourishing business ecosystem – a mix of large and small businesses working together, providing an attractive complement and ultimately an alternative to Reading and the M4 corridor.
- **Longcross Park: Internationally Connected Premium Offer** – An internationally significant business destination on the M3-M25 axis, closer to Heathrow than any other Enterprise Zone.
- **Whitehill and Bordon: A New Economic Place** – A key complement for the establishment of a vibrant new settlement, incorporating wider regeneration and transformative place-making, accommodating high growth SME's from across the region.

Principles of EM3 Enterprise Zone Activity

- ix. It is important that the LEP has some clear principles and terms of engagement to support their interaction and activities; particularly, where this relates to each site's contribution to EM3's overall economic vision.
- x. The remit and make-up of the LEP allows it to play a critical role in ensuring quality; partnership and collaboration; accelerated impact; distinctiveness rather than duplication; functional links and agglomeration; and delivery of the infrastructure which will enable transformational change.

1. The Need for an Economic Vision

- 1.1 Regeneris was commissioned by Enterprise M3 Local Enterprise Partnership (EM3 LEP), in conjunction with Cushman & Wakefield to develop an economic vision for its Enterprise Zone. This incorporates an appraisal of the future function of the three sites which make up the overall enterprise zone proposal.
- 1.2 The purpose of the vision is to help guide priority-setting around shared aspirations and provide the foundation for an implementation plan which is being developed by Cushman and Wakefield. In this context, it is crucial decisions undertaken are based on a robust and a collective understanding of local economic strengths and weaknesses, assets and a consensus on future growth priorities.
- 1.3 This is an important time to establish a LEP-wide consensus view and sense of ambition, setting the scene for a more detailed consideration of the operating principles of the three sites which make up the Enterprise Zone, that will be defined in the outline business case.
- 1.4 Equally, this is an exciting opportunity for the LEP to consider what can be achieved within a twenty-five-year period. Each site has specific competitive advantages and potential strengths in priority sectors identified in the LEP's Strategic Economic Plan. The Enterprise Zone will also act as a key conduit for an ongoing discussion with Government, leveraging investment and strengthening links with national policy.
- 1.5 This report represents a cohesive vision for the future, emphasising an appetite for continued success and building on EM3's considerable existing strengths. It also reflects a commitment to use Enterprise Zone status to maximise the potential for socio-economic benefit, commercial returns, and wider regeneration impact.
- 1.6 The document is structured as follows:
 - EM3 background and strategic context
 - An introduction to the Enterprise Zone, its constituent parts and the associated benefits
 - An assessment of each of the Enterprise Zone sites and their respective qualities
 - A consideration of future workspace requirements relevant to the LEP's priority sectors
 - The emerging EM3 LEP Enterprise Zone vision and the potential contribution of each of the three sites to this, through their independent and complimentary functions

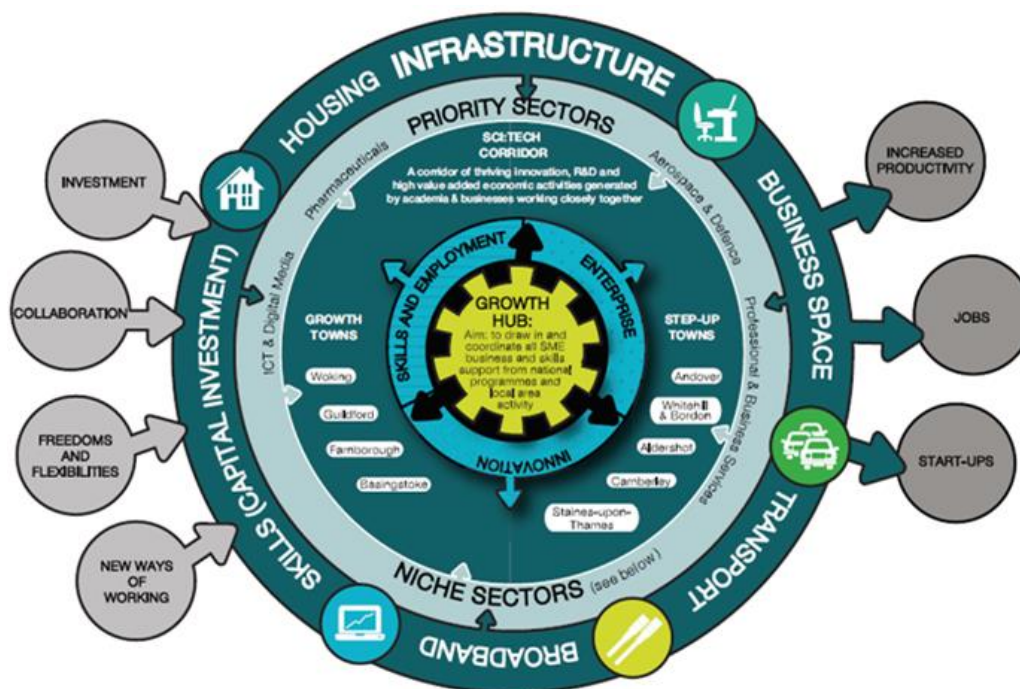
2. EM3 LEP – Driving the South East Economy

- 2.1 EM3 LEP seeks to drive prosperity, economic growth and competitiveness within an area of Surrey and Hampshire covering some 445,000 hectares.
- 2.2 As part of the wider South East, the LEP makes a major contribution to the UK economy, pioneering sector specialisms and acting as a draw for global business and domestic innovation. EM3 possesses the third highest total GVA contribution, of £51.2bn, higher than any other South East LEP, and is only second in terms of GVA per head.
- 2.3 The LEP operates within a network of existing economic and regeneration activity, working in partnership to deliver its strategic goals. This cooperation extends to a variety of key stakeholders, including the private sector, local authorities, Government, a network of adjacent LEPs and other economic development delivery agents.
- 2.4 The LEP's SEP, published in 2014 (with planned revisions in 2017), outlines EM3's economic performance, strengths and priority growth sectors, which provide the basis for investment and intervention:
- **Demographics** – a combined population of over 1.6 million people, including a large working age population.
 - **Labour Market** – a skilled workforce, sought after by high value employers, with strong levels of employment and economic activity.
 - **Location** – adjacent to the London urban area and other regional population centres, intersected by motorways and close to Heathrow Airport.
 - **Knowledge and Innovation Assets** – significant educational assets such as Royal Holloway University and the University of Surrey, as well as Surrey Research Park.
 - **Quality of life** – locations that frequently rate highly on quality of life indices, with good access to green space, natural assets and landscapes.
 - **The home of businesses large and small** – businesses of all sizes, with multinational and SMEs successfully trading in EM3.
 - **A global profile** – a reputation for excellence in a highly competitiveness marketplace.
- 2.5 Also of significance, is the LEP's governance and relationship with primary delivery partners, such as the private sector and Government. This has translated into a legacy and track record of success. This is evident in the agreed Growth Deals, securing millions of pounds of priority investment for maximum local impact. Major achievements in 2015/16 include:
- £148m of Local Growth Funding secured and invested
 - £13m of launched calls for EU funds
 - Launched the EM3 Growth Hub
 - 4 established STEM Centres
 - Commissioned a Strategic Transport Study across 4 LEP areas
- 2.6 EM3's reputation for delivery has enabled the establishment of a unique Enterprise Zone, built around three key sites. This provides a new centrepiece to the EM3 offer, reinforcing the LEP's identity as a place to do business, whilst adding greater incentive and an additional element to the area's economic competitiveness. With Enterprise Zone status secured, EM3 is well-placed to emphasise its advantages and sites that are complimentary and individually distinctive.

EM3's Growth Priorities

- 2.7 EM3's SEP provides a framework for the LEP's ambition and priority interventions, over the period 2014-2020. Using an evidence-based approach, it also provides a focus on the sectors that are most important to the area in terms of their existing significance, niche value and growth potential.

Figure 2.1 EM3 LEP Delivery Approach



Source: EM3

- 2.8 The identified priority sectors, as defined by the SEP, are:
- IT & Digital Media
 - Pharmaceuticals
 - Aerospace & Defence
 - Professional & Business Services
- 2.9 These priorities are complimented by niche sectors that provide EM3 with additional competitive advantages, including Satellite Technologies, 5G, Cyber Security and Advanced Manufacturing. In addition, since 2014 further specialisms have also been identified in Advanced Automotive, Veterinary Medical and Creative Media (Gaming) technology.
- 2.10 Whilst the SEP draws together an aggregated view of strategic priorities, there are local specialisms, with evidence of clustering specialisms varying by location. This aligns to the Enterprise Zone sites and their potential to accommodate expansion in specific sectors.
- 2.11 At a local level, there are several complimentary plans that integrate with the SEP and set out local growth ambitions, sector specialisation and a package of priority investments:

Table 2.1 Relevant Local Plans

Plan	Overview
Basingstoke and Dean Economic Masterplan	<ul style="list-style-type: none"> • 20-year vision ensures a thriving future for those who live/work in the borough • Lays out major proposals for the future, that are needed to attract external investment (transport, business developments) • Used to attract funding and encourage companies to bring jobs to the borough
Borough and District Local Plans	<ul style="list-style-type: none"> • These set the spatial planning strategy for economic development and growth, including considering the opportunity to apply special planning principles to sites
Borough and District Employment Land Reviews	<ul style="list-style-type: none"> • These inform planning policy through an analysis of the supply and demand for employment land, considering projections in employment and housing growth
EM3 Commercial Property Study	<ul style="list-style-type: none"> • Closely aligned to the Employment Land Review, this assesses supply and demand factors impacting the commercial property market, including workspace requirements, quality of stock and population projections
Runnymede Borough Council Functional Economic Area Analysis	<ul style="list-style-type: none"> • Published in This report considers the geographic extent of the 'functional economic area' (FEA). • Sets out why Runnymede Borough Council (RBC) needs to identify the extent of this area, and considers what is meant by the phrase 'functional economic area' in the context of planning policy.
Runnymede Economic Strategy	<ul style="list-style-type: none"> • Currently in development, with consultation undertaken during summer 2016. • The document will assess the Borough's business performance and prospects, and seek your input to develop the Borough's economic strategy.

Source: EM3, LEP area Borough and District Councils

- 2.12 Collectively, these plans offer the foundations for the economic vision and assert the conditions needed to make the Enterprise Zone successful.

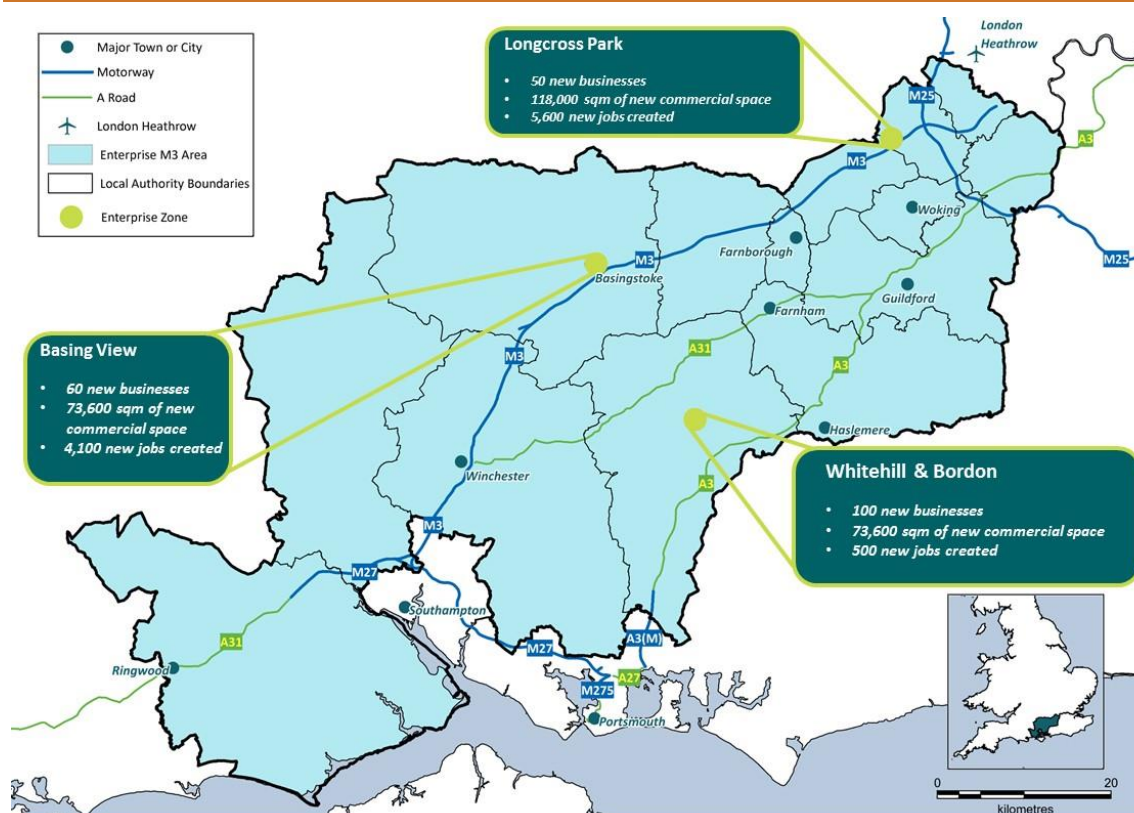
3. EM3 Enterprise Zone – Collective Strength, Impact Through Differentiation

3.1 EM3 has secured Enterprise Zone status, focussed on three locations. These are:

- 1) **Basing View** – Basingstoke (Basingstoke and Deane Borough Council)
- 2) **Longcross Park** – Longcross (Runnymede Borough Council)
- 3) **Whitehill and Bordon** – Whitehill and Bordon (East Hampshire District Council)

3.2 The map below illustrates the geographical locations of the sites which make up the EM3 Enterprise Zone, in the context of the wider LEP area and neighbouring LEPs and Local Authorities.

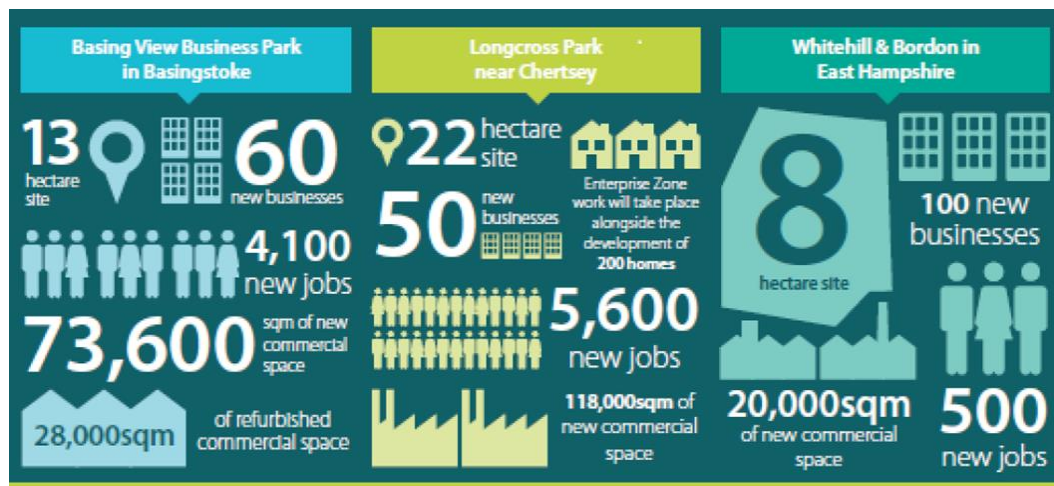
Figure 3.1 EM3 Enterprise Zone Map



Source: Regeneris

3.3 Having gained Enterprise Zone status, work is now underway to establish how these sites will evolve and how they can develop complementary activities and specialisms. The EM3 Enterprise Zone Implementation Plan sets out the scale of ambition for each site, clearly presenting the level of expectation and anticipated measures of success in the form of job creation, site regeneration, the development of new space and creation of start-up enterprise.

Figure 3.2 EM3 Enterprise Zone Delivery Ambitions



Source: EM3

3.4 The Enterprise Zone is scheduled to provide the following outputs per the 2016 application¹:

- **211,600 m²** of new employment floorspace
- **28,000 m²** of refurbished employment floorspace
- **10,200** jobs

3.5 Each site will make a significant contribution to the EM3 economy, whilst reinforcing the area's reputation as a first-class destination to invest, do business and ultimately prosper.

3.6 Sites will also support and unlock additional housing and amenity which will help to enable a stronger local labour market and placemaking.

Enterprise Zone Principles and Benefits

3.7 Enterprise Zones remain a cornerstone of the Government's economic growth strategies, increasing prosperity and targeting investment by:

- Providing strong positive financial incentives for local authorities and communities to support and encourage local housing and business growth
- Supporting LEPs to establish collaboration between the public and private sector and between different authorities so that economic decisions are more business-led
- Substantial planning reform to ensure planning policy supports growth, and wider reductions in regulation, to make it easier to get things done and to drive local enterprise
- Greater financial flexibility locally so that there is greater scope to support local economic growth through new instruments such as Tax Increment Financing
- Providing direct support through funding streams, to give further help to areas where there are challenges or opportunities for local growth.

3.8 Within these underlying principles are a series of benefits, which define Enterprise Zones.

¹ Commercial floorspace values are those quoted in the Enterprise Zone bid; these are subject to revision as the Business Case develops and any necessary revisions are made to net internal areas.

Table 3.1 Enterprise Zone benefits

Incentives
<ul style="list-style-type: none"> • A business rate discount worth up to £275,000 per business, over a five-year period. • All business rates growth within the Enterprise Zone retained by the local area for a period of up to 25 years, for reinvestment in priorities. • Government help to simplify planning approaches such as Local Development Orders. • Government support to ensure superfast broadband is rolled out across the Enterprise Zone through regulation and investment. • Alignment with funding bidding rounds. • DIT support for inward investment or trade opportunities in the zone.

Source: DCLG

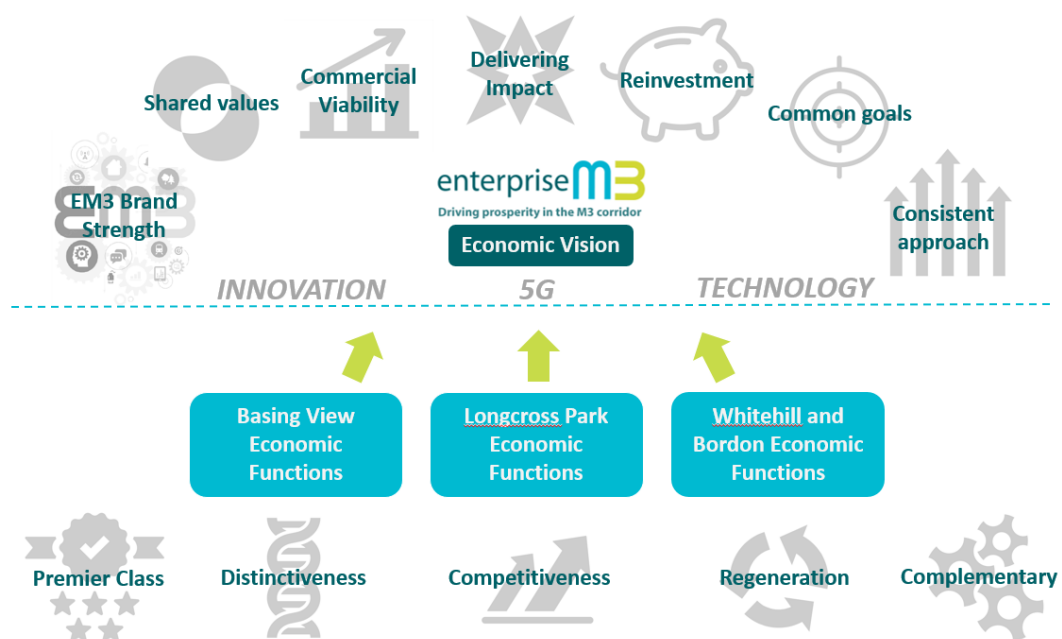
- 3.9 The LEP now finds itself at a stage where it is required to agree the application of the above benefits, influenced by local characteristics, target sectors and collective principles. The visions therefore illustrate the ambition to transform each site into exemplar destinations for business, as landmarks for economic growth and prosperity in the LEP area in 2042.

4. EM3 Enterprise Zone 2042 Vision – Evolution, Quality and Success

Balancing Collective Strength and Local Distinctiveness

- 4.1 In order to add maximum value, the economic vision needs to strike a balance between the collective strength of EM3, its brand and growing reputation; as well as recognising the importance the respective local characteristics and distinctiveness of each site. This suggests a tiered approach to articulating ambition to ensure the local and regional activities and opportunities are reflected.

Figure 4.1 Economic Vision and Functions Structure



Source: Regeneris

Economic Vision – Exemplifying Success in 2042

- 4.2 In keeping with the 25-year business rate reinvestment period which is afforded to the Enterprise Zones, respective economic visions are set out below. In each case, Enterprise Zone status offers unique opportunities to support transformation change by 2042.
- 4.3 It is important to recognise these visions need to function harmoniously and not seek to duplicate or create unwanted internal competition between the component sites.

EM3 Enterprise Zone Economic Vision

- 4.4 Through the Enterprise Zone, by 2042, three new complementary business locations will have been created in Enterprise M3. They will accommodate at least 10,000 jobs in a quarter of a million square metres of modern commercial space.
- 4.5 The unique three site zone will provide a breadth of offer that will appeal to a range of sectors and business sizes, unmatched by other Enterprise Zones nationally.

- 4.6 The Enterprise Zone will capitalise upon the area's key selling points, harnessing connectivity and a skilled labour market with the strength of the existing business base. Having capitalised upon sub-sector specialisms of international significance, the area will have levered value from 5G developments, cyber security and sustainable technologies to be recognised as one of the UK's premier hubs of innovation.
- 4.7 The Enterprise Zone will accommodate new international businesses, reinforcing the LEP's role in one of UK's most highly skilled and well connected locations. This will enable Enterprise M3 to compete even more effectively in attracting global investment and footloose international businesses.
- 4.8 It will provide the distinctiveness and flexibility to accommodate new sectors which will be the fulcrum of the UK's future economic evolution. This will mean accommodating new working practices and providing the spaces and access to technology which will differentiate EM3 from other locations, making it a beacon for the UK's new position in the international economy.
- 4.9 The Enterprise will also be a conduit for the evolution of local activity; accommodating and facilitating local business growth and connecting this to national and international opportunities.
- 4.10 It will act as an exemplar as to how commercial and residential developments can be established sustainably and side-by-side. Through smart planning and a commercial approach, housing can be delivered to unlock an expanded and skilled labour force, in the context of sustainable regeneration and place-making.

Scaling of Evolution

- 4.11 The actions to support evolution of the Enterprise Zone are explored more fully in the accompanying Cushman and Wakefield Report. Linked to this is a broad outline of how the Enterprise Zone might evolve.

First Five Years: Enabling

- Refining sector and specific sub-sector offer.
- Initial work to change publicise development and ensure that sites are increasingly perceived as commercial locations.
- Infrastructure investment will create the conditions to support business growth and differentiate each site within their markets.
- Early intervention on skills and labour market will ensure that companies can invest with confidence that they can recruit skilled labour.
- Initial development (and in some cases refurbishment) of commercial spaces to support growth.
- Testing and piloting new activity.
- Attraction, courting and securing anchor tenants.

Five to Ten Years: Embedding

- Significant period of investment in commercial space.
- Concerted marketing of locations and sites, focussing on international investment where relevant.

- Establish HE presence, R&D and knowledge transfer.

Ten Years +: Growing and Reinventing

- Ongoing communication of successes, constantly reinforcing positive messages on sites and locations.
- Additional investment in new infrastructure.
- Reprofiting of commercial spaces where necessary to meet the needs of new sectors and specialisms.

Principles of EM3 Enterprise Zone Activity

4.12 In articulating a vision for the Enterprise Zone, it is important that EM3 has some clear principles and terms of engagement. These may be refined over time, but initial principles of the vision are:

- **Quality** – The Enterprise Zone sites will be the main physical locations where EM3 and its partners can raise the profile and reputation of the area as a first-class destination for business, delivering employment, prosperity and sustainable growth.
- **Capitalising upon USPs** – Overall, EM3 is a strong economic location with a number of notable selling points. It is important that the Enterprise Zone sites are seen to epitomise these strengths and are a testing ground for new differentiators; this is particularly true for current opportunities linked to 5G technologies.
- **Partnership and Collaboration** – A clear overarching identity will help create a feeling of common purpose that will ultimately support the development of stronger business networks, agglomeration benefits and transfers of knowledge.
- **Acceleration of Impact** – The Enterprise Zone can influence and in some cases, accelerate investment, delivering tangible improvements, maximising the incentives on offer and operating a sustainable business model.
- **Efficiency through Distinctiveness** – The Enterprise Zone can support an understanding of the sectors and their specific needs. This enables a more coordinated offer, which does not duplicate, ensuring that specific sites do not compete with each other.
- **Functional Market Areas** – EM3 can identify where opportunities for collaboration exist, driving an understanding of where enterprise zone sites share objectives with neighbouring areas.
- **Bigger Picture** – The LEP and its partners have the ability to focus on the bigger picture, securing the housing, skills and infrastructure investment which will help to differentiate the three sites, enabling them to compete more effectively.

Functions of the three Enterprise Zone Sites

4.13 Set out below are the emerging functions for specific sites which constitute the Enterprise Zone:

Basing View: An Innovation District for the M3 Corridor

Sectors: Digital and ICT; Business and Professional Services, Engineering, Construction

USPs: Town centre location; connectivity; 5G investments

- A flourishing business ecosystem – a mix of large and small businesses working together, providing an attractive complement and ultimately alternative to Reading and the M4 corridor.
- Focus upon IT, Digital and business services, initially capitalising upon opportunities linked to 5G.
- Organic growth of existing assets – tech and digital specialisms, expanding based upon growth of SET Squared and other innovation facilities.
- Capitalising more effectively on a growing and highly skilled workforce.
- Longer term opportunities are driven by a flexibility of offer which can attract any sector which thrives from good public transport and amenity. This could include more creative digital sectors as well as more technical activities.
- Early stage reanimation of office activity, ultimately leads to redevelopment of office stock
- Basing View is synonymous with quality public realm and environment.
- Physical and broadband connectivity, as well as links to the town centre, support the location as a 24/7 business neighbourhood.
- More footloose HEI activity and collaborations are encouraged to the area to create the feeling of a genuine 'Innovation District'.
- Achieving a suite of access improvements, by securing up-front investment in critical infrastructure projects including road, rail and pedestrian access.

Longcross Park: Internationally Connected Premium Offer

Sectors: Business and Professional Services; Digital and ICT

USPs: Connectivity to Heathrow; scale of opportunity; skilled local workforce

- An international business destination on the M25-M3 axis, closer to Heathrow than any other Enterprise Zone.
- Attracting global companies and setting the standard for business accommodation in the South East.
- Optimum tenancy, with full build out of commercial premises, reflecting a balance of multinationals, large firms and local SMEs, making significant contributions to employment and economic growth.
- An established reputation for inward investment and FDI, leveraging Government resources.
- A bespoke, customised offer for major occupiers.
- Educations tie ins that expand to international institutions eg links with Royal Holloway University of London cyber security base

- Infrastructure investments made to deliver key site improvements and unlock true potential.
- Improved public and road transport, provides access to the most skilled labour market in Europe.
- An established new settlement, with a good balance of commercial and residential services integrating harmoniously with the natural environment.
- Supporting priority sectors such as professional and business services whilst maximising yields through a focused and commercially.

Whitehill and Bordon: A New Economic Place

Sectors: Sustainable/Smart Technologies; High-Tech Manufacturing; Business and Professional Services

USPs: Scale of development and place-making; commercial links to residential development; relatively affordable skilled workforce

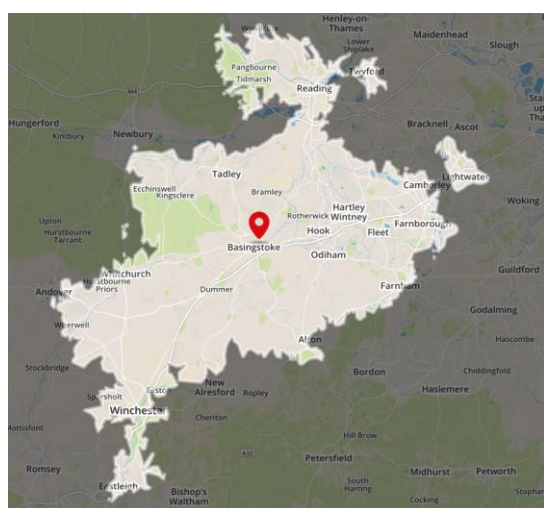
- A key component for the establishment of a vibrant new settlement, incorporating wider regeneration and transformative place-making.
- Focussing on developing specialisms linked to large residential development – innovating and normalising sustainable and smart technologies.
- A successful and well-known location for enterprise, particularly SMEs, excelling through an open for business approach and unique supporting infrastructure.
- Potential two stages of growth, initially capitalising upon broad local sector growth through a highly flexible and evolving offer. Securing relocations from elsewhere in the Greater South East and London.
- Reinforcing competitive advantages around the cost of labour, educated workforce whilst ensuring a holistic approach to commercial property stock improvement is undertaken to embed the area's role as a quality place to do business.
- Leveraging access to proportionately affordable new and existing housing stock, as a major incentive to inward investors and relocating businesses.
- Capitalising upon the entrepreneurial potential of a new population beginning with the establishment of enterprise and skills centres which can act as a hub's start-up and early growth.
- Enhanced image of the area achieved through consistent marketing and branding, improvements to public transport and leveraging equidistant positioning between London and Solent.
- Capitalise upon the commercial benefits of being an exemplar community, embracing 'green' and 'sustainability' principles which provide differentiation alongside the existing business base.

5. The Evidence Base:

Enterprise Zone Market Areas

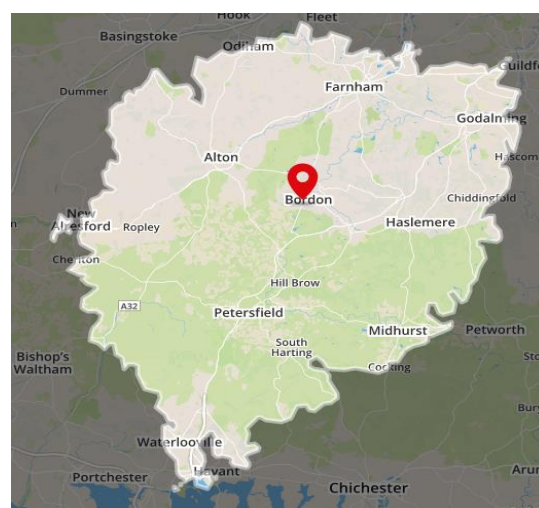
- 5.1 To better understand the respective characteristics of each Enterprise Zone, we have sought to analyse each site, to gain a fuller appreciation of relative strengths, weaknesses and assets. This sets the scene for the economic vision of each site.
- 5.2 We have established labour market areas based on one-hour driving/public transport travel time². This creates a proxy for a functioning market area and enables data to be assessed accordingly. Appropriate geographical boundaries, such as other market area definitions and at the local authority and LEP area, have been used in sections not applicable for travel time analysis.
- 5.3 Maps representing the defined market areas, based on the one-hour travel time, are outlined below:

Figure 5.1 Basing View's Market Area



Source: iGeolise

Figure 5.2 Whitehill and Bordon's Market Area



Source: iGeolise

Figure 5.3 Longcross Park's Market Area



Source: iGeolise

² This is calculated at a specific time (in this case for an 8.30am arrival on a week day). This means that the labour market areas reflect an actual commute rather than the maximum reach within an hour.

Current Enterprise Zone Characteristics

- 5.4 This section aims to breakdown the current characteristics of each site in more detail, highlighting the unique offer each site possesses and outlining the core strengths and weaknesses underpinning them. The evidence based breakdown analysis for each site begins with a look at the characteristics of the labour supply, before moving onto a drilldown of sector strengths, the existing commercial market, and asset audit.
- 5.5 This also includes the collation of insightful stakeholder comments obtained through consultation. These add a further layer of local intelligence, based on experiences and a knowledge of each zone, whilst helping to prioritise Enterprise Zone interventions and establish a consensus vision for the three sites.

Basing View (Basingstoke and Deane)

- 5.6 Basing View is owned by the Basingstoke and Deane District Council. It is located at the heart of Basingstoke with close proximity to the train station. Quick access to the M3, via junction 6, enables a 50-minute drive to London. The quickest train to London Waterloo is 42 minutes which, alongside a 45-minute trip to Heathrow, make it highly accessible for domestic and international business. The site is well established, home to a variety of businesses, with considerable existing assets.

Figure 5.4 Basing View Site Plan



Source: Basingstoke and Deane Borough Council

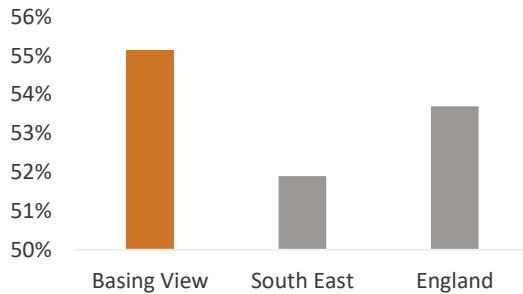
- 5.7 The area is undergoing considerable regeneration, with Muse and the Council aiming to improve accessibility and the public realm, providing up to 73,600sqm of new business space and 28,000sqm of refurbished commercial space. The intention is to create a sustainable urban business park supporting 4,000 new jobs and 60 new businesses.
- 5.8 Basing View is adjacent to the largest digital cluster in the LEP area, with the Innovation Centre forms a key part of this. The centre will connect to the University of Surrey's 5G Innovation Centre and thus provide further support and attraction for businesses. In addition to this SETsquared's incubator, aims to create up to 20 further companies in technology-related sectors.

The Labour Market

- 5.9 The core findings presented here are based on the labour force catchment as defined by the Basing View market area above. The main advantages of the labour market are:
- **Strong labour supply** – The working age population (WAP) as a proportion of the total population is the highest (**73.5%**) of all EZ sites. The WAP is also young with **55%** between 16-44. With **14,300** additional working age individuals projected to move to the area between 2016-26, the labour supply will remain strong. More than half of the working population work and live in the same local authority.

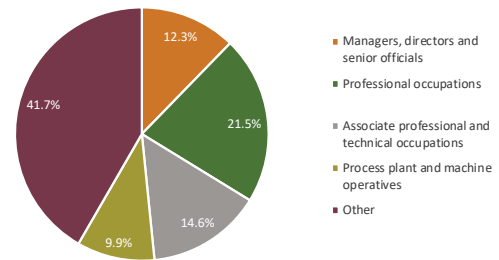
- **Experienced and skilled workforce** – Over **one-third** of local workforce is in professional and/or technical occupations, with over **12%** holding senior positions. This provides prospective businesses with a talented pool of readily available workers.
- **Highly educated labour force** – Basing View's individuals with **level four or higher** qualifications as a proportion of the total population is approximately **two and a half times** that the UK average.

Figure 5.5 Percentage of 16-44 as a proportion of the working age population



Source: BRES Employment Data 2015

Figure 5.6 Proportion of WAP by Industry

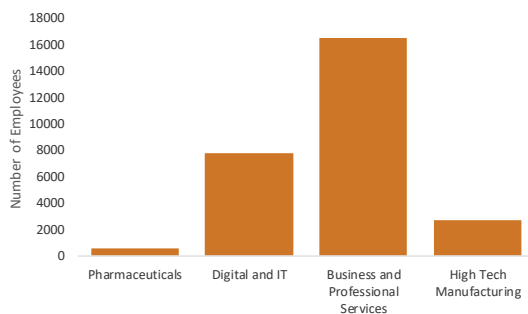


Source: UK Business Count 2016

Industrial Sectors and Business Base

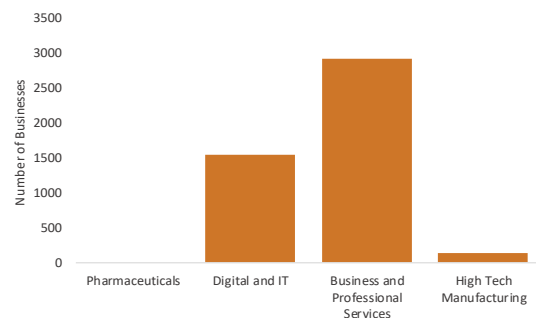
- 5.10 This section looks at the baseline and performance of the LEP's priority sectors. The Low Carbon sector is also analysed, to provide an indication of the size of the sector at each zone.
- 5.11 Figures 5.4 and 5.5 reveal the largest sector in Basing View is in **Business and Professional Services**, both in terms of the number of employees and businesses. **34% of the area's businesses are in this sector**, proportionally larger than regional and national averages, but lower than Longcross and Whitehill and Bordon.
- 5.12 The **Digital and IT sector** at Basing View stands out. Businesses in this sector make up the second largest proportion of businesses (**17.1%**), the highest of the EZ sites and is greater than that of the LEP, region and nationally.

Figure 5.7 Number of Employees by Sector 2015



Source: BRES Employment Data 2015

Figure 5.8 Number of Businesses by Sector 2016



Source: UK Business Count 2016

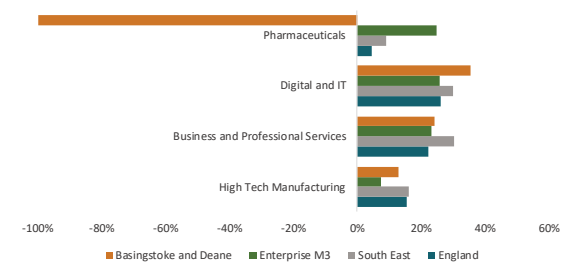
5.13 Figure 5.6, show the seven-year performances of these sectors. In the period 2010-16, all priority sectors, bar the **Pharmaceutical** sector (which declined from a very low base – five companies), performed favourably against the reference areas. The strongest performing sector was the **Digital and IT sector**, with **1,000** new jobs added to this sector between 2010 and 2015.

5.14 In terms of concentration (location quotient³) of sector activities, Basing View performs well. The size of the bubble in Figure 5.10 represents the number of firms, the x-axis shows the quotient figure, and the y-axis shows the percentage change over a specified period of time. A LQ greater than 1 means the concentration is higher the national average. The greater the LQ, the greater the concentration and specialism.

5.15 The business LQ, shown in Figure 5.10, show that the **Business and Professional Services** and **High Tech Manufacturing** sectors to have an average concentration. The **Digital and IT** sector appears as more of a specialism with an LQ of 1.5 vs the national average.

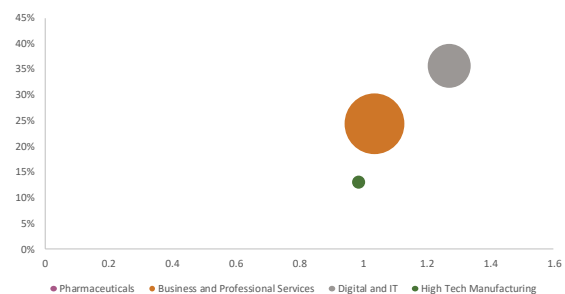
5.16 **Low Carbon** is a growing sector. In the last six years, it is estimated there has been growth of **3.25%** of Low Carbon related businesses in the area. Outperforming the national average of **2.63%** and the LEP as a whole. Of the three EZ areas, Basingstoke and Deane has the highest number of estimated businesses and employees in Low Carbon activities, approximately 400 and 2,100 respectively.

Figure 5.9 Number of Businesses by Sector between 2010-16



Source: UK Business Count 2016

Figure 5.10 Business Location Quotient 2016



Source: UK Business Count 2016

Commercial Property

5.17 Basingstoke offers the largest supply of offices in the EM3 area. The area's good transport links, accessibility to London and skilled workforce make it an attractive location. In total, there is 5.9m sq. ft. of office stock in the borough, of which 0.54m sq. ft. is available. Investors can expect to pay £22.50-25 per sq. ft. for prime office rent which yields an annual average of 6.25%. Over a five-year period, the average take-up of space is equal to 87,500 sq. ft. pa.

5.18 Quantity of office space is not an issue; there is an acknowledged excess of older office space which no longer meets the needs of a modern occupier. Despite this availability, the demands of SME or start-ups for small, cheap and flexible space are unmet. Furthermore, there is very little grade A space which is preventing larger scale occupation and investment.

5.19 Looking at the local supply of space, the local authority has experienced the largest loss of office floor space (2012-15) in the EM3 area. Permitted Development Rights has supported change of use, including conversion to residential, retail and leisure. Whilst this arguably has put pressure on

³. A location quotient (LQ) is a measure of the relative sector concentration of a location or demographic compared to the national position.

the supply of commercial space, it has also decreased vacancy rates and could be seen as a sign of more efficient market activity.

Zone Asset Audit

- 5.20 Basing View benefits from a variety of assets. These include a variety of resources and physical institutions which help to define the area and its proposition.
- 5.21 The infographic below provides a summary of relevant assets that need to be considered in the context of a new vision. These are not exhaustive, but denote those that are some of the most relevant to the progression and improvement of Basing View.

Figure 5.11 Basing View Assets



Source: Regeneris

Stakeholder Insights

Table 5.1 Basing View – Stakeholder Insights

Area of questioning	Stakeholder commentary
Degree of consistency of Zone visions collectively and with the LEP's Strategic Economic Plan	<ul style="list-style-type: none"> Collective vision for EM3 is important for top level communication, branding and impactful messaging of competitiveness Sites should advocate differentiators at an individual level, as their distinguishing characteristics are important. Potential queries should be directed to area of most sense and suitability Visions and measures of success underpinned by consistent operational approach to Enterprise Zone incentives and benefits

	<ul style="list-style-type: none"> • EM3 SEP provides overarching messaging regarding LEP level vision which is helpful and should be utilised flexibly to reflect drivers of growth and jobs • Resources, skills and knowledge to be shared in the present and in the future to maximise benefits
Enterprise Zone distinctiveness	<ul style="list-style-type: none"> • Town centre, established business district location with high profile existing tenants, and attractive natural environment nearby • Existing tech and digital sector specialisms, but also other industries well represented creating a level of diversity and community • Varied commercial property stock, with renovation underway, but others in need of replacement • Adjacent to amenities and facilities including train station, retail, leisure, green space • Council retains land and property ownership in parts, providing greater levels of influence
Sector priority identity and alignment	<ul style="list-style-type: none"> • Digital and tech based industries are present, alongside other industries such as financial, professional services and engineering. • Basingstoke has a good alignment with the LEP priority sectors
Nature of any proactive market/sector targeting	<ul style="list-style-type: none"> • Desire to remain flexible, emphasise commercial viability and maximise tenancy • Marketing/brand established, emphasising the qualities of the site in terms of affordability, access, lifestyle, modern style of working • Promoted as a central business district, with access to a significant existing supply chain
Level of commercial interest and reasons for considering the location	<ul style="list-style-type: none"> • Commercial interest there but there are barriers to securing deals • Lack of grade A space and larger footprint office space available to secure tenants • Sense that Basing View is perceived positively but restricted by a lack of capacity to accommodate larger businesses
Key barriers to growth in relation to: <ul style="list-style-type: none"> • Infrastructure • IT and connectivity • Skills and workforce 	<ul style="list-style-type: none"> • Package of transport and access improvements needed to improve connection with surrounds • Office stock in some instances need replacement or refurbishment and is a visual detriment to prospective tenants • Long-term leaseholds acting as a barrier to investment in office space and premises • Site topography creates challenges to development and public realm; requires further improvements • Broadband connectivity is patchy in places and requires additional private and public investment to achieve ultrafast speeds • Lack of HE provisions or a campus in the town is a detractor to investors and creates labour supply issues such as access to STEM graduates • Greater access to vocational training needed
External threats	<ul style="list-style-type: none"> • 'Brexit' impact and resultant uncertainty affecting business investment • Proximity to Reading and the Thames Valley Corridor a significant competitive threat; EM3 lacks equivalent brand and recognition
Priority projects to unlock investment	<ul style="list-style-type: none"> • Expansion of SET Squared tech-based start-up hub to reinforce sector credentials • Remedial works to site topography and elevations to accelerate development • Public realm and place investments • Funding of a programme of access and transport projects/enabling works • Acquisition of long-term leaseholds • Branding and spinning threats in a way that is advantageous
Vision for success look like in 2042	<ul style="list-style-type: none"> • Basing View is well integrated to the town centre and operates as a 24/7 destination

- Redevelopment of 'end of life' buildings delivers lower vacancy rate and a greater sense of a dynamic, purposeful business community
- Zone is intrinsic to this success, through enabling accelerated investment and offering key hook to tenants/investors
- A sustainable model that continues to grow, unlike previous Basingstoke regeneration attempts

Source: Regeneris. Stakeholders included; Pure World Energy, Enterprise M3, Basingstoke & Deane Borough Council, East Hampshire County Council, Runnymede Borough Council, Homes & Communities Agency, Crest Nicholson. Dept. for Business, Innovation and Skills

Longcross Park (Runnymede)

5.22 Crest Nicholson in conjunction with Aviva, who own the 22ha Longcross Park site, are currently developing the commercial and residential masterplan for the area. The site is located between Chertsey, Virginia Water and Chobham; an area that is well-known for the Longcross Studios and its legacy as a former MoD testing facility. Ultimately, the site is proposed to include 115,000sqm of new commercial space, supporting 5,600 jobs and attracting 50 new businesses, incorporating wider community amenities.

5.23 London Waterloo is only 48 minutes away by train and Reading circa 35 minutes, served (albeit currently on an irregular basis) by an on-site railway station. Longcross Park is also the closest Enterprise Zone to Heathrow Airport.

5.24 Royal Holloway University, located in nearby Egham, offers a wide range of potential benefits, such as a skilled labour supply, business start-ups and spin-outs, and potential developmental grow-on space. The zone is nearby to J3 of the M3, and is also in close proximity to J11 and J13 of the M25.

Figure 5.12 Longcross Park Site Plan



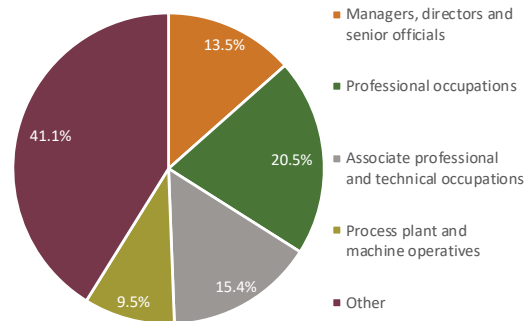
Source: Crest Nicholson

The Labour Market

5.25 The main advantages of the labour force in the catchment area are:

- Large workforce** – There is strong availability of labour, with just under **1 million working age individuals** located in the catchment area. Approximately **three quarters** of the population are economically active. An additional **4,000** working aged individuals are projected to arrive in Runnymede by 2026, increasing the labour supply.
- Intelligent and capable workers** – Not only does Longcross possess the highest proportion of workers with **level 4 or above qualifications** across the EZ sites, region and LEP, it also possesses the **highest proportion** of employees in associate professional and technical occupations. Longcross’ accessibility to educated individuals at (**34.1%**) is far in excess of regional (13.5%) and national averages (13.3%).

Figure 5.13 Proportion of WAP by Industry

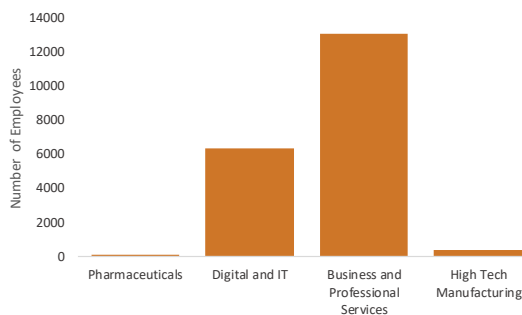


Source: BRES Employment Data 2015

Industrial Sectors and Business Base

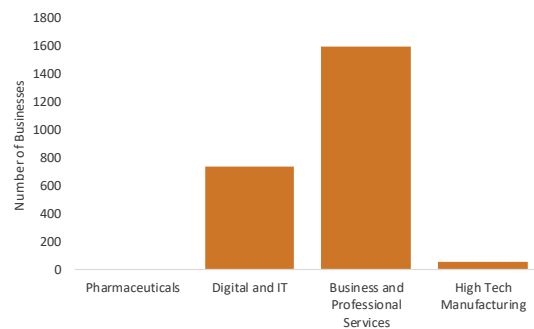
5.26 Similar to Basing View but different in quantum, the **Digital and IT** and **Business and Professional Services** sectors are most prominent in the number of employees and businesses in the catchment areas. Of the three sites, Longcross is the only one to see positive growth in the number of businesses across priority sectors (bar **Pharmaceuticals** of which there are no businesses)⁴.

Figure 5.14 Number of Employees by Sector 2015



Source: BRES Employment Data 2015

Figure 5.15 Number of Businesses by Sector 2016



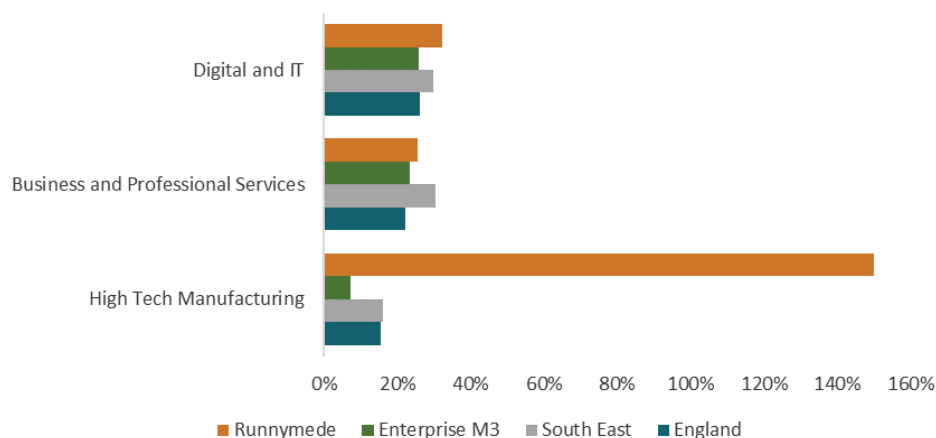
Source: UK Business Count 2016

5.27 Runnymede has outperformed the LEP, SE region, and the UK in terms of growth the **Digital and IT** and **High Tech Manufacturing** sectors. In comparison with the other EZ sites, **Business and Professional Services** expansion was the largest at **25%** (not including **High Tech Manufacturing**

⁴ Note – data may not capture most recent market investments, such as Pharmaceutical relocations.

which started from a low base of 20 firms in 2010). Growth has been diverse and there exists a stable environment and potential for continued sector diversification.

Figure 5.16 Percentage Change in the Number of Businesses by Sector between 2010-16



Source: UK Business Count

- 5.28 Overall changes in the number of **Low Carbon** businesses, over the last few years, has broadly followed that of the general SE region and UK. Since 2010, the number of Low Carbon businesses has grown by **2.5%**. Most of this growth has derived from businesses that focus on waste management, reuse and recycling, and green infrastructure. Whilst the biggest growth employment has come from R&D, and legal and associated accountancy services.

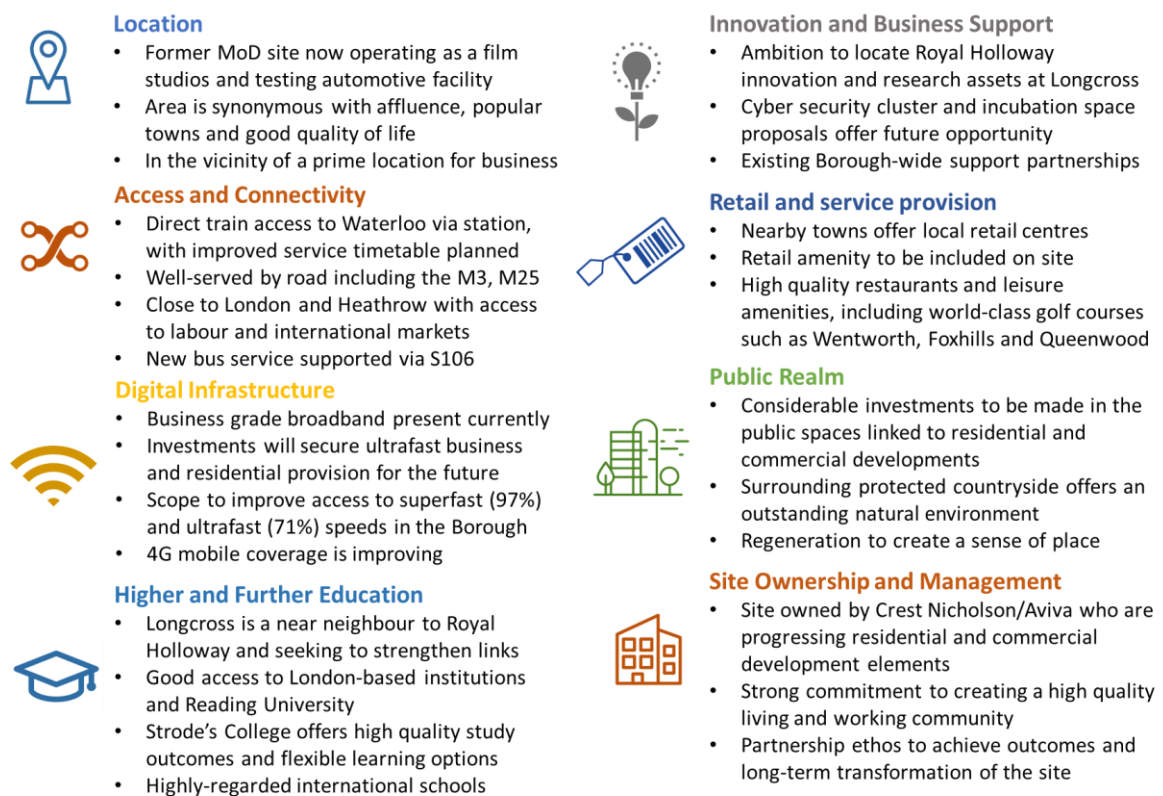
Commercial Property Data

- 5.29 The difficulty in analysing the commercial market for Longcross Park lies in the fact that the site is still currently under development. As such, the insights presented below derives from studying the more general Upper M3 market area.
- 5.30 Town and cities located nearby are mainly established office locations and are those that attract some of the highest rental values in the LEP. Prime office rents are estimated to be up to £34.50 per sq. ft., yielding 5.25%. Longcross Park's close proximity to London and Heathrow, and access to a wide and skilful workforce will make it a very attractive location for businesses.
- 5.31 According to the 2016 Employment Land Review, there is currently 4.0m sq. ft. of B1, 0.9m sq. ft. B1c/B2, and 1.9m sq. ft. B8 floor space available in Upper M3. There still remains a large volume of vacant space in Runnymede, with a vacancy rate of 13%. However, if recent trends in the area and London apply this scenario is unlikely to continue, such is the market sentiment and increasing demand for high quality B1/B2 commercial space.
- 5.32 Development plans in Longcross Park make it the largest commercial development site in the LEP area. In terms of demand, there has been evidence of demand for HQ style office of 25,000 sq. ft. Nearby towns, Egham and Staines, have recently concluded business deals for over 1,000 sq. metre. In 2016 Q2, 50% of take up was for grade A development. However, local agents have reported a gap in supply for 2,000 – 5,000 sq. ft. high quality and modern spaces. Furthermore, there is interest for high quality industrial space, however there is limited market supply incentive due to local green belt regulations and low comparative office rental yield issues.

Zone Asset Audit

- 5.33 Longcross Park benefits from its strategic location in Runnymede, on the edge of London and adjacent to the M3 and M25 motorways, as well as having direct access to London via trains on the Reading-Waterloo line. Despite its proximity to the urban areas, it is also blessed with a high quality natural environment and is a sought-after location to reside and do business. Considering its locational assets in more detail, the site offers great scope to become an exemplar business location, operating in one of the most economically competitive areas of the UK.
- 5.34 The infographic below provides a summary of relevant assets that need to be considered in the context of an emerging vision:

Figure 5.17 Longcross Park Assets



Source: Regeneris

Stakeholder Insights

Table 5.2 Longcross Park Stakeholder Insights

Area of questioning	Stakeholder commentary
Degree of consistency of Zone visions collectively and with the LEP’s Strategic Economic Plan	<ul style="list-style-type: none"> • Collective vision for EM3 is important for top level communication, branding and impactful messaging of competitiveness • Sites should advocate differentiators at an individual level, as their distinguishing characteristics are important. Potential queries should be directed to area of most sense and suitability • Visions and measures of success underpinned by consistent operational approach to Enterprise Zone incentives and benefits

	<ul style="list-style-type: none"> • EM3 SEP provides overarching messaging regarding LEP level vision which is helpful and should be utilised flexibly to reflect drivers of growth and jobs • Resources, skills and knowledge to be shared in the present and in the future to maximise benefits
Enterprise Zone distinctiveness	<ul style="list-style-type: none"> • Location is a primary factor; on the doorstep of London, Heathrow, Surrey Green Belt • Connectivity is excellent; motorway, road and rail provides good access to the site • Proximity to major corporates, successful business parks, signifies success of the area • Quality of life is high as is the environment • Pre-let strategy enables greater flexibility over accommodation specification for tenants
Sector priority identity and alignment	<ul style="list-style-type: none"> • The focus is on flexibility and offering what makes the site commercially viable; not looking to tie the site to specific sectors • Acknowledge sectors important to the LEP; capable of supporting these, such as digital, Pharmaceutical • Exploring opportunity to retain film and media occupiers in a new setting
Nature of any proactive market/sector targeting	<ul style="list-style-type: none"> • Engagement has been underway with potential occupiers; these reflect a variety of sectors who see Longcross as an attractive site • Seeking occupiers of scale, given pre-let strategy and those looking for high quality and bespoke accommodation • Marketing references Enterprise Zone status but perceived as the focus
Level of commercial interest and reasons for considering the location	<ul style="list-style-type: none"> • Distinctiveness and quality factors are a key selling points for the site • Enterprise Zone status not critical but perceived as a positive in the realms of commitment to investment, delivering infrastructure and links to Government • Pre-let strategy limits opportunity to build quickly without commitment from multiple tenants; lack of immediate available space can be an issue
Key barriers to growth in relation to: <ul style="list-style-type: none"> • Infrastructure • IT and connectivity • Skills and workforce 	<ul style="list-style-type: none"> • Power supply is a pinch point and needs immediate resolution to unlock development • Demolition and clearance of buildings challenging due to age, construction materials • Further improvements to the train station itself and introduction of more regular services • A direct junction from Longcross on to M3 • Recruiting good quality labour has been a recurring challenge for some local companies/sectors; London is a help and hindrance in this sense • Cost of housing stock means retention of young people is challenging and it can be difficult to recruiting staff to supporting and service sectors • Digital connectivity is enhanced through residential fibre accessibility and evolving the high specification business offer • The brain drain of skilled, educated and high quality workers that live in the area but work in London, but not as pronounced as neighbouring authorities
External threats	<ul style="list-style-type: none"> • 'Brexit' outcome has created uncertainty but the real impact of this has yet to be felt here • Opportunity to mitigate this through evolution and of the Enterprise Zone so investments can be made to increase confidence
Priority projects to unlock investment	<ul style="list-style-type: none"> • Emphasis needs to be on up-front infrastructure investments
Vision for success look like in 2042	<ul style="list-style-type: none"> • Ambition is to create an exemplar development that creates a positive sense of place offering a blend of homes and business • Commercial components of the Enterprise Zone are fully let • Strengthened links with Royal Holloway and its cyber security cluster ambitions

- Support for local SMEs and start-ups where feasible

Source: Regeneris. Stakeholders included; Pure World Energy, Enterprise M3, Basingstoke & Deane Borough Council, East Hampshire County Council, Runnymede Borough Council, Homes & Communities Agency, Crest Nicholson. Dept. for Business, Innovation and Skills

Whitehill and Bordon (East Hampshire)

5.35 Whitehill and Bordon is to be transformed into Hampshire's Green Town through a £1 billion regeneration project which will provide up to 3,350 new homes and 5,500 new jobs, as well as new schools, a new road, new facilities and more green space for residents and visitors to enjoy. Whitehill & Bordon originally grew because the Army settled in the town but these operations have now relocated, freeing up approximately 300ha of land, 70ha of which are available for development, in a prime location in the South East of England.

Figure 5.18 Whitehill and Bordon Site Visual



Source: Homes and Communities Agency

- 5.36 The town is one of the largest housing developments in the area, with thousands of new homes to be built over the next 20 years. To support this there will be significant commercial, retail and leisure development. The vision is to create a hub for technology businesses that complement the high environmental values and standards promoted throughout the regeneration.
- 5.37 The Whitehill and Bordon site is jointly owned by the Homes and Communities Agency (HCA) and the Defence Infrastructure Organisation (DIO). The wider area identified for development covers circa 400ha with 250ha of the land allocated for commercial, retail, leisure, education and health purposes, and the remaining for green space, public open space, etc. More specifically, the Enterprise Zone site aims to deliver 20,000 sqm of commercial space to accommodate 105 businesses and 495 new jobs.
- 5.38 The site is uniquely positioned further South in the EM3 area, in between Portsmouth and Guildford. The advantage of its location, being just off the A3, is that it provides a link to the Solent cities whilst still being sufficiently close to key **High Tech Manufacturing** businesses located in Farnborough.
- 5.39 There is already some development taking place at the site. The Whitehill and Bordon Future Skills Centre is under construction, which aims to provide top quality technical training for students aged 16, and the Business and Enterprise Centre which will create space for SMEs is due to break ground in 2017. Complementing the centre, is the expected arrival of a new secondary school in 2018 at the Prince Philips Barracks.
- 5.40 It is vital that accessibility to Whitehill and Bordon is addressed, there is a £17.5m investment into a relief road which is aimed at unlocking the town's growth potential. Furthermore, there is an ambition to utilise the existing Louisburg Barracks at Whitehill and Bordon and replace it with a Business Park, that will provide 1,700sqm of commercial space and deliver 130 new jobs. All of which will develop the community and act as a further marketing asset to the town.
- 5.41 Supplementing the promotion of economic development, is the drive to encouraging healthier living. In February 2016, Whitehill and Bordon were designated the status of NHS England Healthy New Town. A title aimed at promoting health and independent living to reduce reliance on health

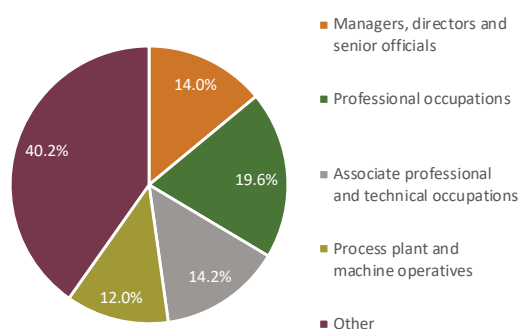
and social care provision. Supporting this goal is the health and care campus development which is to be delivered by 2019, that will provide local residents access to primary care provision.

The Labour Market

5.42 Main Headlines:

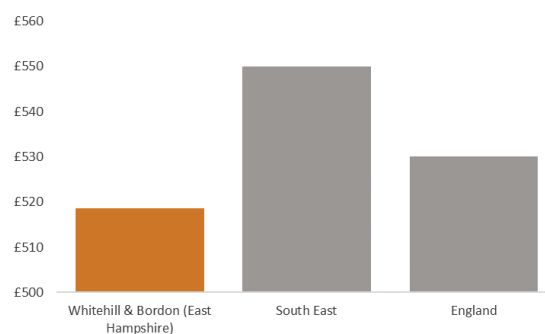
- **Growing workforce** – The proportion of working aged individuals is **1%** less than the regional average. Those aged 16-44 form **46.8%** of the WAP, **5%** less than the regional average. That said, Whitehill and Bordon area has the highest projected increase in working age population across the three sites.
- **Educated and qualified** – The proportion of individuals with level 4 or higher qualifications is comparable with that of the other sites and is approximately **20%** greater than the regional and national averages. The proportion of Whitehill and Bordon residents working as managers, directors and senior officials was the highest across the EZ sites, greater than South East and national average by 1.7% and 3.1% respectively.
- **Affordable labour** – Whitehill and Bordon’s weekly gross salaries measured at the 75th percentile (chosen to reflect the average cost of labour identified in their sector strengths) is the **only site to be lower** than the Regional and national average. Figure 5.36, compares the Median wage in Whitehill and Bordon with that of reference cases.

Figure 5.19 Proportion of WAP by Industry



Source: BRES Employment Data 2015

Figure 5.20 Median Salary Comparison



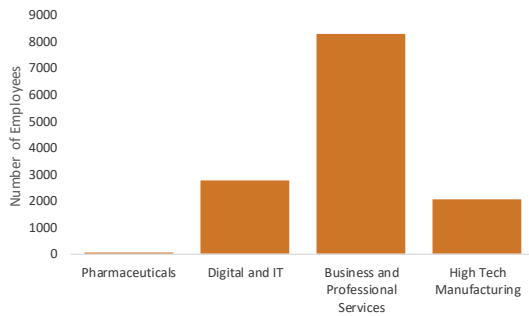
Source: ONS, Annual Survey of Hours and Earnings, 2015

- 5.43 Though there are a relatively fewer number of available working aged individuals in the catchment area of Whitehill and Bordon, this is compensated for by the advantageous low cost and high quality workforce in the area. The projected increases in the number of working aged individuals (and the breadth of the workforce as a result of affordable housing provision) to situate in the local authority ensures labour supply will grow over time.

Industrial Sectors and Business Base

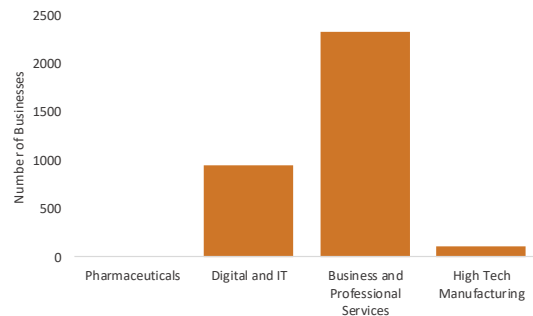
- 5.44 At first glance the makeup of the sector base is similar to Basing View and Longcross, with **Business and Professional Services**, and **Digital and IT** businesses making up roughly 50% of the businesses in the area. Since 2010, both sectors have experienced more than a 10% increase in businesses registering in the area.

Figure 5.21 Number of Employees by Sector 2015



Source: BRES Employment Data 2015

Figure 5.22 Number of Businesses by Sector 2016



Source: UK Business Count 2016

5.45 A deeper analysis provides a deeper view of the sector strengths in Whitehill and Bordon. Despite contraction in the number of firms since 2010, Whitehill and Bordon still has an LQ for High Tech Manufacturing of 1.5.

Figure 5.23 Employee Location Quotient



Source: BRES Employment Data 2015

5.46 East Hampshire's Low Carbon economy performed well between 2010 to 2015, with a 3.6% increase in the number of employees in the sector compared to 0.07% and 1.45% in the SE region and nationally, respectively. It is estimated that there are 1,644 employees in the sector in the East Hampshire local authority. There has also been a 1.65% growth in businesses registering in the area. Based on these statistics, the Low Carbon Sector is an industry which could provide opportunity in the future for the Enterprise Zone and EM3.

Commercial Property Data

5.47 East Hampshire, specifically Bordon, is an area that currently caters to SMEs and possesses few established office locations. Bordon is mainly an industrial location that contains units up to 10,000 sq. ft., although research suggests there is latent demand for high quality office space. According

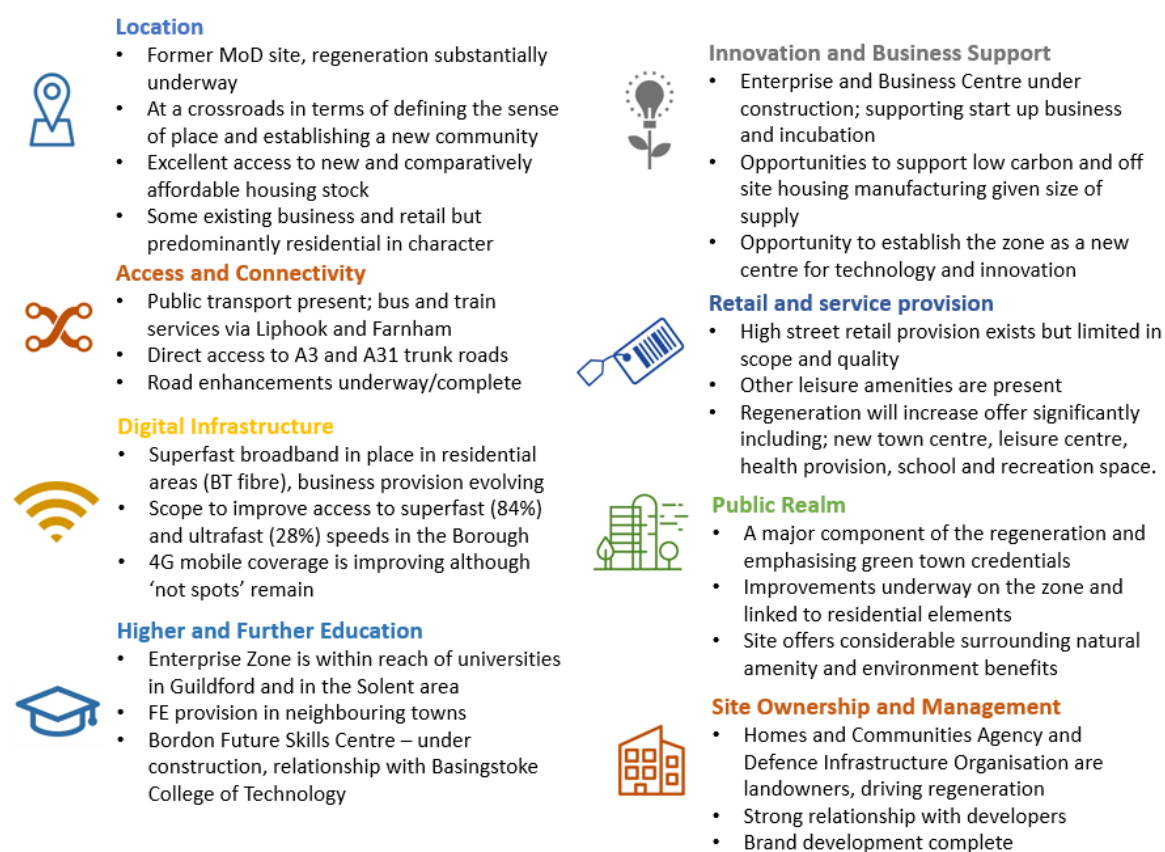
to local commercial agents, there is an oversupply of low quality office supplies, evidenced by the high vacancy rate of 9% for the local authority.

- 5.48 Agents report there to be demand for modern, high quality and flexible industrial (B8) space varying in size from 7,000 – 63,000 sq. ft. It should be noted that with little land for larger scale industrial space and a low accompanying vacancy rate it will be difficult for the local authority to meet the growth needs of existing businesses and to accommodate new investment targets from large industrial occupiers. Prime industrial rent is around £7-8 per sq. ft. whilst quality new units cost £8-10.

Zone Asset Audit

- 5.49 Whitehill and Bordon is situated in a predominantly rural setting, thereby helping to define its characteristics and solidifying its distinctiveness from other EM3 enterprise zone sites and business locations. Whilst the natural environment is the primary amenity, there is considerable opportunity to develop new and enhanced facilities, infrastructure and a sense of place, as large-scale regeneration continues.
- 5.50 The visual below provides a summary of relevant assets that need to be considered in the context of an emerging vision:

Figure 5.24 Whitehill and Bordon Assets



Source: Regeneris

Stakeholder Insights


Table 5.3 Whitehill and Bordon Stakeholder Insights	
Area of questioning	Stakeholder commentary
Degree of consistency of Zone visions collectively and with the LEP's Strategic Economic Plan	<ul style="list-style-type: none"> • Collective vision for EM3 is important for top level communication, branding and impactful messaging of competitiveness whilst maintaining local marketing • Sites should advocate differentiators at an individual level, as their distinguishing characteristics are important. Potential queries should be directed to area of most sense and suitability • Visions and measures of success underpinned by consistent operational approach to Enterprise Zone incentives and benefits • EM3 SEP provides overarching messaging regarding LEP level vision which is helpful and should be utilised flexibly to reflect drivers of growth and jobs • Resources, skills and knowledge to be shared in the present and in the future to maximise benefits
Enterprise Zone distinctiveness	<ul style="list-style-type: none"> • Desire to advocate the unique characteristics of the zone; a wider regeneration package and establishment of a new community • Supported by guiding principles around place and design; 'step up' and 'green' designation • Quality of the natural environment important • Affordable new housing stock and major relocation incentive • Holistic focus on economic development, with investment in enterprise and future skills facilities to further establish the zone and incentive investment • Post MoD business base transition -first mover advantage in choice of workers and land
Sector priority identity and alignment	<ul style="list-style-type: none"> • Digital and technology-based sectors are priorities, akin to LEP targets • Not looking to preclude existing sectors that are a legacy of MoD presence in the area • Keen to emphasise growth, jobs, productivity and avoid displacement where possible • Area should be flexible in its approach to attracting different sectors; over focus on priority sector can be damaging to success
Nature of any proactive market/sector targeting	<ul style="list-style-type: none"> • Early stage in terms of proactive marketing • Consistent brand being developed to provide a cohesive communications proposition • Emphasis is on advocating benefits of a 'soft landing' strategy and flexibility in the provision of office space; focusing on B1 and B2 uses
Level of commercial interest and reasons for considering the location	<ul style="list-style-type: none"> • Broad level of interest from the marketplace • Attractiveness of characterised by the quality of the location, environment and being part of a newly-created settlement • Package of support on offer to new businesses, centred on the Enterprise Zone
Key barriers to growth in relation to: <ul style="list-style-type: none"> • Infrastructure • IT and connectivity • Skills and workforce 	<ul style="list-style-type: none"> • Train access is an issue; distance to nearest stations somewhat problematic and signage and quality of welcome needs improvement • Digital infrastructure is being installed in residential elements, expected to follow through more flexible business • Existing low quality commercial and industrial space in the area lowers the perceived value as a business destination • Future skills centre will assist with local labour supply, as will the creation of new homes; potential for skills gaps with retained labour

	<ul style="list-style-type: none"> • Need to encourage young person aspiration and an interest in local employment
External threats	<ul style="list-style-type: none"> • 'Brexit' has not had a noticeable impact • Sense that there is sufficient differentiation with competitors but momentum is key to get the site functioning • Competition from other local cities such as Farnborough • Recent Government plans for devolution of local authorities, particularly Solent devolution, may affect East Hampshire's status in the EM3 LEP
Priority projects to unlock investment	<ul style="list-style-type: none"> • Up-front investments, including speculative development • Heavy emphasis on branding and establishing a consistent message about place and offer, that is not dependent on the appeal of business rate relief but site specific
Vision for success look like in 2042	<ul style="list-style-type: none"> • An established business location, acting as a hub for digital/tech enterprises • Enterprise Zone an actuator of leveraging further investment into Whitehill and Bordon • A key component of the regeneration of a new settlement and sense of place • Contributor to the local authority

Source: Regeneris. Stakeholders included; Pure World Energy, Enterprise M3, Basingstoke & Deane Borough Council, East Hampshire County Council, Runnymede Borough Council, Homes & Communities Agency, Crest Nicholson. Dept. for Business, Innovation and Skills

Considering Enterprise Zone Workspace Requirements and Future Needs

- 5.51 In developing a vision for the Enterprise Zone sites, it is important to consider the workspace needs of likely occupiers. There is a variety of research, which evaluates the workspace needs of different sectors and how these are likely to adapt over time, based on trends and projections.
- 5.52 The infographic below summaries some of the sector specific factors which will help ensure that EM3's Enterprise Zone provide fit-for-purpose accommodation, capable of attracting and retaining occupiers who can support the LEP's ambitions.



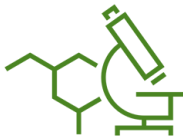
Digital and ICT

- Small/large or shared offices (B1a, B2)
- Some activities may require light industrial/warehouse (B1c or B8)
- Space demand is dependent on activity
- Generally affordable and flexible space
- Excellent infrastructure in terms of transport (potentially a hub)
- Access to superfast broadband speeds
- Workspace with flexible terms to support rapid start-up businesses
- Attractive and "buzzy" environment
- Close to university/town to benefit from R&D and supply of labour
- Tendency to cluster and locate if similar firms exist nearby
- Good access to finance, addressing market failure
- Presence of a hybrid educational structure (training courses, apprenticeships etc)



Business and Professional Services

- High quality offices (B1a) flexible for hot desking for front office use
- Quality of office can be lower for back office functions
- 8-12 sqm per employee space requirements
- Shared workspace for SMEs
- Workspace to be implemented with meeting rooms and kitchens
- Access to fast Wi-Fi
- Attractive and “buzzy” environment
- Close to city that offers a range of services and amenities
- Located in an area with large supply of quality staff
- Access to good transport links (Hub), close to large and growing markets



Pharmaceuticals

- Small accommodation suites close to research bases
- An innovation centre space
- Space to grow on (as firms scale up)
- Close proximity to hospitals
- Work space to possess a lounge, community space and meetings rooms
- Buildings with short leases (under 10 years), ideally up to 3 years.
- Close to transport hub
- Access to important amenities (cafes, sport facilities, hotels and pubs)
- Possess good communication with local research institutions and centres of excellence
- High quality workforce with science and tech backgrounds
- Government support



High Tech Manufacturing

- Purpose built premises
- Space requirements: 40-60m² per FTE in R&D and 36sqm for general industrial space
- Space for R&D; incubators and accelerator space is a bonus
- Mixed use
- Attractive neighbourhood
- Close to university to support collaboration, commercialisation and spin outs
- Government support (ie business rate relief and subsidies), business support and networking opportunities



Low Carbon and Sustainable Tech

- Purpose built premises
- Associated industry and demand (e.g. construction, automotive)
- Space for and support for R&D and knowledge transfer
- Larger floor plates
- Long term commitment of public and private sector partners
- Close to university to support collaboration, monitoring, commercialisation and spin outs
- Government support (ie business rate relief and subsidies), business support and networking opportunities

Appendix A - iGeolise Supporting Data

A.1 Analysis of impact of +/- 30 minute increments to 08:30 travel time



Travel Time
Catchment Areas at

A.2 Infographic confirming iGeolise's travel time mapping methodology



How the TravelTime
Platform Works - Inf

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****REPORT OF: JOHN FUREY, CABINET MEMBER FOR HIGHWAYS,
TRANSPORT AND FLOODING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT AND
INFRASTRUCTURE****SUBJECT: SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY****SUMMARY OF ISSUE:**

Surrey is a County at high risk of flooding. Flooding in Surrey comes from a number of sources and can be classified as either fluvial - from rivers; surface water – when water does not penetrate into the ground as a result of impermeable or saturated surfaces; ground water – when the natural level of water in the ground rises to the surface; or surcharging – when sewers overflow.

In excess of 30,000 properties in Surrey are at risk from fluvial, ground and surface water sources. The County Council has specific responsibilities for managing these risks and acknowledges a wider responsibility beyond this because of the severe impact flooding has on individuals and communities.

In recent years flood incidents relating to the River Thames and its tributaries, along with other watercourses and areas that are susceptible to surface and ground water flooding have caused severe hardship and suffering to a number of Surrey residents and damage to the County's economy. Many are yet to fully recover from the last major flood event in 2013/14 and the risk of future flooding is significant.

Surrey County Council (SCC) recognises the impacts of flooding and the risks from further incidents in the County and as a result has supported and initiated a number of projects to enhance flood risk management across Surrey. These include: leading on the development and construction of numerous flood alleviation schemes, supporting residents and other local groups such as Parishes to establish Flood Action Groups, working with the National Flood Forum to support communities at risk of flooding, overseeing the Repair and Renew Grant which allowed residents to install property level protection on their homes, facilitating the inclusion of sustainable drainage on all new major developments and launching an awareness campaign for landowners (riparian owners). In addition to this the Council is playing a key role in the development of the River Thames Scheme.

In order to capture these and other changes there is a need to update Surrey's Local Flood Risk Management Strategy (LFMRS).

SCC is designated as 'Lead Local Flood Authority' (LLFA) for Surrey under the Flood and Water Management Act (2010) and has a duty under the Act to "*develop, maintain, apply and monitor a strategy for local flood risk management in its area*".

Surrey's LFRMS was first published in December 2014. The attached Strategy (**Annex 1**) represents a refresh of the 2014 version and incorporates an updated

approach to flood risk management.

It is important for the Council to consider how long-term flood risk management activities can be resourced. A significant amount of funding for flood alleviation schemes currently comes from flood defence grants from DEFRA, the Thames Regional Flood and Coastal Committee and the Council's own capital budget. Other sources of funding and ways to resource flood risk management will have to be considered in the context of reduced public finances.

RECOMMENDATIONS:

It is recommended that;

1. Cabinet approve the refreshed Local Flood Risk Management Strategy for Surrey; and
2. Cabinet notes that the Council should consider options to strengthen and maintain future flood risk management work and that a report be presented to the Cabinet at its meeting in September 2017.

REASON FOR RECOMMENDATIONS:

In its capacity as LLFA SCC has a duty to develop a strategy for flood risk management under the Flood and Water Management Act (2010). It also has to adopt a co-ordinated and co-operative approach to flood risk management with other Risk Management Authorities (RMA) under sections 9 and 13 of the same Act. The LFRMS sets actions and objectives to facilitate this.

Surrey's Corporate Strategy 2016-2021 states that 'investing in flood and maintenance schemes' is a priority under its Resident Experience goal. The refreshed LFRMS sets out the method for delivering this across the responsible authorities.

Flooding is a significant concern to the residents of Surrey. Approximately 1500 properties were flooded in the events of 2013/14 and more have been flooded since in localised incidents. It remains a high profile topic and it is important that SCC has a clear and up to date LFRMS that sets out priorities for flood risk management.

DETAILS:

Background

1. SCC has a duty to publish a LFRMS for Surrey. This Strategy needs to set out how the County Council, in its capacity as LLFA, will manage flood risk across the County with its partners.
2. Flood risk or 'flooding' is defined by the Flood and Water Management Act (2010) as "*any case where land not normally covered by water becomes covered by water*". Flooding can come from a number of different sources including fluvial (rivers), pluvial (surface water), groundwater and surcharging (sewers).
3. The previous Strategy was originally signed off by Cabinet in December 2014; however since that time the landscape of local flood risk management has changed. As a result, the Strategy needs to remain current and up-to-date. This will ensure that the approach to flood risk management adopted by RMAs in

Surrey is proportionate, appropriate and reflects the priorities of authorities and residents. A refresh of the Strategy is therefore necessary to achieve this.

Changes from the previous Strategy

4. The previous Strategy was predominantly an informative document that focused on 'setting the scene' for flood risk management in Surrey. Although it outlined objectives for alleviating flooding these were not the main focus of the LFRMS. In order to make the Strategy more outcomes-driven the objectives have now become the centre of the new document.
5. There is also a need to make the Strategy more public facing. The previous version was very technical, very detailed and did not clearly set out the Council's objectives and ambitions for flood risk management. A key aim of the refreshed Strategy is that it demonstrates SCC's ambitions clearly and is more accessible to the public.
6. Key changes to the refreshed Strategy include:
 - A shorter, more concise main Strategy document that consists of ten pages and clearly summarises its objectives.
 - All detailed background information either contained in annexes or links provided to where it is freely available online.
 - Updated objectives.
 - A more detailed action plan attached as an annex to the main Strategy document, which sets out the specific activities that will be undertaken to achieve the objectives.
 - SCC's role as statutory consultee on surface water drainage for major developments has been incorporated, placing a greater emphasis on the importance of sustainable drainage and seeking opportunities to alleviate flood risk through the planning system.
 - A greater emphasis on community resilience and riparian awareness with the aim of reducing localised instances of flooding.
 - The inclusion of a 'Flood Atlas', which provides residents and partners with clear and easy access to flood maps.
 - Adoption of a 15 year 'vision' (subject to regular review) in order to reflect the national approach to flood risk management (see paragraph 11 of this report).
7. The document is now divided into four main sections – the main Strategy, appendices which contain supporting technical information, an annex detailing the actions that will achieve the Strategy's objectives and flood maps summarising the flood risk across Surrey.

Development of the refreshed Strategy

8. The Strategy has been refreshed with a number of partners through the Surrey Flood Risk Partnership Board (a partnership of RMAs in Surrey that have control of strategic decisions on flood risk management across the County). The views of these partners have been captured through a variety of activities including workshops, face to face meetings and written submissions. Organisations approached to contribute to the refreshed Strategy include:

Risk Management Authorities

- District and Borough Councils
- Thames Water
- Environment Agency
- Network Rail
- Highways England

Other organisations/bodies with an interest in flood risk management

- SCC Economic Prosperity, Environment and Highways Board
 - SCC Resident Experience Board
 - Historic England
 - Parish Councils
 - Surrey Wildlife Trust
 - Natural England
 - National Trust
9. The Chief Executives of Surrey's Districts and Boroughs have approved the LFRMS and their relevant scrutiny Committees have been granted the opportunity to consider the Strategy.
 10. The outcome of this engagement has been that all relevant RMAs and partners have signed up to the Strategy and their views used to help shape its objectives, meaning that the LFRMS represents a partnership approach. This is important because the Strategy is not a document that only applies to SCC – although the Council has responsibilities for developing and monitoring it, the objectives and activities it sets out must be supported and followed by all RMAs who have an interest in flood risk management. Therefore, the LFRMS can be regarded as jointly owned.
 11. The consensus reached with partners was that there is a need for the LFRMS to adopt a more long-term vision in order allow time for a clear framework for flood risk management to be established across the entire County. Furthermore, it was felt that the Strategy would benefit from aligning more closely with the Thames Regional Flood and Coastal Committee's long-term approach to funding flood alleviation schemes. Therefore, the LFRMS is for a period of 15 years, however it is to be viewed as a 'living document' that will be subject to regular annual review by the Surrey Flood Risk Partnership Board.
 12. The Strategy has eight core objectives. These bear similarities to the objectives of the 2014 document, although they have been updated to reflect priorities expressed by residents, Members and partners:
 - Improving information sharing between authorities
 - Establishing robust maintenance processes for flood risk assets
 - Clearly defining RMA responsibilities
 - Increasing riparian awareness and activities
 - Supporting communities to be more resilient
 - Using planning policy to reduce flood risk
 - Investing in flood alleviation schemes
 - Investigating and learning from flood events
 13. Further details regarding these objectives can be found in the attached LFRMS document (**Annex 1**).

CONSULTATION:

14. A public consultation on the LFRMS was launched on 6 January 2017 and ran until 24 February 2017. 54 responses were received. It was promoted in the following ways:
- SCC Members were informed and encouraged to share it with their residents.
 - SCC's Local Committee Chairman's Group, Economic Prosperity, Environment and Highways Board, and Resident Experience Board were all briefed and asked to promote the consultation to the groups or individuals they feel that it most concerned.
 - All District and Borough Councils were informed and encouraged to share it with their residents.
 - The Environment Agency shared it with community groups they are involved with.
 - All existing Flood Action Groups that SCC officers are involved with were informed.
 - Surrey Association of Local Councils representing town and parish Councils was informed.
 - Banners were placed on the SCC website.
 - The link to the consultation was shared via Twitter and Facebook.
 - A short article was placed in Surrey Matters magazine.
15. The most common themes/suggestions that emerged were:
- Greater access to flood map information.
 - Share more information on what RMAs are doing to reduce flood risk and lessons learned.
 - Prioritisation of known problem areas for gully and drain cleaning.
 - Clarification around the roles of RMAs in Surrey.
 - Promotion of riparian responsibilities.
 - Supporting flood action groups across the County.
 - Development on floodplains.
 - Encouraging the use of sustainable drainage.
 - Promotion of flood defence work to the communities affected.
 - Promotion and clarification of Section 19 reports and processes.
16. As a result of the consultation, all of the above themes have been considered in the LFMRS. A detailed analysis of the responses and how they will be acted on can be found in **Appendix G** of the attached Strategy.
17. As detailed in paragraphs 9 and 10 of this report, a number of partner organisations were consulted in the development of the Strategy and their views incorporated.

RISK MANAGEMENT AND IMPLICATIONS:

Financial risks:

- Minimal. As this is a Strategy that sets out a series of changes to business as usual rather than a commitment to spend specific amounts of funding there are no significant financial risks. The objectives of the Strategy aim to strengthen partnership working that will facilitate a far more efficient approach to flood risk management and which will reduce costs for RMAs in Surrey. In particular, objectives that encourage joint working between authorities and seek to make communities more resilient will mitigate against the negative social and financial impacts of flooding.

Reputational risks:

- Public/partners do not agree with priorities set within the Strategy.
Mitigation: both the public and partners have been given ample opportunity to shape the LFRMS through consultation. The Strategy's action plans are living documents and will be reviewed on a regular basis with any required changes being implemented as appropriate.

Service risks:

- Service is unable to realise objectives as a result of lack of resource.
Mitigation: actions have been written within the context of existing resource levels and are achievable. Should resource reduce, the Strategy can be reviewed and actions/timescales amended accordingly. Any changes will be communicated to the parties affected.
- Significant flood event impacts on achievement of Strategy objectives.
Mitigation: priority must be given to flood recovery with objective timescales amended as required and any changes communicated to the parties affected.

Financial and Value for Money Implications

There are no significant financial or value for money implications arising from the report. Approval of the refreshed LFRMS will enable SCC and its partners to manage flood risk more efficiently and deliver greater value for money by addressing issues that are a priority for RMAs and residents.

Section 151 Officer Commentary

The refreshed Local Flood Risk Management Strategy for Surrey sets out how SCC and its partners will manage the impact of flooding in Surrey and in doing so aims to improve value for money to Surrey residents. Approving the refreshed Strategy will not in itself commit the Council to additional expenditure.

Legal Implications – Monitoring Officer

Section 9 of the Flood and Water Management Act (2010) requires SCC as LLFA to produce a Local Flood Risk Management Strategy which should specify when it will be reviewed. The original Strategy produced in 2014 stated that a full review would take place in 2016, and also that it should be updated as new information became available. This refreshed LLFA therefore meets the requirements of the legislation.

Equalities and Diversity

An Equalities Impact Assessment has been completed for this report and is attached as **Annexe B**. No significant equality and diversity implications have been identified.

WHAT HAPPENS NEXT:

The LFRMS will be published and formally adopted following Cabinet approval. A further report regarding how future flood risk management work will be funded will be submitted to Cabinet in September 2017.

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Consulted:

Internal:

- Economic Prosperity, Environment and Highways Board
- Resident Experience Board

External:

- Surrey Districts and Boroughs
- Parish Councils
- Environment Agency
- Thames Water
- Natural England
- English Heritage
- Members of public

Annexes:

Annexe 1 – Surrey Local Flood Risk Management Strategy

Annexe A – Objective Action Plans

Annexe B – Equalities Impact Assessment

Available to view online:

[Annexe C – Habitats Regulations Assessment \(HRA\)](#)

[Annexe D – Strategic Environmental Assessment \(SEA\)](#)

[Annexe E – HRA and SEA 2017 update](#)

Sources/background papers:

None.

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SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY 2017-2032

**Surrey County Council as
Lead Local Flood Authority
in partnership with
The Surrey Flood Risk Partnership Board**

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SUMMARY

This Strategy has been produced to inform individuals, communities and businesses of the steps Surrey County Council (SCC) and its partners are taking to manage the impact of flooding in Surrey.

Flooding from rivers, ground and surface water poses a high risk in parts of the County and such incidents can have a great human and financial cost. SCC and its partners recognise this and are committed to doing what they can to reduce these impacts. However, it is important to understand that flooding is a natural occurrence. While SCC and its partners will work hard to reduce the risk of flooding and its impact, flooding cannot be prevented entirely.

The best way to tackle this issue is to support residents and businesses to be prepared and resilient and to support flood alleviation work where it is appropriate. As we saw in Surrey in 2013/14, it is an incredibly stressful and upsetting experience to suffer the consequences of flooding. But through careful preparation, education and working in partnership, the impacts of flooding can be managed as effectively as possible.

SCC and its partners aim to do this by investing in natural and engineered flood alleviation schemes, influencing policy where possible and supporting residents in a variety of ways. This will be challenging as Local Authorities have limited financial resources and multiple competing priorities. However, we are confident that this Strategy sets a strong foundation for the County Council and its partners to effectively manage and respond to the impacts of flooding.



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Deputy Director of
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INTRODUCTION

Context

Surrey is a County at high risk of flooding with in excess of 30,000 properties at risk from fluvial and surface water sources. It has experienced several major flood incidents in the last ten years, with much of this occurring in the floodplain of the lower River Thames and its tributaries. There are also many localised areas prone to surface and ground water flooding or the emergence of groundwater.

[The Flood and Water Management Act \(2010\)](#) (FWMA) places a number of responsibilities on SCC in relation to flood risk. It designates SCC as Lead Local Flood Authority (LLFA) and outlines a number of roles that the Council must undertake. One of these is the duty to develop, maintain, apply and monitor a strategy for local flood risk management in its area. This document is that Strategy.

Roles and Responsibilities

It is not SCC alone that is responsible for the management of flood risk - it is important to note that multiple organisations and individuals also have roles to play in the alleviation of flooding. The Environment Agency (EA) has strategic oversight for national flood risk management and is responsible for managing the risk of flooding from main rivers and the sea. SCC, in its capacity as LLFA, has responsibility for managing the risk of flooding from ordinary watercourses, surface water and ground water. Borough and District Councils also have powers to manage ordinary watercourses, while water companies are responsible for managing their water and sewage systems. With varying, equally important responsibilities all parties will use this Strategy as a framework to effectively manage flood risk.

In Surrey these Risk Management Authorities (RMAs) have formed a partnership board to coordinate flood risk management activities. This board is known as the [Surrey Flood Risk Partnership Board \(SFRPB\)](#). The Board oversees cross-Authority flood work in the County and it has set the priorities outlined in this Strategy. Therefore, this document is owned by the SFRPB and is written from its perspective, with all of its members committed to achieving the agreed objectives. To this end, use of the term 'we' in the Strategy refers to all RMAs working in partnership.

Private landowners have responsibilities too – people who have a watercourse running through or adjacent to their land have [riparian duties](#) to maintain it. Residents should also take steps to protect their property from the risk of flooding, be this just knowing what to do in a flood event or installing property level protection, for example.

With this in mind, SCC publicly consulted on this Strategy to seek the views of everyone involved in the alleviation of flooding (see **Appendix G**). As a result of the feedback taken on board, this document aligns with the priorities of partners and residents.

Supporting Joint Priorities

The Surrey Local Flood Risk Management Strategy (LFRMS) supports the wider ambitions of SCC. Its objectives play their part in delivering the Council's strategic goals of wellbeing, economic prosperity and resident experience. It also supports the Highways and Transport Service's Strategic Business Plan and Asset Management Strategy.

Most importantly, the LFRMS recognises the needs of residents. The effective management of flood risk involves a two-way interaction between the authorities that manage flooding and the people that may suffer from its consequences. Working together and sharing information with one another is essential if the goal of reducing the impacts of flooding across the County is to be met. This Strategy sets out how this will be achieved.

Why a Refreshed Flood Risk Management Strategy?

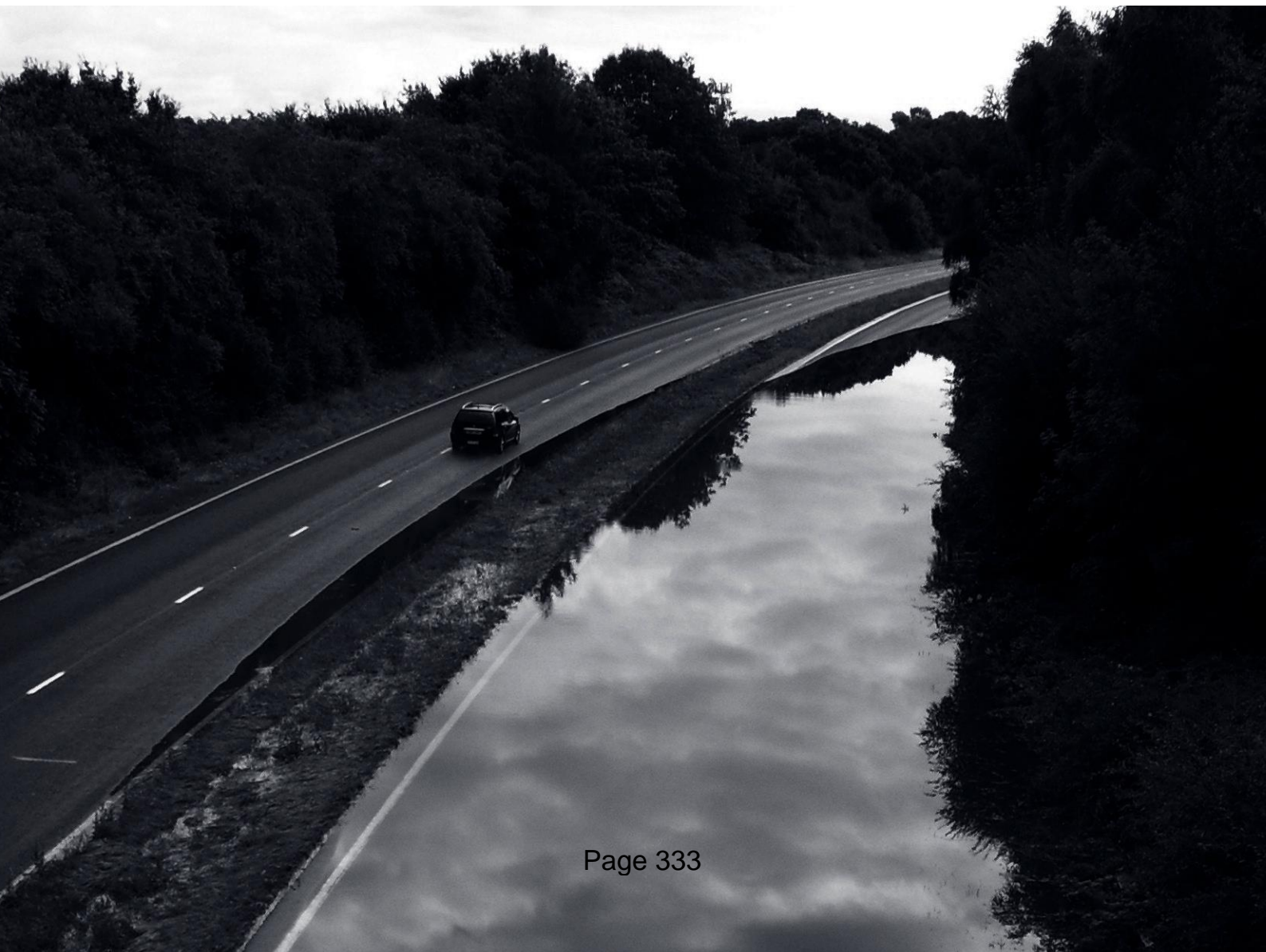
A LFRMS for Surrey was first published in December 2014. Since that time the landscape of local flood risk management has changed. These changes include:

- [Amendments to legislation](#) that have placed more responsibilities on RMAs
- Significant national and local flood events have required Local Authorities to learn lessons and adapt their approach to managing flood risk
- Increasing demand for new development has heightened the need to ensure that local drainage solutions are sustainable and do not increase the risk of flooding

These policy-led factors have partially driven the need for the LFRMS to adapt to the changing environment of flood risk management. However, the Strategy also needs to change in order to become a more accessible document. Feedback received following publication of the original LFRMS stated that it was too long, overly technical and did not clearly set out our objectives. In response to this we have made the refreshed Strategy much shorter, with our aims clearly set out in just ten pages and accompanying technical information contained in appendices.

A further change is a shift to a longer-term vision of 15 years. This is because effective flood risk management requires significant foresight – it often takes years to obtain funding for a scheme, design it, and then construct it. Furthermore, this long term approach better aligns with that of the planning and funding cycle for flood projects now followed by Central Government. The Strategy aims to be proactive as well as reactive, and a longer-term vision allows it to do this.

This document represents a change from the previous Strategy. However, it is a change that enables us to adapt to the moving landscape of flood risk management and to deliver an effective service to residents.



THE LOCAL FLOOD RISK MANAGEMENT STRATEGY FOR SURREY

Structure and content

Section 9 of the FWMA (2010) specifies what a LFRMS will contain. This includes objectives as to how flood risk will be managed, when these objectives will be achieved, and which authorities will help to achieve them. All requirements of the Act have been embedded within this Strategy.

The Strategy consists of four main elements:

- **Vision:** this is the main goal that will be achieved over the lifetime of the Strategy
- **Purpose:** this summarises who will be involved in achieving the Vision and why this is important
- **Principles:** these provide context for the Vision, and are important concepts that are considered as part of all of the objectives
- **Objectives:** these are the specific activities that will be undertaken to achieve the Vision

Vision

This is the point upon which all of the objectives and principles of the Strategy are based. The Vision for Surrey is as follows:

To make Surrey more resilient to flooding on a long-term basis through a co-ordinated approach with residents and partners

Purpose

The Purpose sets out why a Strategy has been written and who will play a part in achieving the Vision. The Purpose is as follows:

All partners with flood risk management duties to work together effectively through the Surrey Flood Risk Partnership Board to mitigate the effects of flooding

Principles

The Strategy has seven principles which support the Vision. These set the context within which the Strategy has been developed and provide the foundation for delivering the objectives. They can be regarded as the core values of the Strategy, while the objectives specify what is going to be achieved.

- **A long-term vision:** we will reduce the impact of flooding in Surrey and future-proof project outcomes on a sustainable, long-term basis that considers the effect of climate change
- **A catchment-based approach:** we will use a holistic catchment-based approach to assess and manage the integrated flood risk within Surrey and upstream/downstream river catchments
- **Partnership working:** we will work in co-operation with partner risk management authorities to mitigate the risk of flooding in the County while achieving cross-cutting corporate goals
- **Community resilience:** we will empower communities to be more resilient to flooding by supporting them to reduce risk, recover from incidents more quickly and lessen the disruptive impacts of flooding
- **Enhancing growth and wellbeing:** we will ensure that efforts to reduce flood risk in Surrey enhance and protect the social, environmental and economic wellbeing of Surrey
- **Sustainable flood risk management through planning and development:** we will use the opportunities presented by new development and regeneration to make communities more resilient to flooding
- **Capital investment:** we will invest in flood alleviation schemes that reduce the risk of flooding to people, property and the natural environment where a robust business case indicates that this will provide value for money and that wider social, environmental and economic benefits will be achieved



Objectives of the Strategy

14

The objectives provide detail around what specific actions will be undertaken in order to achieve the Vision. They are informed by the principles of the Strategy and set out what is going to be done in order to reduce flood risk for Surrey. These are tangible and are what success will be measured against.

Each of these objectives has an **action plan** detailing how it will be achieved, and each action has a timescale setting out when it will be delivered. These action plans can be found in **Annexe A** of the Strategy. Each objective also supports the risk based approach to flood risk management, which prioritises those communities at greatest risk as per the [National Flood and Coastal Erosion Risk Management Strategy](#).

The term 'we' in these objectives refers to all partner RMAs. The Strategy's action plans detail which specific organisations are responsible for working towards the delivery of each objective.

Objective 1: Information

Our understanding of local and strategic flood risk will be improved through clear data management and sharing between risk management authorities to ensure partnership delivery of works to high risk areas.

To achieve this we will:

- a. Improve the use and quality of flood data to maximise the value it provides
- b. Collect and share flood data with partner RMAs and the public in an open and accessible way via annual reports to the SFRPB
- c. Improve the assessment of flood risk using data analysis and modelling to prioritise flood risk management activities

Objective 2: Maintenance

Risk Management Authorities will reduce flood risk by delivering an effective maintenance regime for their drainage assets and managing their estates across the County in an environmentally sustainable manner.

To achieve this we will:

- a. Promote best practice approaches in delivering statutory maintenance duties with partner RMAs
- b. Improve and update records of our drainage assets
- c. Deliver an effective maintenance regime for RMA-owned assets
- d. Ensure maintenance of flood risk management assets is considered at design stage and that this is documented and implemented through an asset maintenance plan

Objective 3: Risk Management Authority Responsibility

We will agree with partners who the Risk Management Authorities in Surrey are, jointly define their responsibilities and establish clear lines of communication with them to support the delivery of partnership-based flood alleviation projects.

To achieve this we will:

- a. Define the roles of RMAs with our partners and promote these to the public
- b. Develop a communications plan for strategic and operational communications between partners
- c. Review opportunities for future devolution of powers and budgets to RMAs

Objective 4: Landowner Responsibility

Private owners will be made aware of their riparian responsibilities to maintain their drainage assets and watercourses. We will support, promote and enforce these responsibilities.

To achieve this we will:

- a. Develop our knowledge of riparian assets in high risk areas by recording these assets on a reactive basis
- b. Review and improve enforcement and consenting principles, policies and processes
- c. Promote consenting, enforcement processes and standards to the public, Members and RMAs, and encourage implementation of these on a community-wide basis

Objective 5: Resilience

The residents and businesses of Surrey will be supported to improve community resilience. Local people will be empowered to reduce the risk of flooding on both an individual and community level.

To achieve this we will:

- a. Assess and prioritise flood action group locations and encourage communities to establish such groups in areas of need
- b. Develop and improve RMA engagement methods with flood action groups, including training and public facing information/materials
- c. Develop a governance structure for a County-wide forum for flood action groups
- d. Promote resilience planning as a core tool for community groups and support them with response and recovery following a flood event

Objective 6: Planning

We will reduce the risk of flooding to and from development through local planning policy and processes.

To achieve this we will:

- a. Undertake a robust statutory consultee role on surface water drainage
- b. Influence policy and advise Local Planning Authorities on managing flood risk
- c. Take viable opportunities to utilise existing and new development to reduce flood risk
- d. Educate planning officers, Members and developers on flood risk and drainage, particularly SuDS and environmentally beneficial measures

Objective 7: Investment

We will reduce flood risk from all sources via a programme of capital works, which will be integrated with the activities of other Risk Management Authorities.

To achieve this we will:

- a. Establish and implement best practice on integrating flood risk reduction into all feasible SCC capital highway schemes
- b. Establish and implement best practice for integrating flood risk reduction and water quality improvement into all feasible capital schemes across all RMAs via a single, joint capital programme
- c. Identify new funding sources and innovative methods for securing funding for flood alleviation schemes
- d. Ensure all drainage assets, where feasible, are retrofitted or replaced with SuDS to manage the quantity and quality of water in a more sustainable way

Objective 8: Investigation

We will investigate significant flooding incidents in order to make recommendations that help to reduce flood risk.

To achieve this we will:

- a. Review our [Section 19](#) investigation procedures to maximise the efficiency of the process and the value gained from it
- b. Use new data obtained from Section 19 investigations to inform the prioritisation process for flood risk management or resilience works

For further details around the context of each objective and the steps that will be taken to achieve them, please refer to the Strategy's Action Plans (**Annexe A**).

SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

Appendices



APPENDICES

Purpose

The Surrey Local Flood Risk Management Strategy (LFRMS) has been split into several documents to aid navigation and ensure that the main Strategy document is concise and accessible. We want the Strategy to reach and empower all relevant stakeholders, enabling them to understand the future of flood risk management in Surrey and how they can help deliver the vision of the Strategy which is;

To make Surrey more resilient to flooding on a long-term basis through a co-ordinated approach with residents and partners

Therefore to facilitate a concise and focused Strategy, the appendices have been separated into this document for reference as appropriate. They provide context and background information to the Strategy and aim to answer any questions not covered by the main Strategy document.

The appendices support the Strategy and should not be referenced in isolation. References to each of the appendices can be found at the relevant location within the main Strategy document.

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Glossary

The table below defines and explains some of the frequently used terminology within this document.

Acronym / Term	Definition	Acronym / Term	Definition
AA	Appropriate Assessment	LFRMS	Local Flood Risk Management Strategy – directs long-term FRM in Surrey.
AGLV	Area of Great Landscape Value	LLFA	Lead Local Flood Authority – responsible for managing flood risk from ordinary watercourses, surface water and groundwater.
ALC	Agricultural Land Classification	Local Flood Risk	Sources of flooding which are classed as 'local' include surface water, flooding from ordinary watercourses and groundwater. It is the responsibility of the LLFA to manage these.
AMS	Asset Management Strategy	LNR	Local Nature Reserve
AONB	Area of Outstanding Natural Beauty	LPA	Local Planning Authority
AQMA	Air Quality Management Area	MAGIC	Multi-Agency Geographic Information for the Countryside
AQS	Air Quality Strategy	Main River	Main rivers are usually larger streams and rivers, but some of them are smaller watercourses of

			local significance. Main Rivers indicate those watercourses for which the Environment Agency is the relevant risk management authority.
AWI	Ancient Woodland Inventory	MPA	Minerals Planning Authority
BAP	Biodiversity Action Plan	NAQS	National Air Quality Strategy
BC	Borough Council	NFCERMS	National Flood & Coastal Erosion Risk Management Strategy
Capital	Engineered infrastructure schemes which create a new asset, or change the existing asset.	NH3	Ammonia
CFMP	Catchment Flood Management Plan	NNR	National Nature Reserve
CO	Carbon monoxide	N2O	Nitrous oxide
CO2	Carbon dioxide	NO _x	Nitrogen oxides
CPA	County Planning Authority	NO2	Nitrogen dioxide
DC	District Council	NPA	National Park Authority
DCLG	Department for Communities & Local Government	NPPF	National Planning Policy Framework (2012) – sets out the government's planning policies and how these are expected to be applied.
DCMS	Department for Culture, Media & Sport	Ordinary Watercourse	Ordinary Watercourses are displayed in the mapping as the detailed river network. An ordinary watercourse is any watercourse (excluding public sewers) that is not a Main River.
DEFRA	Department for Environment, Food and Rural Affairs	O3	Ozone
DfT	Department for Transport	OWC	Ordinary Water Course
DMC	Domestic Material Consumption	RMA	Risk Management Authority – organisations which have statutory duties under the Flood and Water Management Act (2010).
EA	Environment Agency – responsible for managing flood risk from main rivers, the sea and reservoirs.	PFCs	Perfluorocarbons
EHO	Environmental Health Office	PM10 & PM2.5	Particulate matter
EIA	Environmental Impact Assessment	PFRA	Preliminary Flood Risk Assessment
EPEHB	Economic Prosperity, Environment and Highways Board – acts as a select committee and consists of County Councillors who have an interest or expertise in transport or environmental issues. The Board makes recommendations to the County Council Cabinet.	RBMP	River Basin Management Plan
EPS	European Protected Species	RIGS	Regionally Important Geological Site
EqIA	Equality Impact Assessment – a process which seeks to ensure that the strategy does not discriminate against minorities or those who are disadvantaged or vulnerable.	SAC	Special Area of Conservation
ES	Environmental Statement	SCC	Surrey County Council – the LLFA for Surrey.
FCERM	Flood and Coastal Erosion Risk Management	SEA	Strategic Environmental Assessment

FDGiA	Flood Defence Grant in Aid – national funding for flood alleviation schemes.	SF6	Sulphur hexafluoride
FG	Flood Action Group – a community group dedicated to proactive FRM.	SFRA	Strategic Flood Risk Assessment
FRA	Flood Risk Assessment	SFRPB	Surrey Flood Risk Partnership Board – a local partnership that incorporates representation from all organisations in the County who have a role to play in flood risk management.
FRM	Flood Risk Management	SMP	Shoreline Management Plan
FWMA	Flood and Water Management Act (2010)	SNCI	Site of Nature Conservation Importance
GCR	Geological Conservation Review	SNR	Strategic Network Resilience team (within SCC and primarily responsible for coordinating the LLFA duties).
GHG	Greenhouse Gas	SO2	Sulphur dioxide
HAP	Habitat Action Plan	SPA	Special Protection Area
HCs	Hydrocarbons	SPZ	Source Protection Zone
HER	Historic Environment Record	SSSI	Site of Special Scientific Interest
HFCs	Hydrofluorocarbons	SuDS	Sustainable Drainage Systems – a less traditional approach to drainage where water is managed in a way which mimics nature, rather than conveying water quickly to watercourses via sewers. SuDS provide benefits such as reduced flood risk, and improved water quality and biodiversity.
HRA	Habitat Regulations Assessment	SWMP	Surface Water Management Plan
IDB	Internal Drainage Board – independent public bodies which are responsible for managing water levels in low-lying areas.	TDM	Transport Development Management
IROPI	Imperative reasons of overriding public interest	WB	Waterbody
JNCC	Joint Nature Conservation Committee	W&CA 1981	Wildlife & Countryside Act 1981 (as amended)
LA	Local Authority	WFD	Water Framework Directive
LBAP	Local Biodiversity Action Plan	WG	Surrey Flood Risk Partnership Board Working Group – supports the SFRPB and flood risk management through implementing board-agreed outputs.
LDA 1991	Land Drainage Act 1991	WPA	Waste Planning Authority

If you have any queries about the appendices or the wider LFRMS, please get in touch by emailing flooding.enquiries@surreycc.gov.uk

Legislative Context

[The Flood Risk Regulations \(2009\)](#) designate the County Council as ‘Lead Local Flood Authority’ (LLFA) for its area. This designation means that the Council must provide strategic direction concerning the management of flood risk in Surrey.

However, the [Flood and Water Management Act \(2010\)](#) (FWMA) is the key piece of legislation underpinning the Local Flood Risk Management Strategy (LFRMS) as it is here where this strategic direction is defined.

Flood and Water Management Act (2010)

The most relevant section of the FWMA to the Strategy is section 9, which sets out the need for an LLFA to develop a flood risk management strategy. Specifically:

“A lead local flood authority for an area in England must develop, maintain, apply and monitor a strategy for local flood risk management in its area”

Section 9 also states what this strategy must include:

“The Strategy must specify:

- a. The risk management authorities in the authority’s area*
- b. The flood and coastal erosion risk management functions that may be exercised by those authorities in relation to the area*
- c. The objectives for managing local flood risk*
- d. The measures proposed to achieve those objectives*
- e. How and when the measures are expected to be implemented*
- f. The costs and benefits of those measures, and how they are to be paid for*
- g. The assessment of local flood risk for the purpose of the strategy*
- h. How and when the strategy is to be reviewed*
- i. How the strategy contributes to the achievement of wider environmental objectives”*

All of the above elements have been incorporated into this Strategy.

It is also worth noting that an amendment to the FWMA was made in 2014 through [Written Statement HCWS161](#), which established the process whereby Local Planning Authorities are statutorily obliged to consult with LLFAs on surface water drainage proposals for all new major developments. This responsibility is addressed in objective 6 of the Strategy.

Further details on the legal context surrounding the roles and responsibilities of a LLFA can be found in the FWMA.

Other relevant legislation

Although the FWMA provides much of the context for the roles and responsibilities of an LLFA, there are numerous other pieces of legislation and reviews that are relevant to the day-to-day management of flood risk. These have been taken into account in the development of this Strategy and can also be viewed online:

- The Reservoirs Act (1975)
- The Ancient Monuments & Archaeological Areas Act (1979)
- The EU Wild Birds Directive (1979/409/EEC & 2009/147/EC)
- The Environment Act (1995)
- The Countryside & Rights of Way Act (2000)
- The EU Strategic Environmental Assessment Directive (2001/42/EC)

- The Highways Act (1980)
- The Wildlife & Countryside Act (1981)
- The Building Act (1984)
- The EU Environmental Impact Assessment Directive (1985/337/EEC & 1997/11/EC)
- The Environmental Protection Act (1990)
- The Town and County Planning Act (1990)
- The Planning (Listed Buildings & Conservation Areas) Act (1990)
- The Land Drainage Act (1991)
- The Water Resources Act (1991)
- The Water Industry Act (1991)
- The EU Habitats Directive (1992/43/EEC)
- The Water Act (2003)
- The Planning and Compulsory Purchase Act (2004)
- The Civil Contingencies Act (2004)
- The EU Floods Directive (2007/60/EC).
- The Pitt Review (2008)
- The Climate Change Act (2008)
- The Planning Act (2008)
- The Local Democracy, Economic Development & Construction Act 2009
- The Localism Act (2011)
- The National Flood and Coastal Erosion Risk Management Strategy for England (2011)

Local Flood Risk Management Strategies within the national context

The sheer amount of legislation, policies and reviews that relate to flood risk management can be confusing. In order to understand where Surrey’s LFRMS fits in the national context, we have produced the image below:

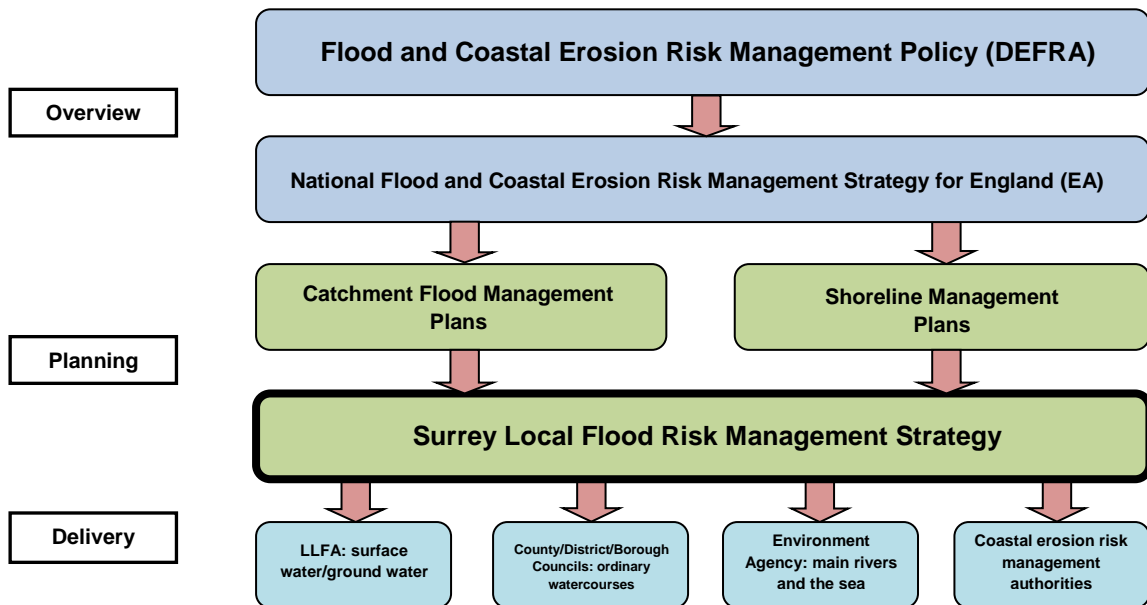


Fig. 1 - National flood risk management – policy overview

Roles and Responsibilities of Risk Management Authorities in Surrey

The following annexe explains what a Risk Management Authority (RMA) is, outlines their responsibilities, and provides contact information for the relevant agencies.

What is a Risk Management Authority?

A RMA is an authority that has a role to play in the management of flood risk. RMAs range from Central Government organisations to private companies and all have different responsibilities before, during and after a flood. It is useful to understand 'who does what' in the event that you need to contact someone regarding a flood-related issue. A summary of the different RMAs in Surrey and what they do is provided below.

The Department for Environment, Food and Rural Affairs (DEFRA)

DEFRA are the Central Government Department with responsibility for developing national policies on flooding, including the Flood and Coastal Erosion Risk Management Policy. These national policies form the basis for the work of other Risk Management Authorities such as the Environment Agency and Local Authorities.

Environment Agency (EA)

The EA are tasked by the [Flood and Water Management Act \(2010\)](#) to have a strategic overview role for all sources of flooding and coastal erosion risk management (FCERM). They also have responsibility for management of all Main Rivers and the coast. All Main Rivers are highlighted in the EA Flood Risk Maps, which can be found on their [website](#). The main responsibilities of the EA include:

- Developing long term approaches for FCERM, including creating Catchment Management plans to address flood risk in all river catchments
- Supervision of all matters relating to flood defences, including maintenance
- Issuing environmental permits for any alterations to Main Rivers or the flood plains of Main Rivers
- Issuing flood warnings

Surrey County Council (SCC)

SCC has a number of responsibilities around flooding due to its role as Lead Local Flood Authority (LLFA) for Surrey. This means that as well as being the main highway authority, the Council also has risk management, enforcement and permissive management powers and responsibilities over Ordinary Watercourses (i.e. a watercourse not designated as a Main River), surface water and groundwater as well as Highways drainage (although this may come under Highways England responsibilities in some locations).

Other SCC responsibilities include:

- Maintaining a register of drainage assets and designating these if they have a significant impact on flood risk
- Consenting changes prior to riparian owners altering, removing or replacing any features or structures on Ordinary Watercourses, and undertaking enforcement if consents are not sought
- Acting as a statutory consultee on for surface water drainage proposals for all major developments in its area

- Investigating significant flooding events in Surrey
- Playing a lead role in Emergency Planning and management before, during and after a flood event

Further information around what duties SCC has in its capacity as LLFA can be found in the [Flood and Water Management Act \(2010\)](#).

District and Borough Councils

District and Borough Councils are key partners to the LLFA in dealing with local flooding issues, having the same permissive powers and responsibilities over Ordinary Watercourses. A further important role District and Borough Councils have is that of Local Planning Authority, whereby they grant planning permission for most new developments in their area. With this comes a need to consider the impact new developments will have on flooding, and to listen to the advice provided by the LLFA concerning surface water drainage proposals for major developments.

Riparian (Land) Owners

Riparian owners are responsible for the upkeep of watercourses, ditches, culverts, and drains that run through or adjacent to their land. This means that they have a responsibility to maintain their watercourse and any structures on it so they are free of obstruction. If this is not done, RMAs have the power, if appropriate, to carry out enforcement on land owners to ensure that adequate maintenance takes place. This is also the case for other drainage systems and flood defences. These enforcement powers enable RMAs to carry out maintenance works and then back charge the land owner if necessary.

Further details on riparian responsibilities can be found on the [SCC website](#), or in the EA document '[Living on the Edge](#)'.

Utility Companies

Water and sewerage companies are responsible for the active sewerage networks in their respective areas within Surrey. This includes the foul and some surface water drains where they have maintained control over the asset. The majority of Surrey's network is owned and maintained by Thames Water; however there are areas that are served by Southern Water.

Water companies manage the risk of flooding to water supply and sewerage facilities along with the risk to others from the failure of their infrastructure. Key flood risk management responsibilities include:

- Ensuring their systems have the appropriate level of resilience to flooding and maintaining essential services during emergencies
- Maintaining and managing their water supply and sewerage systems to manage the impact and reduce the risk of flooding and pollution to the environment
- Providing advice to LLFAs on how water and sewerage company assets impact on local flood risk
- Working with developers, landowners and RMAs to understand and manage risks
- Working with the EA and District and Borough councils to coordinate the management of water supply and sewerage systems with other flood risk management work

Where there is frequent and severe sewer flooding, sewerage undertakers are required to address this through their investments plans, regulated by Ofwat.

Other Risk Management Authorities

Other Risk Management Authorities who have responsibilities for flooding issues in Surrey are:

- **Highways England** – for providing and managing highway drainage on their networks
- **Internal Drainage Boards** – independent public bodies responsible for managing water levels in low lying areas. Only the Upper Medway IDB covers a small part of Surrey

Which RMA to contact and when

With a number of different RMAs operating within Surrey it can sometimes be confusing to residents who they need to contact when flooding occurs. The table below provides a summary of which organisation should be the first point of contact for specific situations.

Please note that in an emergency or a situation where there is threat to life, you should dial **999**.

Type of flooding	Relevant Risk Management Authority	Contact details
Main River	Environment Agency	Floodline service: 0345 988 1188 Incident number: 0800 80 70 60 - 24 hours
Ordinary Watercourse	Surrey County Council	Contact centre: 03456 009 009 (8am-6pm weekdays) Highways emergencies: 0300 200 1003
Surface water		
Groundwater		
Surcharging from Highway drains		
Surcharging from sewer	Thames Water Southern Water	Thames Water: 0800 316 9800 Southern Water: 0333 000 0365
All types	Surrey County Council District/Borough Council (in conjunction with other RMAs)	As above

Types of Flooding

Overview

The definition of flooding is “any case where land not normally covered by water becomes covered by water”, as defined in the [Flood and Water Management Act \(2010\)](#).

As stated in the Environment Agency’s (EA) [National Assessment of Flood Risk \(2009\)](#), “Flooding is a part of nature”. Consequently, flooding is something that cannot be stopped. However, it can be managed by looking at the areas which are most at risk of major flooding events and developing plans to help reduce this risk, specifically by looking at what is causing flooding in different areas.

Flooding is caused by a combination of factors such as high levels of rainfall, a river breaking its banks, ground water seepage and breaches of reservoirs. The definition of flooding does not however include overflow or breaches from sewerage treatment plants or burst water mains. This is because these both fall under the [Water Industry Act \(1991\)](#).

Surrey experiences various different types of flooding. Explanations of the types that pose significant risk to the County are detailed below and associated mapping of these different sources of flood risk can be found as an appendix to the LFRMS.

River (fluvial) flooding takes place when a river’s capacity is exceeded and it bursts its banks, forcing the overtopping water onto surrounding land.



Fig. 2.1 – River Thames flooding



Fig. 2.2 – surface water flooding

Surface Water (pluvial) flooding is caused when water does not penetrate into the ground due to the surface being impermeable (not porous). It also occurs when the ground is already saturated or because drains are not functional or overwhelmed. This leaves the water with nowhere to go to and as a result, it will remain or flow on the surface.

Groundwater flooding occurs where the natural level of the water in the ground (water table) has risen above the surface of the ground. Understanding of this form of flooding is limited although the functioning of underground springs is known to be a cause. It is often difficult to distinguish from surface water flooding.

Surcharging occurs when a foul (sewer) or surface water drain is blocked or overwhelmed and water is discharged to the surface instead of draining away.



Fig. 2.3 – sewer surcharge

It is important that we collect information on flooding when it happens as this allows us to understand the cause of the flooding and develop plans for reducing the risk of flooding in the future. One dataset we use to record this information is the Wetspots database.

Wetspots

"Wetspot" is a term used by SCC to describe the location of a flood incident that has been reported. While we unfortunately aren't able to address every wetspot in the County, we maintain and monitor a database of every one that is reported to us.

The purpose of this database is to assess and prioritise which wetspots in Surrey are the most significant and therefore most in need of remedial works. Those that are deemed to be posing the biggest risk are allocated a high score and then programmed into Surrey County Council's capital works programme. The criteria used to prioritise wetspots assesses the following factors:

- Safety
- Internal property flooding
- Disruption to critical services
- Social and economic impacts
- Duration and frequency of flooding

Further information – including the complete wetspot database for Surrey – is available on the [Surrey County Council website](#).

Governance and Implementation of the Strategy

Following publication of the Local Flood Risk Management Strategy (LFRMS), its objectives and action plans must be monitored to ensure that they are carried out and achieved. There will also be a need in the future to develop the objectives in order that they reflect changing legislation and priorities.

In this regard the Strategy is a living document. It would be impractical to constantly change its objectives as this wouldn't provide Surrey with a clear direction or approach to flood risk management. However, it is important for the Strategy to remain current, so that it does not become out of date within a few months or years of publication.

To oversee this work a governance structure is required. This is outlined below:

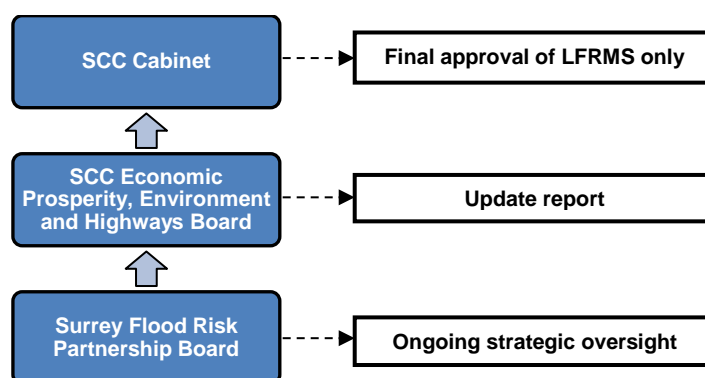


Fig. 3 - LFRMS governance structure and responsibilities

Surrey Flood Risk Partnership Board

The Surrey Flood Risk Partnership Board (SFRPB) is a local partnership that incorporates representation from all organisations in the County who have a role to play in flood risk management. Specifically, this includes the Environment Agency, Surrey County Council (SCC), District and Borough Councils, water companies and emergency responders, among others.

The purpose of the SFRPB is to provide strategic leadership on flood risk management in Surrey. It promotes the principles of partnership working and efficiency and provides a forum through which the various Risk Management Authorities in the County can work together in order to manage flood risk.

The Board meets every quarter and takes strategic decisions on a number of different activities including funding, capital works, surface water management plans and development of the LFRMS. It signs off the final version of the Strategy prior to its submission for approval by elected Members.

Because the SFRPB has played a key role in the development the Strategy it is appropriate that it maintains strategic oversight of it following implementation. Therefore any proposed future changes to the document will be discussed and approved by the Board before being taken forward.

Surrey Flood Risk Partnership Board Working Group

The Working Group (WG) is a group of officers drawn from the organisations represented on the SFRPB. Its purpose is to carry out tasks and projects as decided by the Board. In this structure the SFRPB can be regarded as the decision-making body, while the WG is its 'practical arm'.

SCC Economic Prosperity, Environment and Highways Board

SCC's Economic Prosperity, Environment and Highways Board (EPEHB) acts as a Scrutiny Board for all matters within its remit.

The EPEHB consists of elected County Councillors who have an interest or expertise in transport and environmental issues. Although the Board isn't a decision-making body, it can make recommendations to the County Council's Cabinet which must be considered when policy decisions are taken. As flooding falls within the remit of the Board it will be consulted on the final draft version of the Strategy, prior to submission to Cabinet.

It is proposed that the EPEHB receive update reports detailing progress towards achievement of the Strategy's objectives.

SCC Cabinet

SCC's Cabinet is the executive body that takes all major policy decisions at the County level. In order for the Strategy to be implemented it must be signed off and approved by the Cabinet. As it is a major decision making body, there is no requirement to submit future updates or proposed changes to the Strategy – this role will be performed in the main by the SFRPB.

Local Flood Risk Management Strategy alignment with Surrey County Council Corporate Values and Objectives

As a LLFA, Surrey County Council has a significant number of responsibilities with regard to flood risk management. In order to fulfil these responsibilities it has a Strategic Network Resilience (SNR) Team, which sits within the Asset Management Group of the Council's Highways and Transport Service. As a part of these Groups, the LLFA work carried out by the SNR Team must adhere to these Groups' wider objectives and values. This work includes all activities associated with the LFRMS.

There are four main strategies of the County Council that the LFRMS must align with:

- 'Confident in Surrey's Future' Corporate Strategy 2015-20. This has three key themes: wellbeing, economic prosperity and resident experience
- SCC Highways and Transport Strategy, which follows the same themes of the Corporate Strategy
- SCC Highways' Strategic Business Plan
- SCC Highways' Asset Management Strategy (AMS)

Because the themes of the Highways and Transport Strategy mirror those of the Corporate Strategy albeit in more detail, it is the latter three documents upon which the LFRMS will be aligned.

Fig. 4 – LFRMS interaction with other SCC strategies



Highways and Transport Strategy

SCC's Highways and Transport Strategy provides specific direction and context as to how the service will meet the objectives of the Council's Corporate Strategy. Set out below are these objectives followed by how the LFRMS aligns with them.

Corporate Objective 1: Wellbeing

"Everyone in Surrey has a great start to life and can live and age well".

Highways and Transport Strategy context:

“Our network is relied on by thousands of people and businesses every day. Our service supports the people of Surrey by making streets safe and reliable, offering more travel choices, and providing residents with access to schools, health services and care”.

How achievement of the LFRMS objectives will support this:

- An effective capital works and maintenance programme will better protect Surrey’s highways assets, granting residents more secure and reliable access
- By raising awareness and reducing the risk of flooding, residents will become safer
- We will act on feedback received from community groups and flood action groups, to provide a more responsive service which is aligned to the priorities of local communities

Corporate Objective 2: Economic Prosperity

“Surrey’s economy remains strong and sustainable”.

Highways and Transport Strategy context:

“The highways and transport infrastructure we build and maintain provides the foundation of a strong economy in Surrey: it creates routes in to businesses, jobs for residents and access to homes and communities where people want to live. We deliver value today, while planning and investing for the future”.

How achievement of the LFRMS objectives will support this:

- Reducing the risk of flooding to infrastructure and businesses will in turn reduce the cost of recovering from a flood event and may lower insurance premiums, which will make Surrey a more attractive place to live and work
- We will adopt new and innovative approaches to obtain partnership funding contributions from a wide range of sources
- Working with communities and businesses to address key issues in their area will enable us to support local priorities to promote economic growth
- Ensuring that our flood alleviation schemes are maintained will allow them to contribute to and encourage economic growth

Corporate Objective 3: Resident Experience

“Residents in Surrey experience public services that are easy to use, responsive and value for money”

Highways and Transport Strategy context:

“Residents are at the heart of how services are designed and delivered, with appropriate influence, control and choice on issues that are important to them. Our professional service provides high quality, innovative solutions that ensure Surrey residents get value from the network now and in the future”

How achievement of the LFRMS objectives will support this:

- An effective capital works and maintenance programme will reduce the likelihood of disruption to the network

- Close working and communication with partner authorities will allow for more co-ordinated management of our assets and programmes, which will produce flood schemes of a high quality to protect the network
- We will listen to the feedback of residents and design schemes and programmes of work that reflect their needs and priorities, where appropriate
- We will support residents to access training that enables them to become more resilient, which will empower them to do more for their communities

Highways and Transport Strategic Business Plan

In order to provide strategic direction to the work of the Highways and Transport Service at Surrey, a five year strategic business plan has been developed. This sets out how we intend to drive continuous improvement to the service, maximise our opportunities and deliver the Council's overarching goals of wellbeing, economic prosperity and resident experience.

This plan has three core objectives, and the LFRMS must align with these in order to support the wider work of the Highways and Transport Service.

Strategic Business Plan Objective 1: Improve and Grow Surrey's Highways Infrastructure

The development and construction of flood alleviation schemes will improve Surrey's highway network by making it more resilient, accessible and reliable. Residents will be better protected from flooding and as a result the impacts of this form of severe weather will be reduced.

Strategic Business Plan Objective 2: Maintain and Operate the Network

We will invest our capital and revenue funding in maintenance and capital schemes that will make best use of existing infrastructure to get the most value from our highways assets. The construction of flood alleviation schemes will also make the network easier to maintain and operate.

Strategic Business Plan Objective 3: Develop the Service

All work stemming from the LFRMS will have a long-term perspective and be as future proof as possible. This will support the service to adapt and evolve to changing demands.

Highways and Transport Asset Management Strategy

As per the SCC Highways and Transport Strategy, the LFRMS must also align with SCC Highways' Asset Management Strategy (AMS) for the reasons detailed above.

SCC's AMS sets out how the Highways Service will maintain and improve its assets in the years to come. With the needs of users increasing and our budgets decreasing, it is essential that we get this plan right. Key to achieving this outcome is that all other associated strategies align with, and support, the AMS.

Asset Management Strategy Approach 1: User Needs

The LFRMS will support this principle by prioritising our works based on the needs of, and feedback received from, service users. We will gather information from flood action groups, community groups and the consultation for this Strategy in order to provide a service that reflects the needs of users.

Asset Management Strategy Approach 2: Understanding our Assets

To deliver a flood risk management approach that is effective and value for money, we must have a good knowledge of the state of repair of our flood risk assets. We will do this by adhering to our responsibilities under section 21 of the Flood and Water Management Act (FWMA) (2010) to maintain a register of flood risk assets. We will also prioritise our maintenance and capital works to those areas of greatest need, and carry out work as proactively as possible to reduce risk and costs.

Asset Management Strategy Approach 3: Levels of Service

In the current financial climate it is not possible to apply the same levels of spending across the entire County with regards to flood risk. We must therefore use our understanding of user needs and the status of our assets to adapt and target our levels of service in a manner that is appropriate and proportionate to the priorities of local communities.

Asset Management Strategy Approach 4: Prioritising our Efforts

We work very closely with residents and engage with them in a number of ways via flood action groups, community groups, site visits and informal enquiries. We also maintain a strong relationship with Members by liaising with them on a regular basis and attending Local Committees. The information we gather from these activities is of great value as it enables us to understand which areas require most attention based on local knowledge and where further investment is required.

Prioritising Flood Schemes

The development and construction of flood schemes is a key element of reducing flood risk and one that attracts a significant amount of interest. This annexe therefore provides an overview as to how schemes are developed and where funding is sourced.

There are a number of different sources from which Risk Management Authorities (RMAs) can receive funding for schemes. As funding is limited we have to prioritise flood alleviation schemes in the areas of greatest need. To ensure that such decisions are taken on a risk and evidence based assessment, we follow a set of principles and criteria that quantify where the areas of greatest need are.

These criteria vary depending on the source of the funding for a scheme. This is because different funding sources have different requirements as to how money must be spent. Below is a summary of where funding for flood alleviation schemes comes from and how these schemes are prioritised for each source.

- **Flood Defence Grant in Aid (FDGiA):** this funding is received from Central Government (Defra) and allocated to Local Authorities based on criteria set by the Thames Regional Flood and Coastal Committee. A key element of this criterion is for schemes to provide a boost to the national economy.
- **Local Enterprise Partnerships (LEPs):** this funding is allocated by regional partnerships that receive devolved funds from Central Government and allocate money to projects which protect and improve the economy in a particular region.
- **Highway Capital Drainage:** this funding comes from SCC's central budget and is allocated for highways related flooding.
- **RMA Capital Drainage:** this is a one-off project funded by SCC to resolve severe flooding issues. It is allocated for communities affected by local flood risk.

Priority factors:

FDGiA	LEPs
<ul style="list-style-type: none"> • Property flooding • Areas of deprivation • Environmental benefits • Available partner contributions* 	<ul style="list-style-type: none"> • Economic growth • New development areas • Transport route resilience • Available match funding**
Highway Capital Drainage	Risk Management Authority Capital Drainage
<ul style="list-style-type: none"> • Safety • Property flooding • Major congestion • Road priority (i.e. A or B road etc) 	<ul style="list-style-type: none"> • Property flooding • Large scale community impact • Catchment betterment (i.e. improving impacts upstream/downstream of scheme)

*Partner contributions or 'local levy' are a further potential source of funding. These are often provided by businesses, individuals or bodies local to a scheme who will benefit from its construction.

**Funding from LEPs comes from European funding and their rules require match funding to be made available from domestic funds. This can come from government, other public sector and the private sector.

Allocating Scheme Funding

It is often the case that a given flood alleviation scheme will not be funded from one source alone. In such circumstances a number of different RMAs may be contributing and the amount of funding they provide is calculated in accordance to a number of broad factors relative to the specific scheme in question.

The following factors may be taken into account when an RMA's contributions to a scheme are calculated; however they are not given the same weighting for every project, because the local conditions for each individual scheme are always different:

- Perceived benefit gained from construction
- Income from Council Tax
- Ownership of local infrastructure, land and/or assets
- Contribution to previous flood alleviation works in the local area

SCC has also applied principles towards specifically calculating the value of its own contributions to flood schemes. These include:

- The scheme contributing to SCC fulfilling its responsibilities as Lead local Flood Authority
- SCC directly benefitting through the protection of its assets or by protecting the highway network
- The scheme removing the need for temporary defences
- Reducing costs related to incident management and flood recovery
- The scheme being seen as a priority in delivering the Flood Risk Management Strategy

The above considerations provide guidance and allow for a flexible and adaptable means of determining scheme contributions, rather than setting a rigid process.

Consultation Summary

A public consultation on the Local Flood Risk Management Strategy (LFMRS) ran from 6 January to 24 February 2017 to grant residents and other interested parties an opportunity to shape the objectives. The consultation was run online via the SCC website and promoted in the following ways:

- SCC Members were informed and encouraged to share it with their residents
- SCC's Local Committee Chairman's Group, Economic Prosperity, Environment and Highways Board, and Resident Experience Board were all briefed and asked to promote the consultation to the groups or individuals they feel that it most concerned
- All District and Borough Councils were informed and encouraged to share it with their residents
- The Environment Agency shared it with community groups they are involved with
- All existing Flood Action Groups that SCC officers are involved with were informed
- Surrey Association of Local Councils was informed
- Banners were placed on the SCC website
- The link to the consultation was shared via Twitter and Facebook
- A short article was placed in Surrey Matters magazine

Consultation questions

Respondents were asked a series of open questions directly relating to the Strategy's proposed objectives as follows:

1. We said we would manage data on flood risk efficiently and that we would share data between risk management authorities and with you, the public. In terms of communicating data with you – is there anything specific you want to see and what data would be most useful for us to share with you?
2. We said we would reduce flood risk by delivering an effective maintenance regime for drainage assets and managing our estates across the county in a sustainable manner. How do you think we should change the drainage regime e.g. is it a case of prioritising some drains, so some get more maintenance time than others?
3. We said we would agree with partners who the Risk Management Authorities in Surrey are and define what each of their responsibilities would be. We said we would also establish clear lines of communication with them. How could we improve your understanding of who to go to if you need help with flooding?
4. We said that we would make sure private owners were aware of their riparian responsibilities (<https://www.gov.uk/government/publications/riverside-ownership-rights-and-responsibilities>) to maintain drains and drainage assets and watercourses. Do you know about riparian responsibilities and how can we help you understand them more? How would you like us to communicate these to you?
5. We said we would support Surrey residents to improve community resilience and empower local people to reduce the risk of flooding for themselves. Do you know how to protect your property? Would you like more information about what community resilience consists of? And are there any examples of community resilience that you would most like us to support?
6. We said we would reduce the risk of flooding from new and existing development through local planning policy and processes. What are your main concerns regarding the impact of development on flooding? How would you like us to address this?

7. We said we would reduce flood risk from local sources by building and installing flood defences. How would you best like to hear about these?
8. Finally, we said we would investigate significant flooding incidents to produce recommendations – in the form of Flood and Water Management Act (2010) section 19 reports - to improve our understanding of and resilience to flooding in that location. Have you ever used a section 19 report? How could we improve these reports? Was there any other information you wanted from them?

Responses

A total of 54 responses were received. The areas and themes that were raised most frequently are summarised below. Each theme also has an explanation as to how the suggestions received from the consultation will be incorporated into the Strategy.

Theme: *Greater access to flood map information*

How this will be incorporated: Many respondents wanted access to flood mapping via SCC in its capacity as Lead Local Flood Authority. We have created a 'Flood Atlas' which forms an annexe to the Strategy. It includes a series of flood maps for all main catchments in Surrey and details the types and risk of flooding across the County. We will ensure that it is hosted in an accessible location on the SCC website and that it is promoted to residents and all other interested parties.

Theme: *Issue flood risk warnings*

How this will be incorporated: A number of people requested to be given flood warnings in the event of an emergency. These are currently issued by the EA and are not directly the responsibility of the LLFA. However, as part of our work to develop a communications Strategy under objective 3, we will investigate how SCC can further promote EA flood warnings via social media and other means, and also encourage residents to sign up for these warnings directly with the EA.

Theme: *Share more information on what Risk Management Authorities (RMAs) are doing to reduce flood risk and lessons learned*

How this will be incorporated: The first part of this request (reduction of flood risk) will be addressed as part of objective 7 of the Strategy, which will include workstreams to promote capital works across the County (for more information please see the 'promote flood alleviation work' theme on page 31). The lessons learned element will be included as part of objective 8 of the Strategy (flooding investigations), which will encourage incorporation of this information into section 19 reports.

Theme: *Gully/drain cleaning schedule to be made publicly available*

How this will be incorporated: SCC's gully cleaning schedule is already publicly available to view online. However, the number of responses that weren't aware of this suggests that it is not known to the public and as a result we will better promote availability of the schedule to residents via flood action groups, Members and other means. We will also review the schedule's location on the SCC website to ensure that it is accessible.

Theme: *Drains and gullies that are damaged/block frequently or in high risk areas should be prioritised for cleaning*

How this will be incorporated: Objective 2 of the Strategy is dedicated to maintenance. Contractors and residents will be encouraged to report repeat problem areas and this information will be used to prioritise the cleaning of gullies and drains that become blocked more frequently than others.

Theme: *Clearer information as to what Risk Management Authorities do and who to contact in a flood event*

How this will be incorporated: Objective 3 is dedicated to achieving this. As part of the objective's action plan we will undertake a project to agree and define the roles of all RMAs. A key output of this work will be to publish information that sets out what the roles and responsibilities of all RMAs in Surrey are, and who should be contacted and when in a flood event. Once published all RMAs will be encouraged to promote this information to residents. A number of useful suggestions were received regarding how to share this information, including via Surrey Matters, Council Tax demands, social media, leaflets and the SCC website. All of these will be considered and used if feasible. One potentially viable option is to put the agreed roles of RMAs and their responsibilities on a card or fridge magnet so that residents have them to hand when required. This will also be implemented if possible.

Theme: *Explain and promote riparian responsibilities*

How this will be incorporated: SCC and its partners already actively promote riparian responsibilities through flood action groups, Members and other community engagement work. We have also recently launched a riparian awareness campaign and will continue to promote this as widely as possible. It was suggested that Surrey Matters, social media, leaflets and the SCC website be used to share this information and we will do this as part of the awareness campaign. Objective 4 of the Strategy directly addresses riparian responsibilities and workstreams within it will facilitate a structured, partnership approach between RMAs whereby residents across the County will be made more aware of their riparian responsibilities and supported to fulfil them.

Theme: *Keep a record/register of riparian assets*

How this will be incorporated: It was suggested that RMAs keep a register of riparian assets/owners across the County in order to make management and enforcement of this issue more effective. There is a specific action under objective 4 of the Strategy which aims to achieve this very goal – following approval of the LFRMS SCC and its partner RMAs will develop a register of riparian assets on a reactive basis to improve knowledge and management of these assets.

Theme: *Support flood action groups across the County*

How this will be incorporated: Objective 5 of the Strategy focuses on this very theme and SCC and its partners will continue to support and develop flood action groups across Surrey where there is a local desire for this to happen.

Theme: *Provide advice around property level protection (PLP) and grants*

How this will be incorporated: SCC as LLFA unfortunately does not have the resource nor duty to provide advice around PLP products and as such it is not possible to have a specific action or objective related to this suggestion. However, as part of the workstreams under Objective 5 (Community Resilience), we can refer residents who ask for advice on this matter to the National Flood Forum's approved list of PLP contractors with whom they can discuss possible options. Regarding grants, we will promote Central Government Grants that the LLFA administers (such as the Repair and Renew Grant in 2014/15) and can signpost residents to others that we are aware of.

Theme: *Work with the National Flood Forum (NFF) to promote community resilience*

How this will be incorporated: Many respondents provided positive feedback on the work of the NFF in Surrey and encouraged the County Council to work with them further. In recognition of the impact the NFF have had in Surrey, SCC have a consultancy arrangement with them whereby an NFF officer is employed to work with communities in need of support across the County. This arrangement is due

to expire in 2017 however we will maintain a working relationship with the NFF beyond that timescale and they will continue to support communities that need them in their capacity as a national charity.

Theme: *Restrict and manage development on floodplains and greenbelt*

How this will be incorporated: Local Planning Authorities (LPAs) determine whether development in a particular Borough or District will go ahead – this is not within the remit of the County Council. However, SCC in its capacity as LLFA will use its statutory consultee role on major developments to recommend approval or refusal for planning permission depending on whether the development has sufficient drainage plans in place. These recommendations take into account any proposals that include building on green belt and potentially removing natural means of flood alleviation, which was a common concern of respondents. This feedback will help LPAs to manage and control major development on floodplains. There was also concern raised regarding the views/objections of local residents being taken into account when planning applications are submitted. Again, this is a matter for the relevant LPA and all submissions with regards to specific planning applications will be considered in accordance with established policy and legislation.

Theme: *Promote the use of sustainable drainage*

How this will be incorporated: Objective 6 of the Strategy looks specifically at sustainable drainage (SuDS) and its action plan includes activities that promote the use of SuDS as widely as possible, including their retrofitting where appropriate. As mentioned above, SCC will use its statutory consultee role to encourage the use of sustainable drainage on major developments. Therefore the Strategy's approach will support LPAs to manage development on floodplains effectively, by ensuring that any proposals will bring benefits and improvements to drainage for the surrounding catchment.

Theme: *Promote flood alleviation works*

How this will be incorporated: Many respondents expressed an interest in being informed of flood alleviation works that were being planned for their area. Although SCC and its partner RMAs already do so via flood action groups, local Members, Parish Councils and Residents Associations, it was suggested that residents who don't necessarily attend these meetings or who aren't in regular contact with such groups could be kept updated via other means. Suggestions included a mailing list, the SCC website, social media, leaflets, drop-in events, the local press and Surrey Matters. It was also suggested that the areas affected by flood alleviation works be specifically targeted for information sharing. As a result of this feedback we will consider these options for communication as part of our workstreams for objectives 5 (Community Resilience) and 8 (Capital Works).

Theme: *Improve public understanding of Section 19 flooding investigations*

How this will be incorporated: A majority of respondents stated that they were not aware of Section 19 investigations or what they were. As part of objective 8 of the Strategy we will work to promote the process among residents and include clear and accessible information relating to it on the SCC website. There was also feedback that the information in Section 19 reports should be made more useful for residents in terms of providing solutions and commitments as to what will happen next. Unfortunately, the requirement to carry out Section 19 investigations is set out in law and therefore does not allow flexibility in terms of the information that is presented in them. However, we would welcome feedback and will act on this where possible for any future Section 19 reports.

List of Flood Action Groups in Surrey

The following list provides an overview of the Flood Action Groups (FAGs) that are currently active across Surrey. Please note that this list is subject to change as new groups form and current groups disband.

FAGs are community-based and community-led groups that find ways to reduce flood risk in their local area. They work with Risk Management Authorities to resolve issues and provide communities with a direct link to the organisations and groups that have responsibilities or an interest in flood risk management.

Each Group has its own action plan and/or list of priorities. If you would like to find out more about a particular Group, or about FAGs in general, please contact flooding.enquiries@surreycc.gov.uk.

Current Groups (as of March 2017)

- Alfold
- Ash Vale
- Bookham
- Brockham and Strood Green
- Burpham
- Burstow
- Byfleet
- Caterham on the Hill and Old Coulden
- Charlwood
- Chobham
- Egham Hythe
- Farnham
- Horley
- Godalming
- Leatherhead and Fetcham
- Leigh
- Ockley
- Pirbright
- Seale and Sands
- Thorpe
- Tilthams Green
- Whyteleafe
- Willow Way
- Worplesdon

SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

FLOOD MAPS

SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY: Flood Information Maps

- Introduction
- Strategy Areas
- Map Contents
- Overview Map
- Area 1: Lower Thames
- Area 2: Lower Wey
- Area 3: Mole
- Area 4: South London
- Area 5: Upper Wey
- Further Information

Click on one of the ten buttons



FLOOD INFORMATION MAPS - Introduction

Background

Surrey is a County at high risk of flooding and has experienced several major flood incidents over the last ten years. Much of this flooding has occurred in the floodplain of the Lower Thames and its tributaries. There are also many localised spots prone to surface water flooding or the emergence of groundwater.

The Flood and Water Management Act (2010) places a number of responsibilities on the County Council in relation to flood risk. It designates us as Lead Local Flood Authority (LLFA) and outlines a number of roles that we must undertake. One of the most significant is the duty to develop, maintain, apply and monitor a Local Flood Risk Management Strategy (LFRMS) in our area.

What are the Flood Information Maps?

The Flood Information Maps are a set of maps showing the risk of flooding from a variety of different sources and also known historic flood records. They support the LFRMS and improve public awareness of flood risk.

Why have the Flood Information Maps been produced?

The Flood Information Maps are for members of the public who are interested in learning more about flooding across Surrey. They sit alongside the LFRMS to help improve the public's awareness and understanding of flood risk and through this awareness, help to improve community resilience.

How do the Flood Information Maps work?

The Flood Information Maps are an interactive PDF document with embedded links, which make it easier to navigate to your map of interest. You can either view each page in order or jump to your map / topic of interest directly using the embedded links. We would recommend that before you view the maps, you read the map descriptions towards the front of this document which explain what information is shown on each map.

How often will the Flood Information Maps be updated?

We will aim to refresh the Flood Information Maps every 2-3 years, or sooner if there are any significant changes or improvements to flood information available.

Where should I go if I want more information about flooding in my local area?

In the first instance, please contact Surrey County Council by emailing flooding.enquiries@surreycc.gov.uk. You can request a Flood Risk Report which will provide more detailed flood risk and historic flood incident mapping for your area of interest.

You can also visit the Environment Agency's website which provides online maps for river and surface water flood risk. The risk maps for river flooding also show the presence of flood defences and areas which benefit from them.



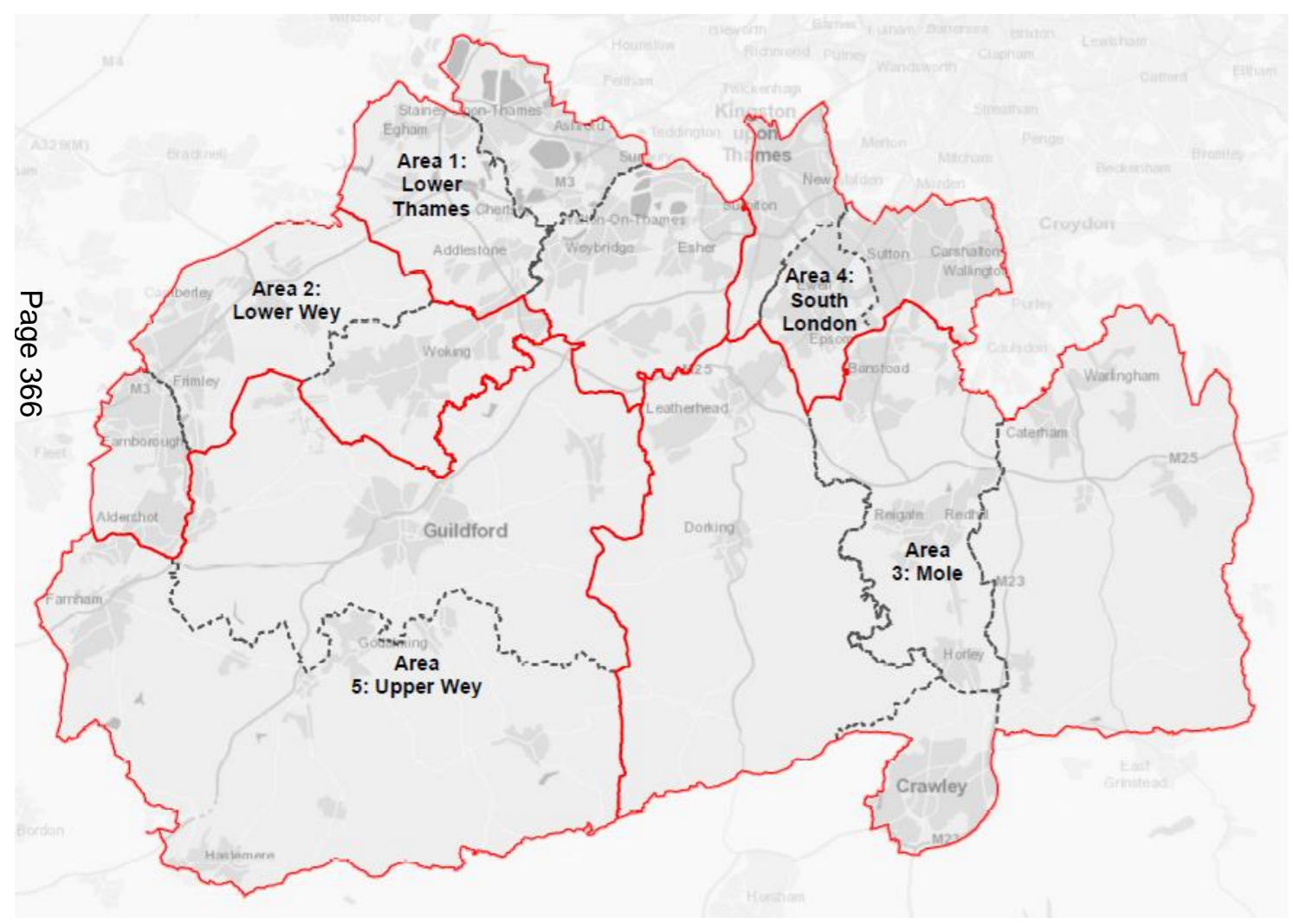
FLOOD INFORMATION MAPS - Strategy Areas

What can I find in the Flood Information Maps?

The Flood Information Maps consist of 25 maps showing 5 different types of flood information for the 5 different strategy areas across Surrey. The 5 strategy areas cover the whole of Surrey, plus some locations adjacent to Surrey where the nature of the flood risk spans beyond the county boundary. The adjacent locations are Rushmoor (Hampshire County Council), the Royal Borough of Kingston upon Thames and the London Borough of Sutton (both of which are Unitary Authorities and therefore each are designated as a LLFA). Not all data was available for the areas adjacent to Surrey Council's boundary and therefore it is important to only use the information shown within the boundaries of the 5 strategy areas.

What are the 5 strategy areas?

The 5 strategy areas are shown in the map below. The table below indicates the map reference number and which District or Borough Council sit within each strategy area.



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Area name	Map ref.	District or Borough Councils within the area
Lower Thames	Map 1	Runnymede, Spelthorne and Elmbridge
Lower Wey	Map 2	Surrey Heath, Rushmoor and Woking
Mole	Map 3	Mole Valley, Reigate & Banstead, Crawley and Tandridge
South London	Map 4	Kingston Upon Thames, Sutton and Epsom & Ewell
Upper Wey	Map 5	Guildford and Waverley

FLOOD INFORMATION MAPS - Map Content



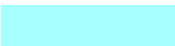
What are the different types of flood information I can find on these maps?

Risk of Flooding from Rivers

Flooding from rivers, also known as fluvial flooding, is caused when there is more water than the river channel can cope with. This leads to overtopping of the river banks and inundation of the surrounding land. Climate change is expected to increase the risk of fluvial flood events in the future.

The information shown in these maps is designed to raise awareness of the likelihood of fluvial flooding. The information provided by the Environment Agency on the risk of flooding from rivers is largely based on computer based models and is therefore only indicative. The map indicates the flood risk to areas of land (ignoring the presence of flood defences) and is not sufficiently detailed to show whether an individual property is at risk of flooding. Therefore, properties may not always face the same chance of flooding as the areas that surround them because we do not hold details about properties and their floor levels.

The map shows the following information

 Main river	Main rivers are large watercourses or smaller watercourses of local significance. The Environment Agency is the risk management authority for flooding from Main rivers.
 Flood Zone 3	Area with a high probability of flooding from rivers (> 1 in 100 or 1% annual chance of flooding).
 Flood Zone 2	Area with a medium probability of flooding from rivers (1 in 100 – 1 in 1000 or 1% to 0.1% annual chance of flooding).




Note: Areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)

Risk of Flooding from Surface Water

Surface water flooding is where intense rainfall exceeds the available infiltration capacity and / or the drainage capacity of the area thereby leading to overland flow of water. Climate change is expected to increase the risk of surface water flooding in the future. This source is also referred to as pluvial flooding.

The information shown in these maps indicates approximate areas which would flood in events with three different flood probabilities. The information is not sufficiently detailed to identify whether an individual property will flood

The map shows the following information

 Risk of flooding from surface water 1 in 30 (3.3%) annual chance	The extent of flooding from surface water that could result from a flood with a 1 in 30 or 3.3% chance of happening in any given year.
 Risk of flooding from surface water 1 in 100 (1%) annual chance	The extent of flooding from surface water that could result from a flood with a 1 in 100 or 1% chance of happening in any given year.
 Risk of flooding from surface water 1 in 1000 (0.1%) annual chance	The extent of flooding from surface water that could result from a flood with a 1 in 1000 or 0.1% chance of happening in any given year.

What does the term 'annual chance' mean?

Flood risk is often described according to the likelihood of occurrence. The term 'annual chance' is commonly used, meaning the chance or probability of a particular flood occurring in any given year. This is sometimes also expressed as a percentage. For example, a flood with a 1 in 100 chance of occurring in any given year can also be referred to as a flood with a 1% annual chance. This means that every year there is a 1% chance a flood to this magnitude could occur.

FLOOD INFORMATION MAPS - Map Content




What are the different types of flood information I can find on these maps?

Susceptibility to Groundwater Flooding

Groundwater flooding is the emergence of groundwater at the surface (and subsequent overland flows) or into subsurface voids as a result of abnormally high groundwater flows, the introduction of an obstruction to groundwater flow and / or the rebound of previously depressed groundwater levels.

The information shown in these maps is based on the British Geological Survey's conceptual understanding of the regional geology and hydrogeology (how water moves through the ground) and is therefore only an indication of where groundwater flooding may occur. It does not indicate hazard or risk, any information on the depth to which groundwater flooding may occur nor the likelihood of the occurrence of an event of a particular magnitude. This information should not be used in isolation to make planning decisions at any scale or to indicate the risk of groundwater flooding, but does provide a high level overview of groundwater flooding

The map shows the following information

Page 368		Limited potential for groundwater flooding to occur	In this area there is a limited potential , based on an understanding of the underlying geology and hydrogeological conditions, that groundwater flooding may occur .
		Potential for groundwater flooding of property situated below ground level	In this area there is the potential, based on an understanding of the underlying geology and hydrogeological conditions, that groundwater flooding may occur in property or infrastructure below ground level , such as basements.
		Potential for groundwater flooding to occur at surface	In this area there is the potential , based on an understanding of the underlying geology and hydrogeological conditions, that groundwater flooding may occur above the ground .

Note: All other areas are not considered to be prone to groundwater flooding




Historic Flooding

It is important to understand where flooding has occurred previously in order to understand the mechanisms which cause the flooding to occur and thereby assess potential solutions to reduce the risk of flooding. It is also a statutory duty of Surrey County Council to investigate significant flooding incidents under the Flood and Water Management Act (2010).

The information shown in these maps indicates approximate areas which have flooded previously by a number of different sources i.e. flooding from rivers or groundwater. The information provided does not identify individual properties which have flooded previously. Areas of the map where there is no information shown does not necessarily mean that flooding has not occurred, just that it has not been reported and / or recorded within the datasets shown.

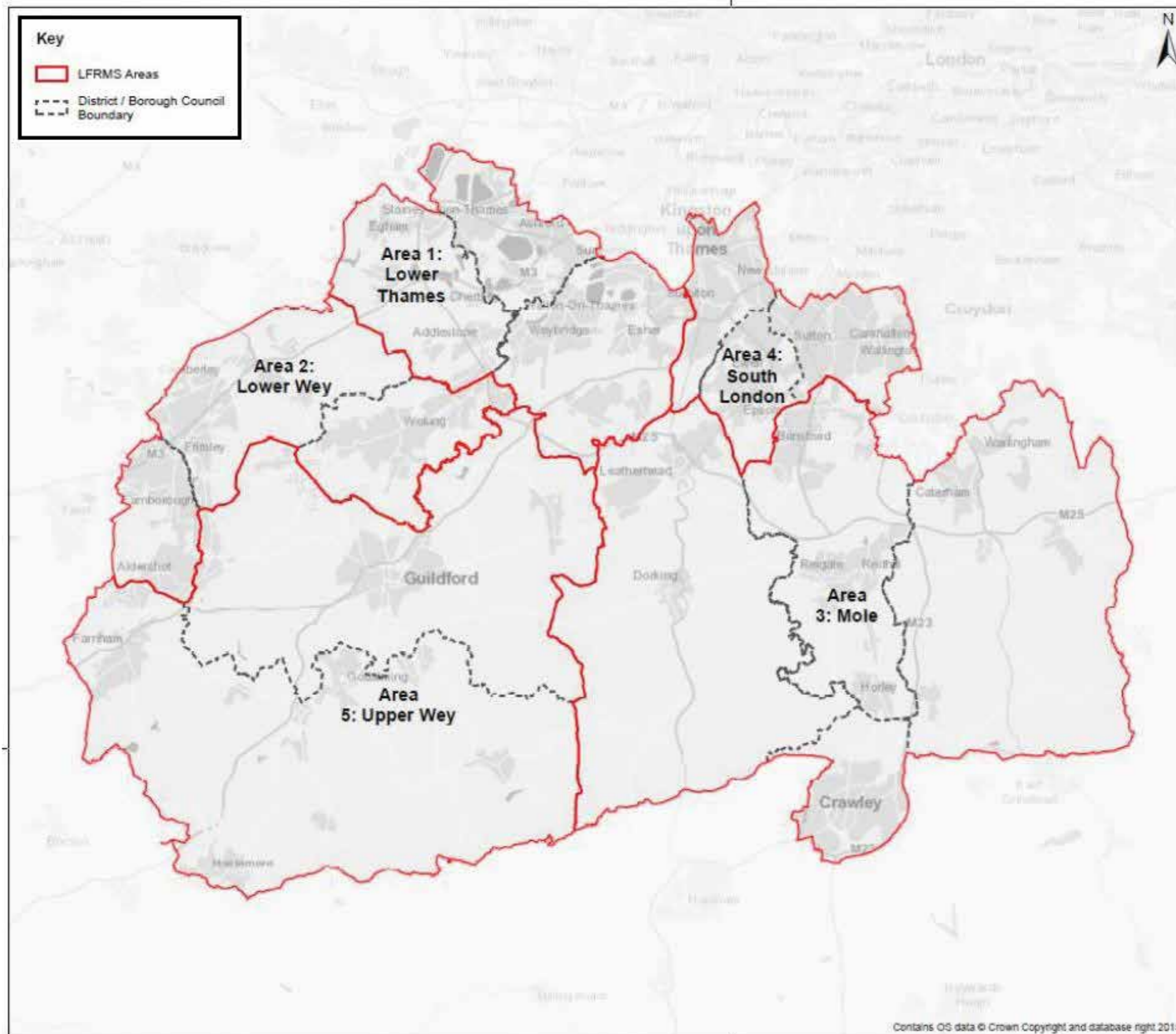
If you are aware of historic flooding incidents, please contact. flooding.enquiries@surreycc.gov.uk

The map shows the following information

	Main river	Main rivers are large watercourses or smaller watercourses of local significance. The Environment Agency is the risk management authority for flooding from Main rivers.
	Historic Flood Map	The Environment Agency's Historic Flood Map gives an indication that the area has previously been flooded by rivers, groundwater or a combination of these sources.
	Top 100 wetspots	The Wetspots are a Surrey County Council database which indicate the approximate location of known previous flooding incidents, predominately on highways. Only the top 100 wetspots (based on the wetspot ranking score) are shown.

OVERVIEW MAP

Use the overview map to navigate to the area you are interested in by clicking on the strategy area titles.



AREA 1: Lower Thames



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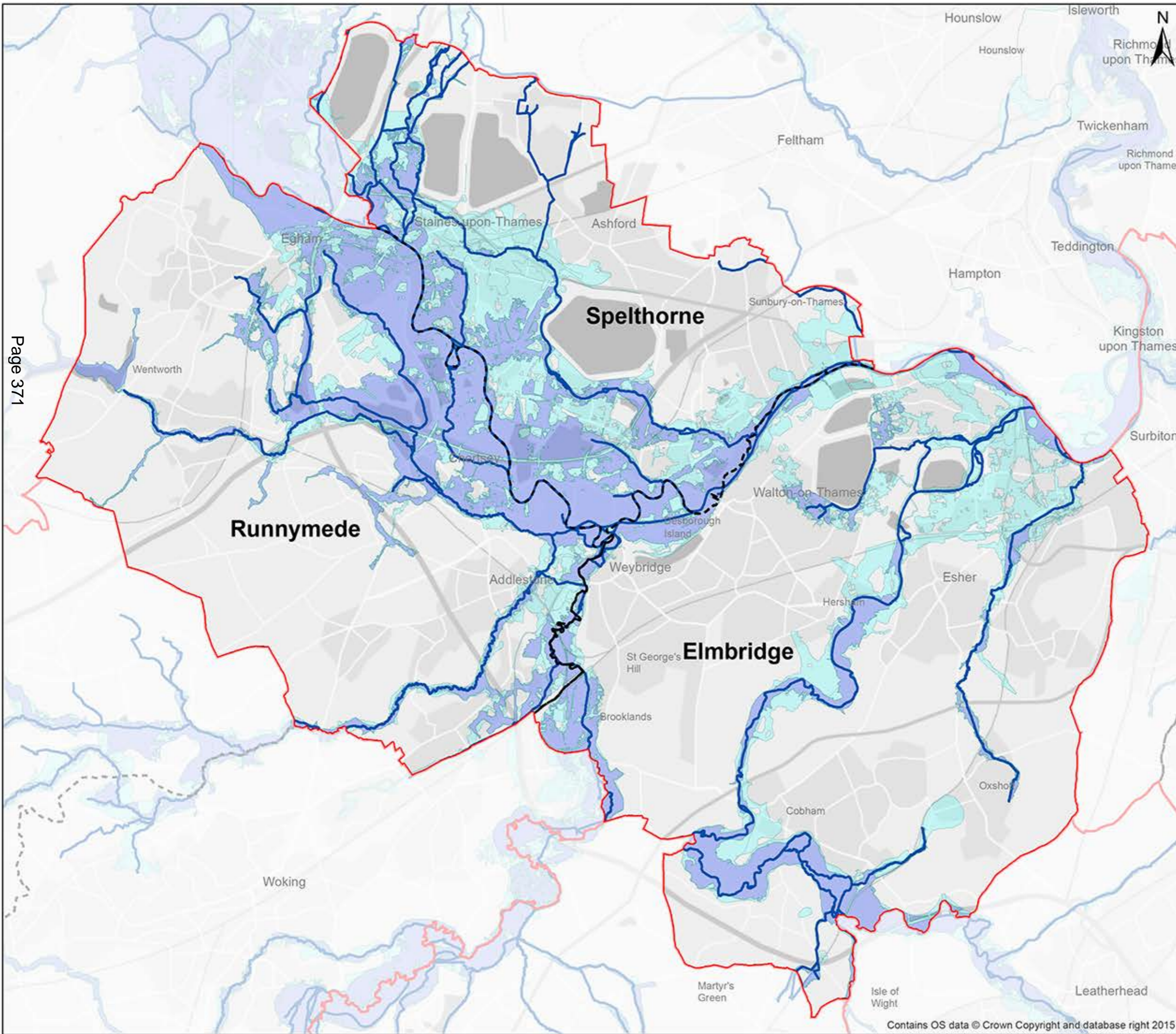
[Risk of Flooding from Rivers](#)

[Risk of Flooding from Surface Water](#)

[Susceptibility to Groundwater Flooding](#)

[Historic Flooding](#)

[Return to the overview map](#)



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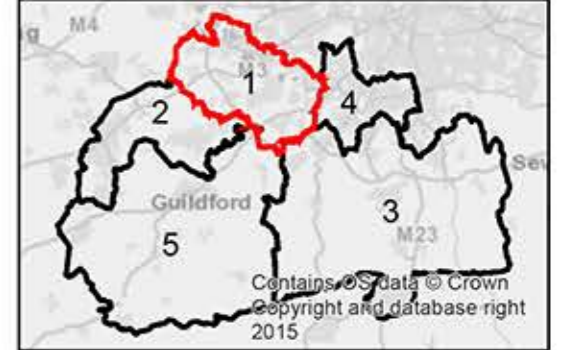
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Rivers Area 1: Lower Thames

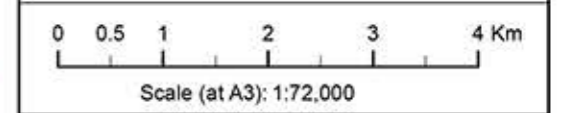
Key

- LFRMS Areas
- District / Borough Council Boundaries
- Main River
- Flood Zone 3
- Flood Zone 2

Please note, areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)

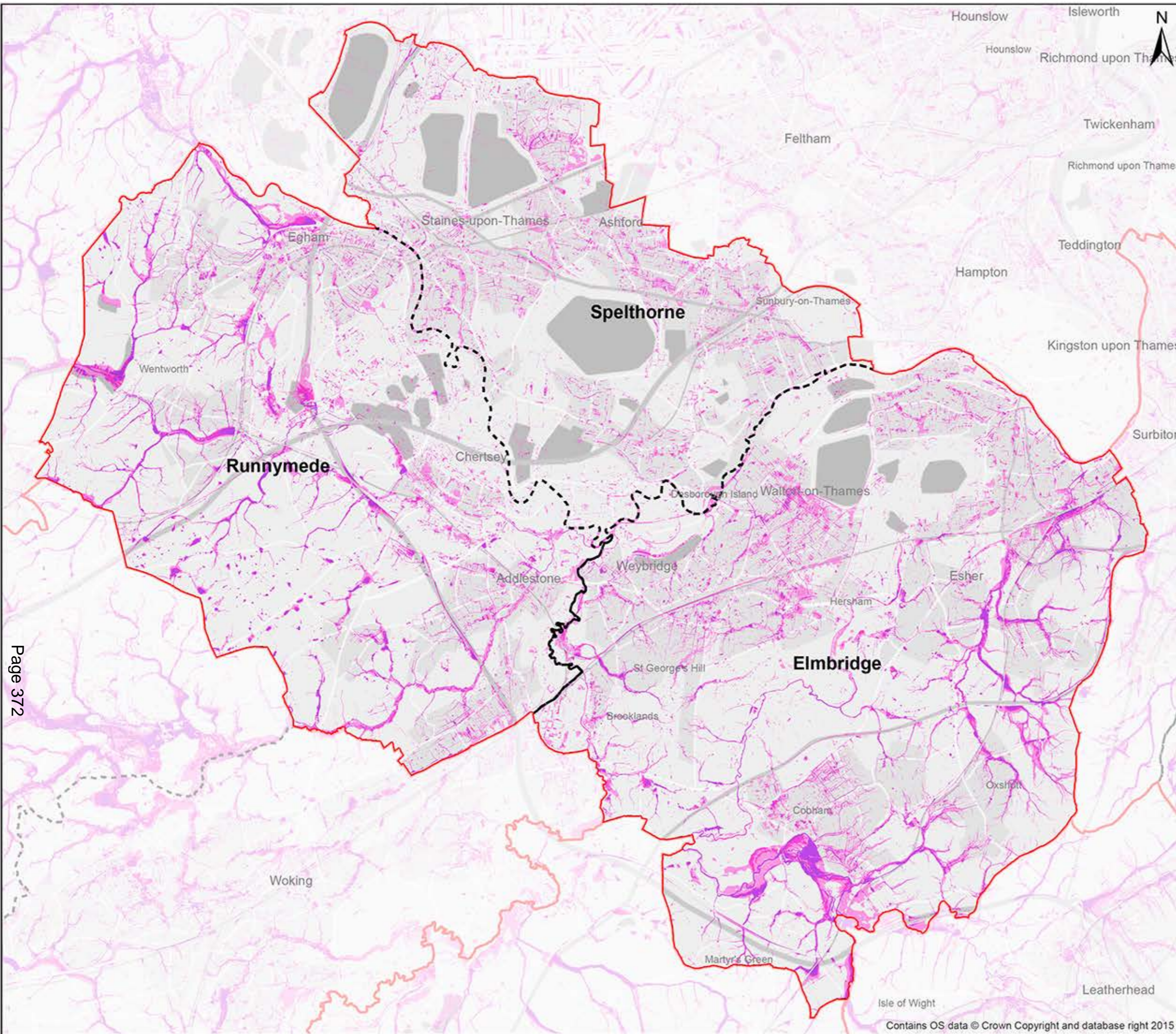


Data sources: Environment Agency, Ordnance Survey



Purpose of issue: For Information		Revision: v0.1	
Reference: LFRMS_Fluvial_Area 1	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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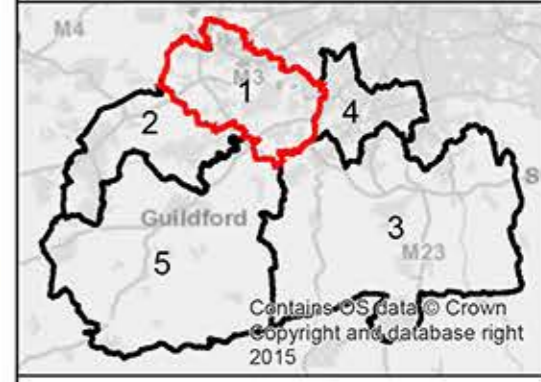
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Surface Water

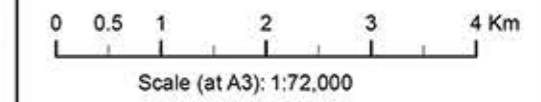
Area 1: Lower Thames

Key

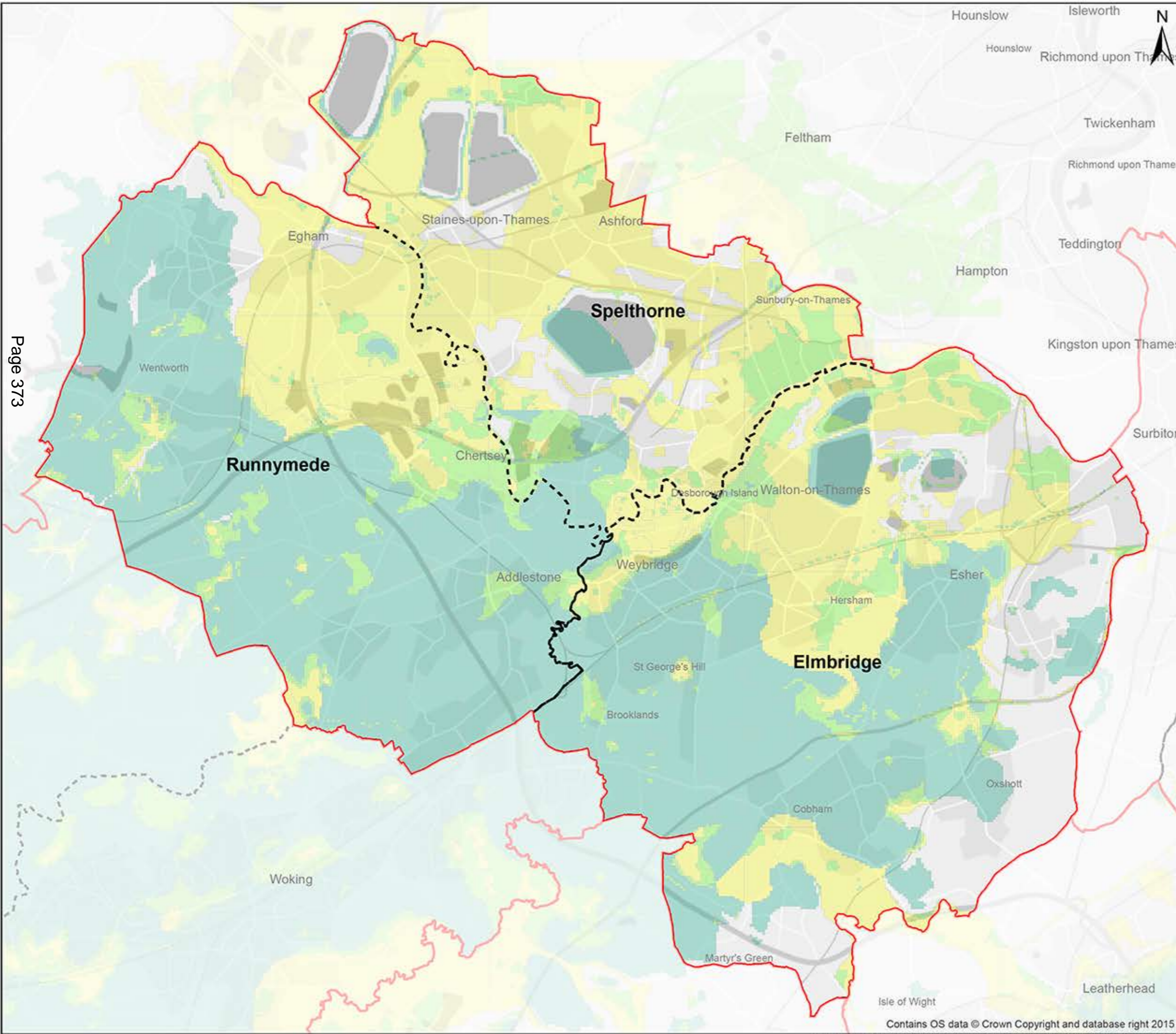
- LFRMS Areas
- District / Borough Council Boundaries
- Risk of Flooding from Surface Water - 1 in 30 (3.3%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 100 (1%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 1000 (0.1%) Annual Chance



Data sources: Environment Agency, Ordnance Survey



Purpose of issue: For Information		Revision: v0.1	
Reference: LFRMS_SW_Area 1	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



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Surrey Local Flood Risk Management Strategy

Susceptibility to Groundwater Flooding: Area 1: Lower Thames

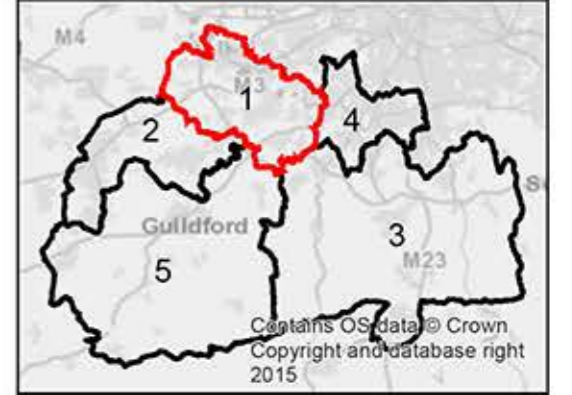
Key

- LFRMS Areas
- District / Borough Council Boundaries

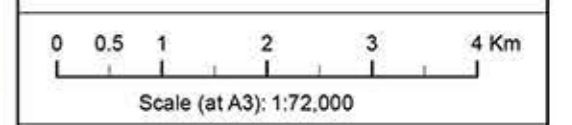
Susceptibility to Groundwater Flooding

- Limited potential for groundwater flooding to occur
- Potential for groundwater flooding of property situated below ground level
- Potential for groundwater flooding to occur at surface

Please note all other areas are not considered to be prone to groundwater flooding.



Data sources: Ordnance Survey, British Geological Survey



Purpose of issue: For Information		Revision: v0.1	
Reference: LFRMS_GW_Map 1	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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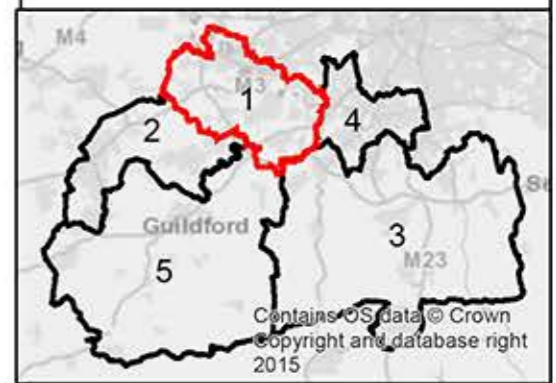
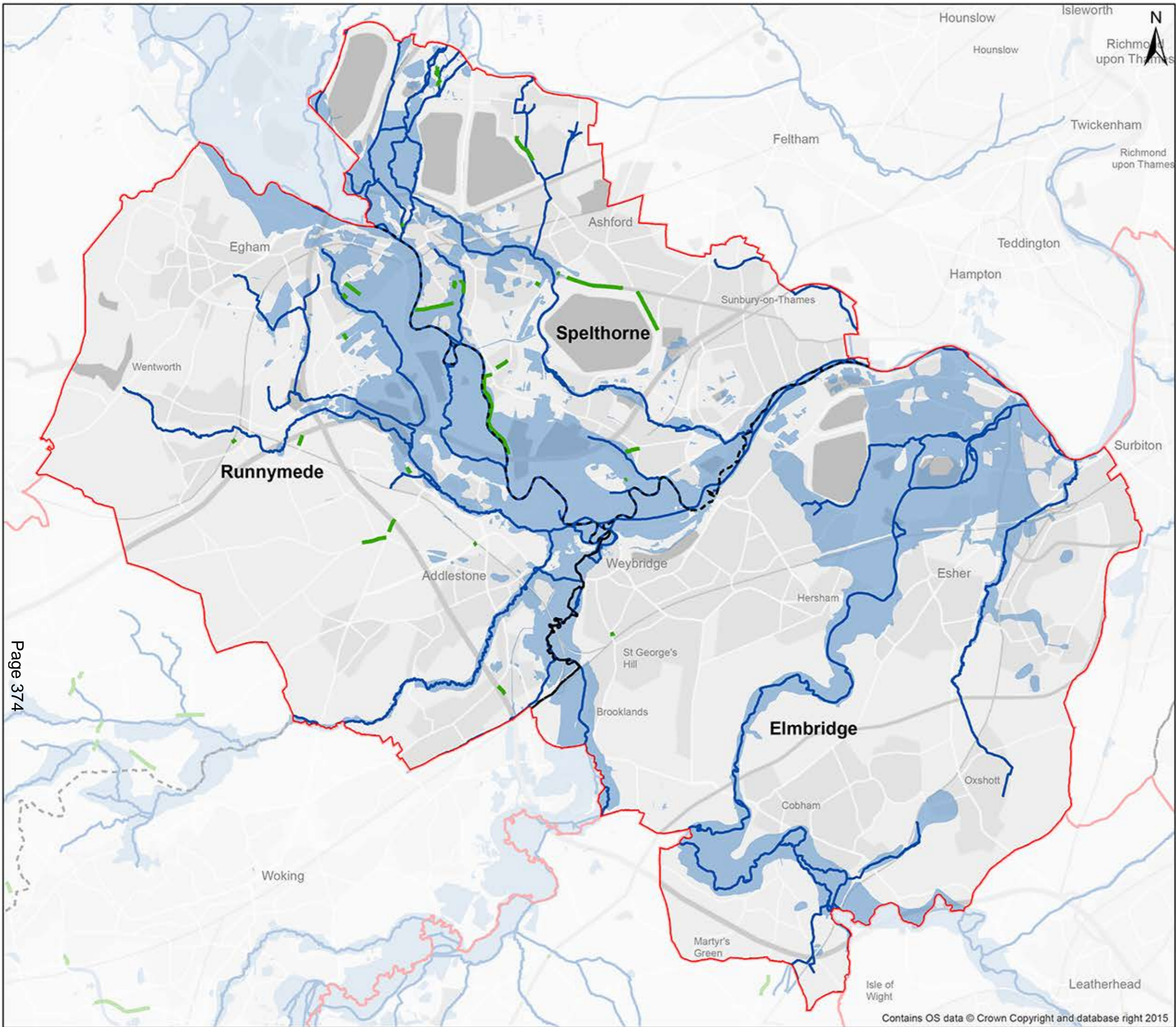
Surrey Local Flood Risk Management Strategy

Historic Flooding

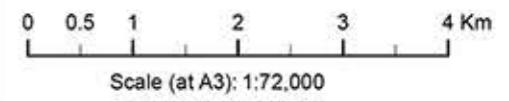
Area 1: Lower Thames

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Top 100 Wetspots
- Main River
- Historic Flood Map



Data sources: Environment Agency, Ordnance Survey, Surrey County Council



Purpose of issue: For Information		Revision: v0.1	
Reference: LFRMS_Historic_Area 1	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

AREA 2: Lower Wey

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[Risk of Flooding from Rivers](#)

[Risk of Flooding from Surface Water](#)

[Susceptibility to Groundwater Flooding](#)

[Historic Flooding](#)

[Return to the overview map](#)



SURREY

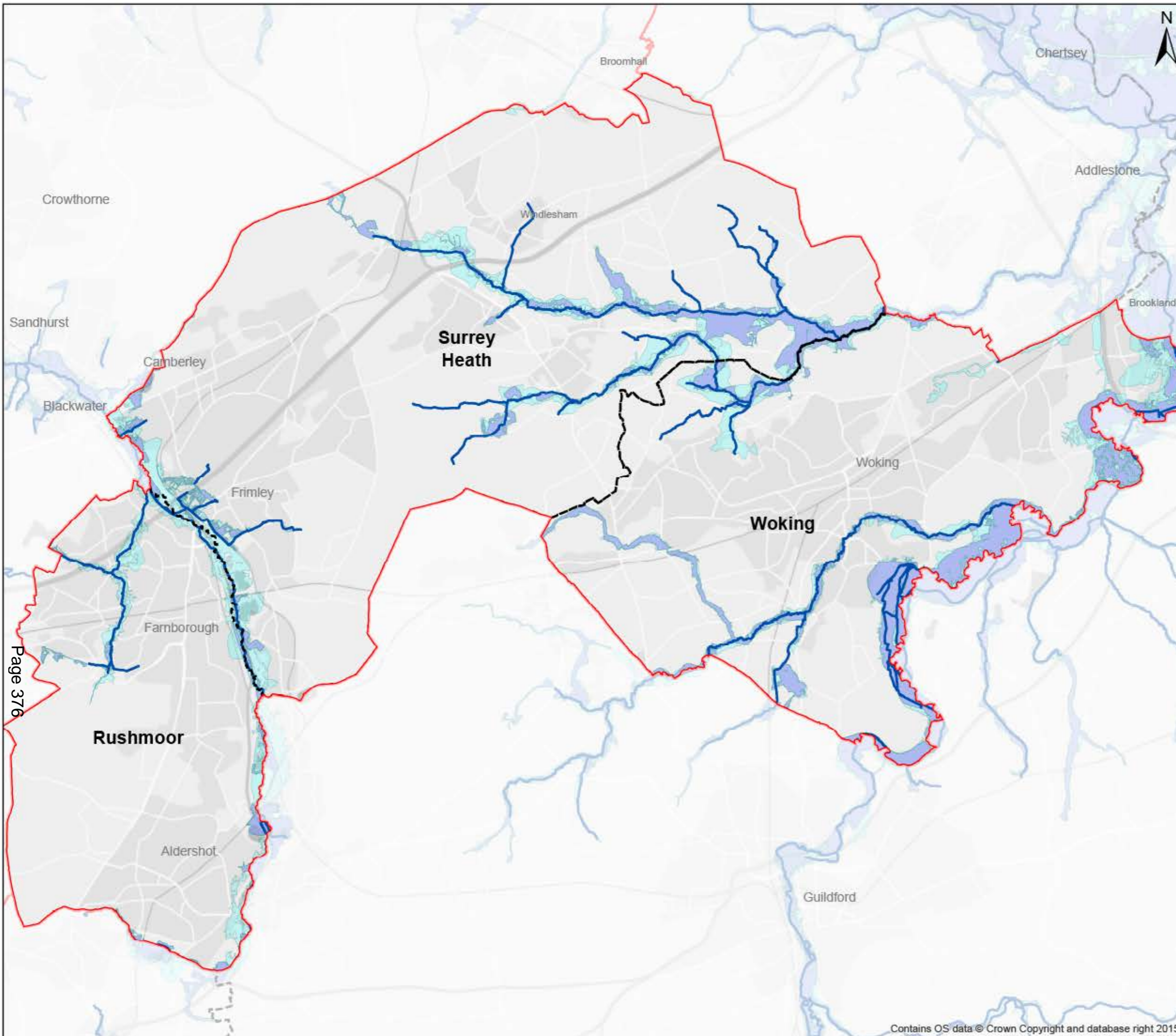
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Rivers Area 2: Lower Wey

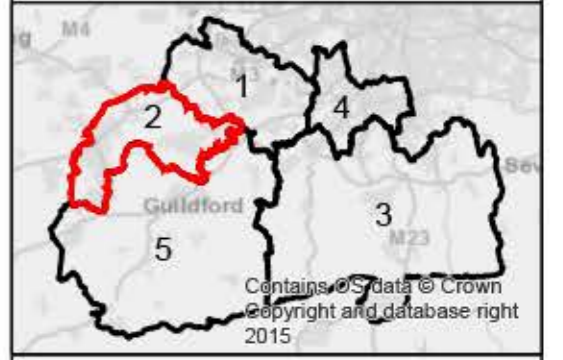
Key

- LFRMS Areas
- District / Borough Council Boundaries
- Main River
- Flood Zone 3
- Flood Zone 2

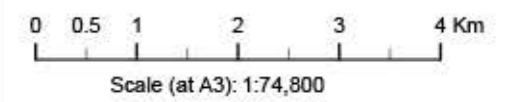
Please note, areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)



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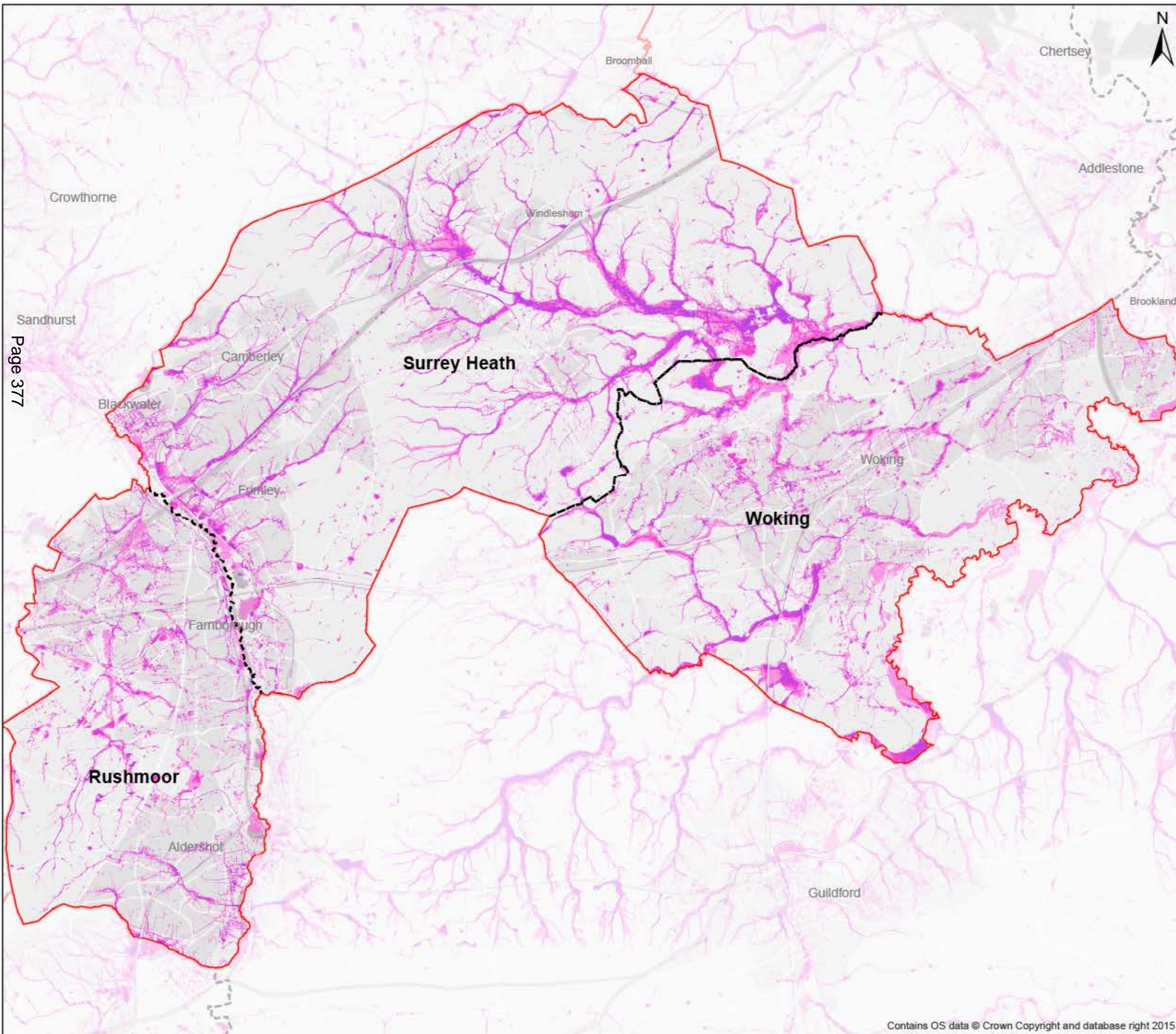


Data sources: Environment Agency, Ordnance Survey



Purpose of Issue: For information		Revision: v0.1	
Reference: LFRMS_Fluvial_Area 2	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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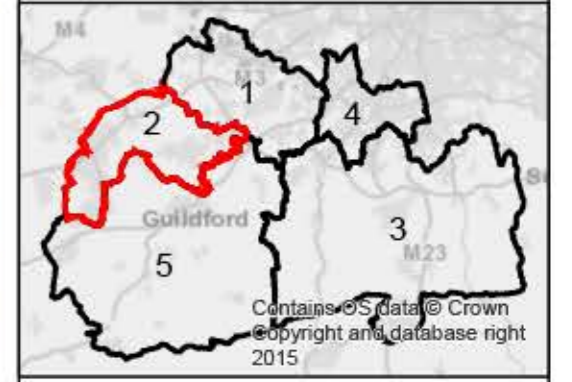
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Surface Water

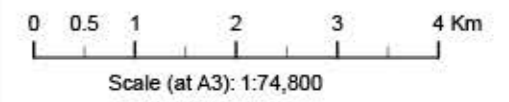
Area 2: Lower Wey

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Risk of Flooding from Surface Water - 1 in 30 (3.3%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 100 (1%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 1000 (0.1%) Annual Chance



Data sources: Environment Agency, Ordnance Survey




Purpose of Issue: For Information		Revision: v0.1	
Reference: LFRMS_SW_Area 2	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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

Surrey Local Flood Risk Management Strategy

Susceptibility to Groundwater Flooding: Area 2: Lower Wey

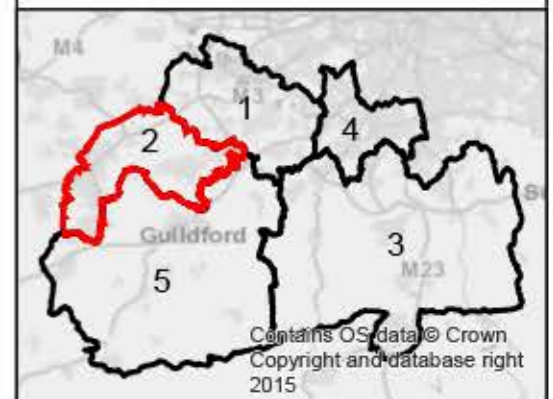
Key

-  LFRMS Areas
-  District / Borough Council Boundaries

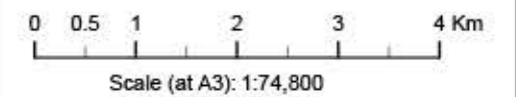
Susceptibility to Groundwater Flooding

-  Limited potential for groundwater flooding to occur
-  Potential for groundwater flooding of property situated below ground level
-  Potential for groundwater flooding to occur at surface

Please note all other areas are not considered to be prone to groundwater flooding.



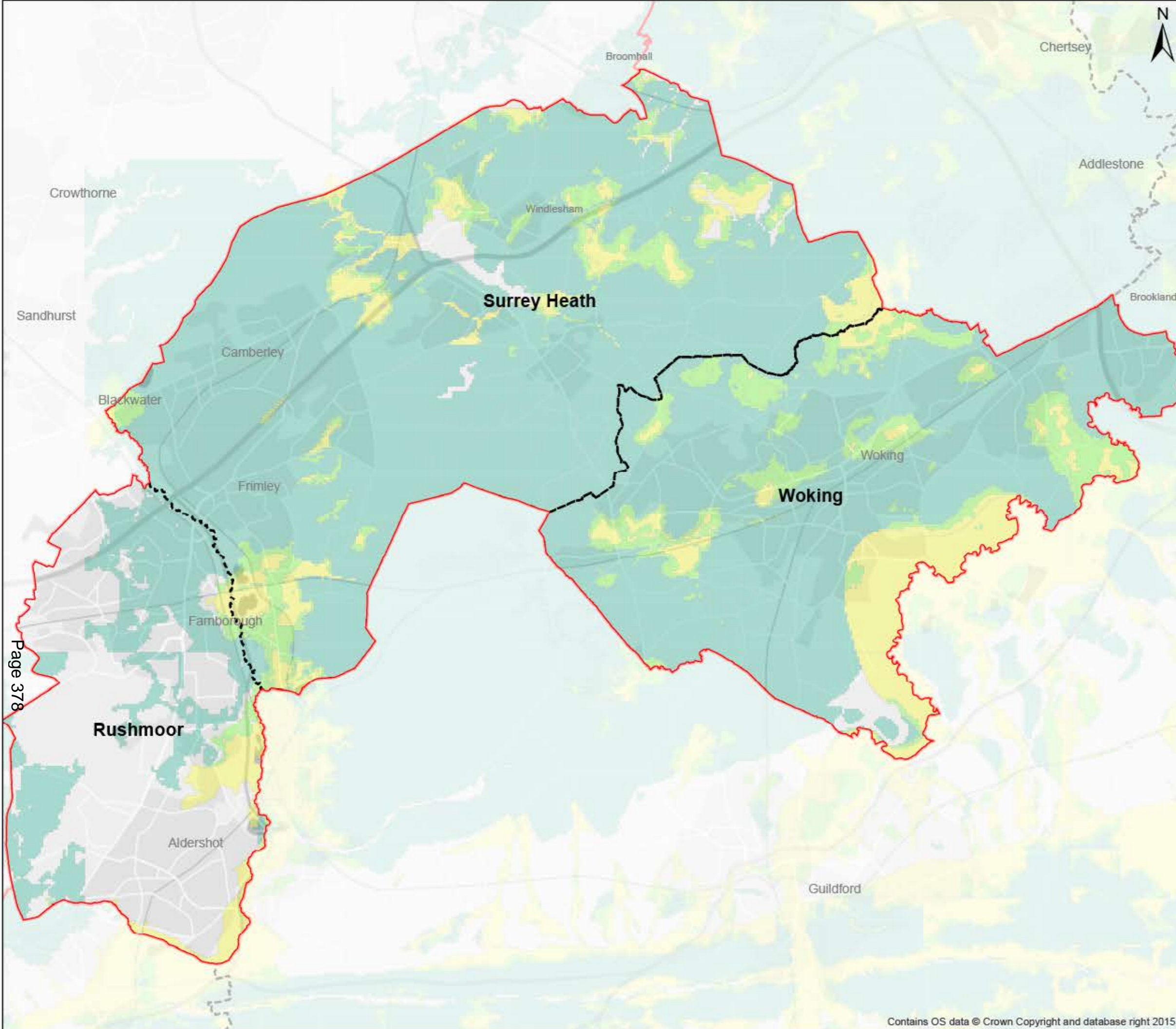
Data sources: Ordnance Survey, British Geological Survey



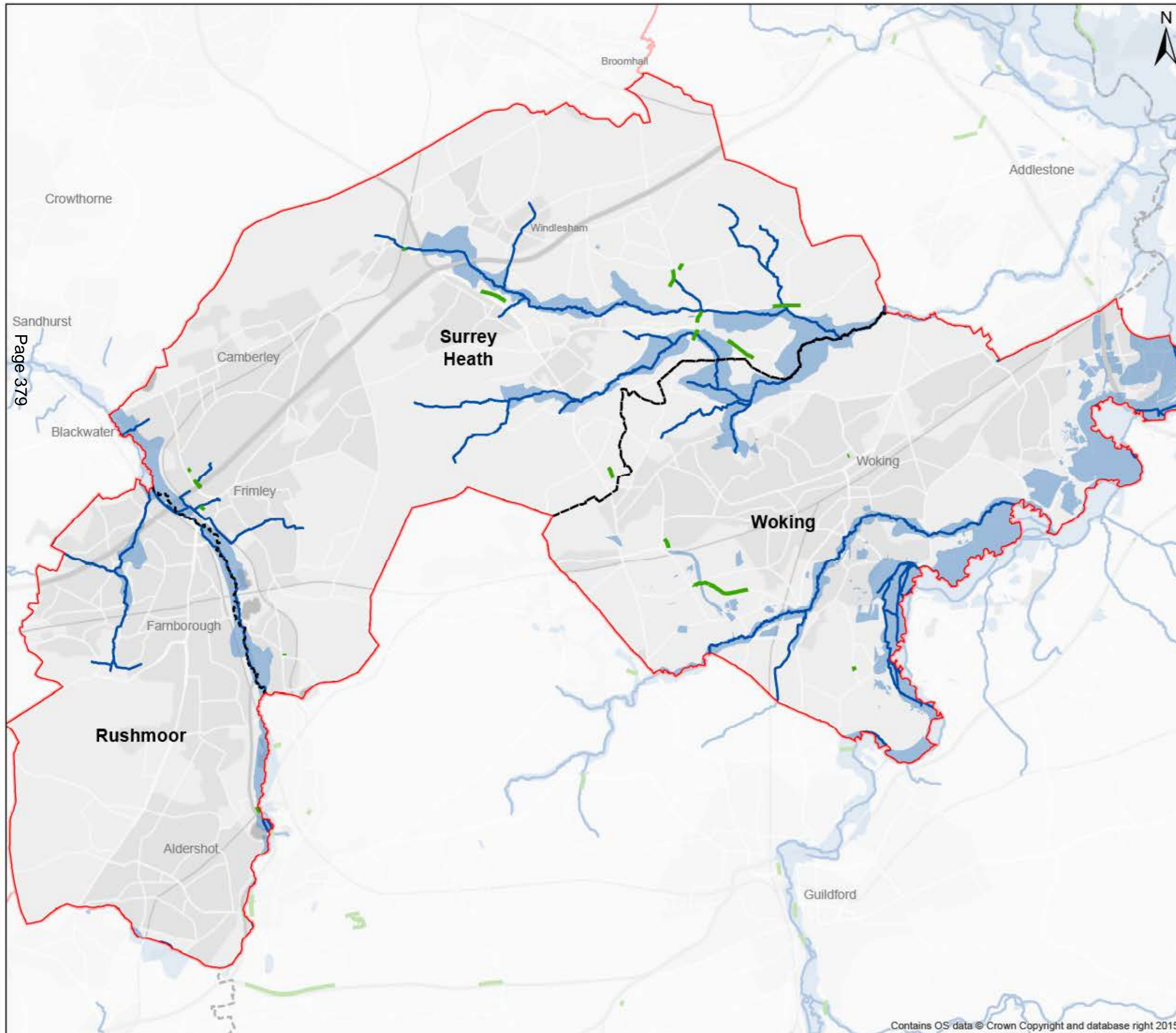
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Reference: LFRMS_GW_Map 2	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



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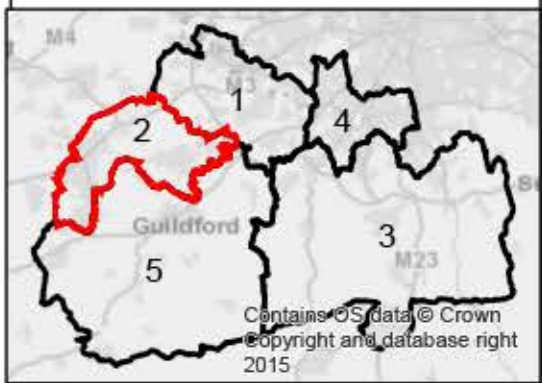
Surrey Local Flood Risk Management Strategy

Historic Flooding

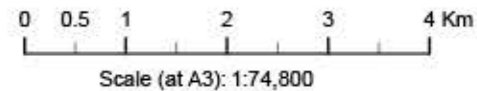
Area 2: Lower Wey

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Top 100 Wetspots
- Main River
- Historic Flood Map



Data sources: Environment Agency, Ordnance Survey, Surrey County Council



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Reference: LFRMS_Historic_Area 2	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

AREA 3: Mole



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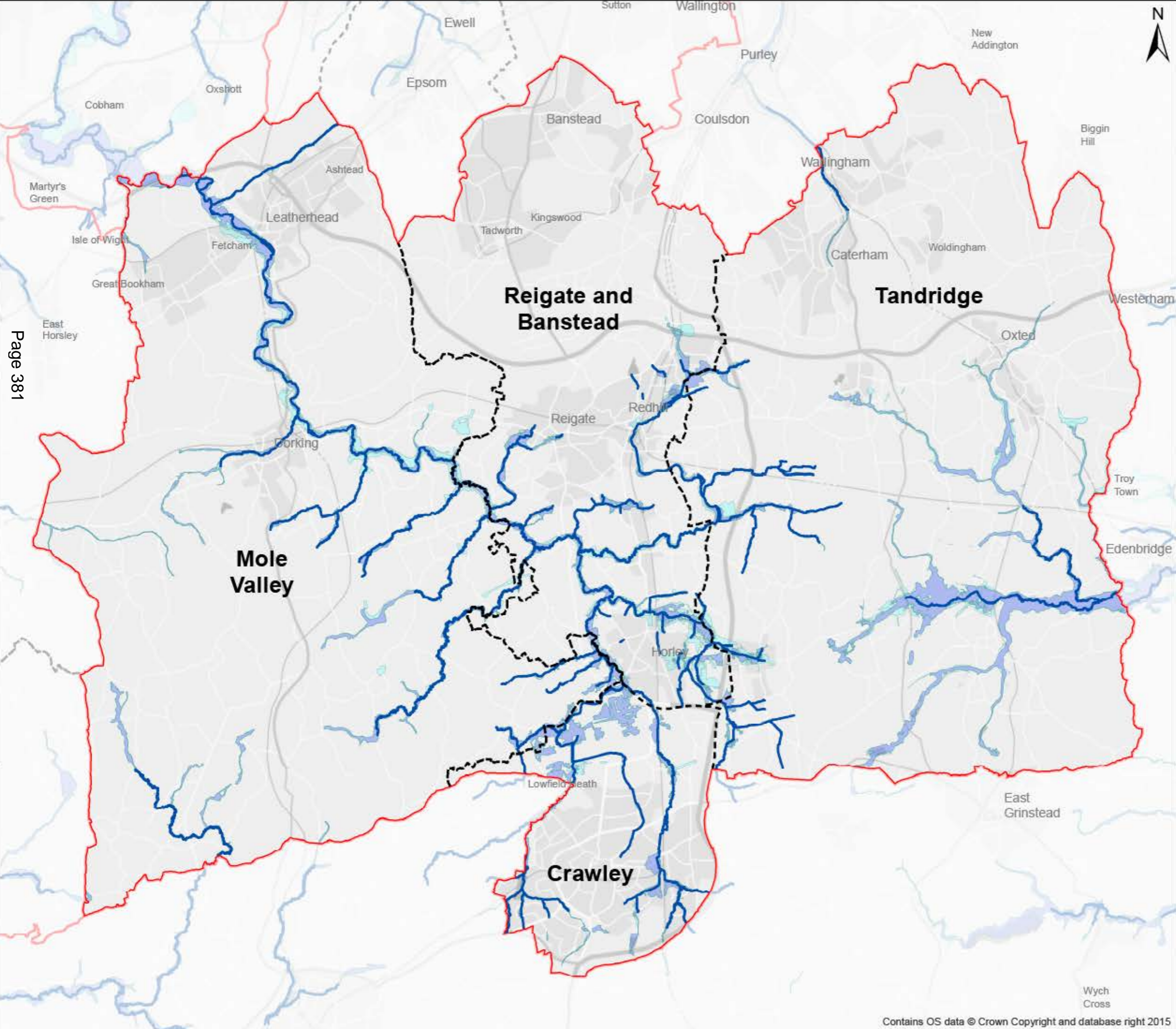
[Risk of Flooding from Rivers](#)

[Risk of Flooding from Surface Water](#)

[Susceptibility to Groundwater Flooding](#)

[Historic Flooding](#)

[Return to the overview map](#)



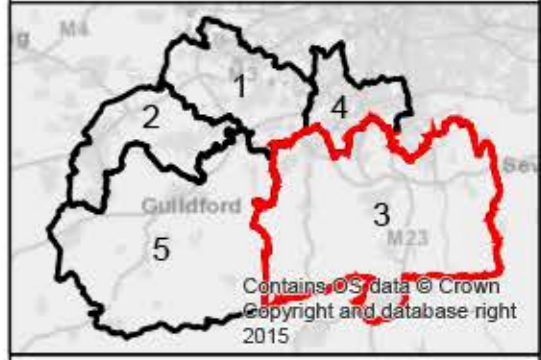
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Rivers Area 3: Mole

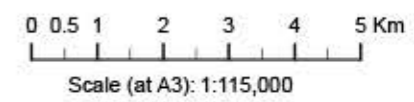
Key

- LFRMS Areas
- District / Borough Council Boundaries
- Main River
- Flood Zone 3
- Flood Zone 2

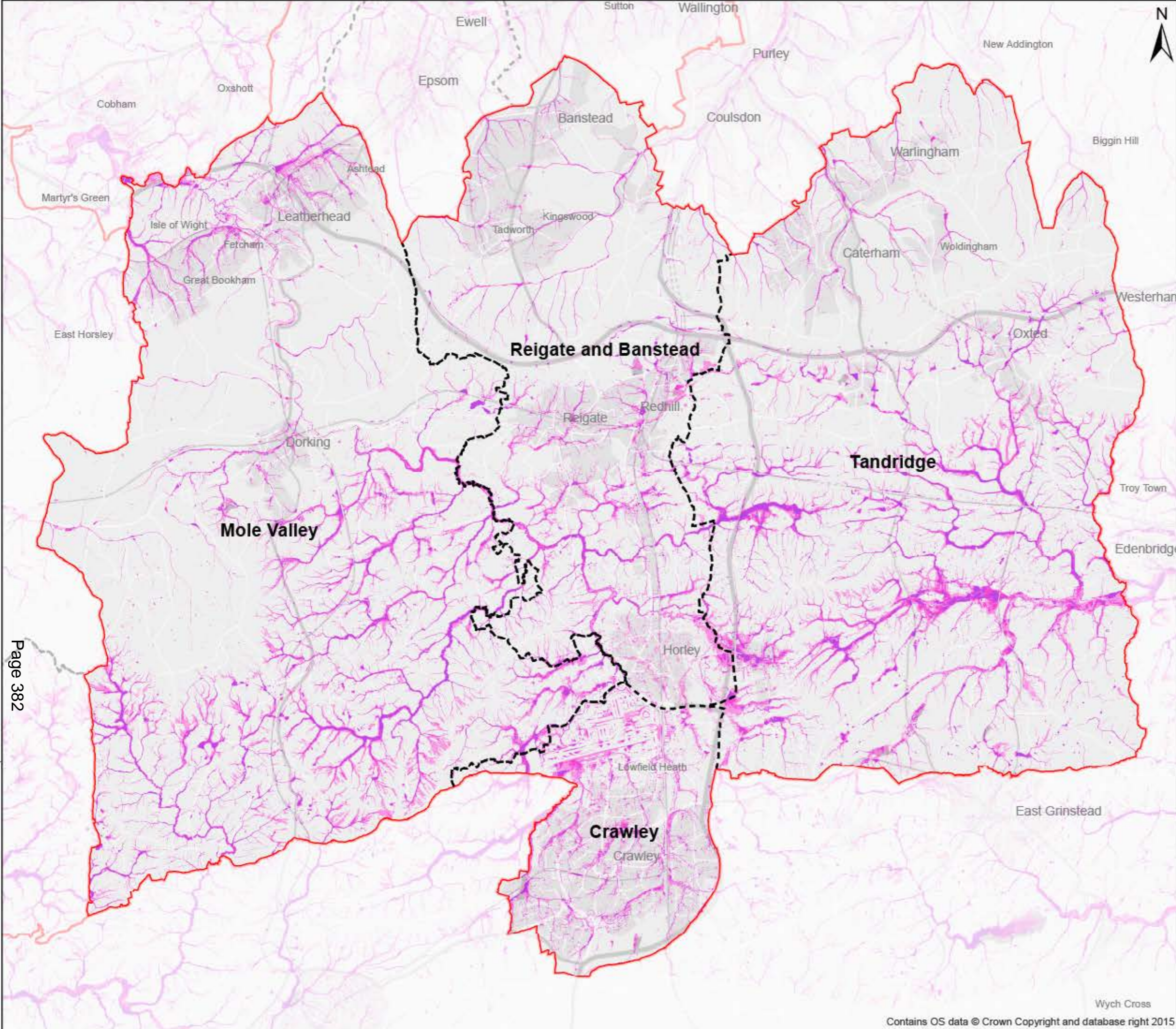
Please note, areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)



Data sources: Environment Agency, Ordnance Survey



Purpose of Issue: For information		Revision: v0.1	
Reference: LFRMS_Fluvial_Area 3	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



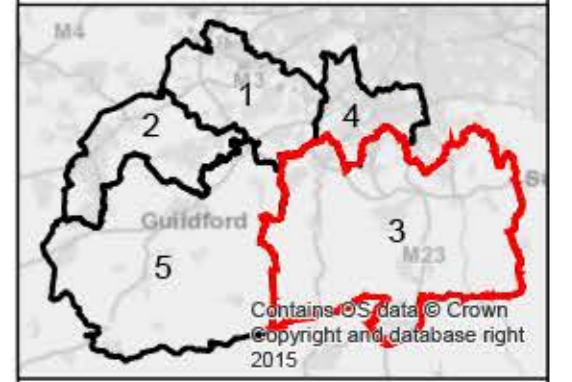
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Surface Water

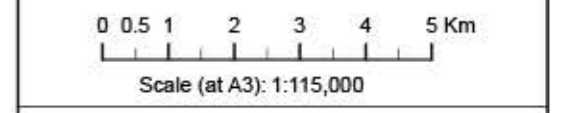
Area 3: Mole

Key

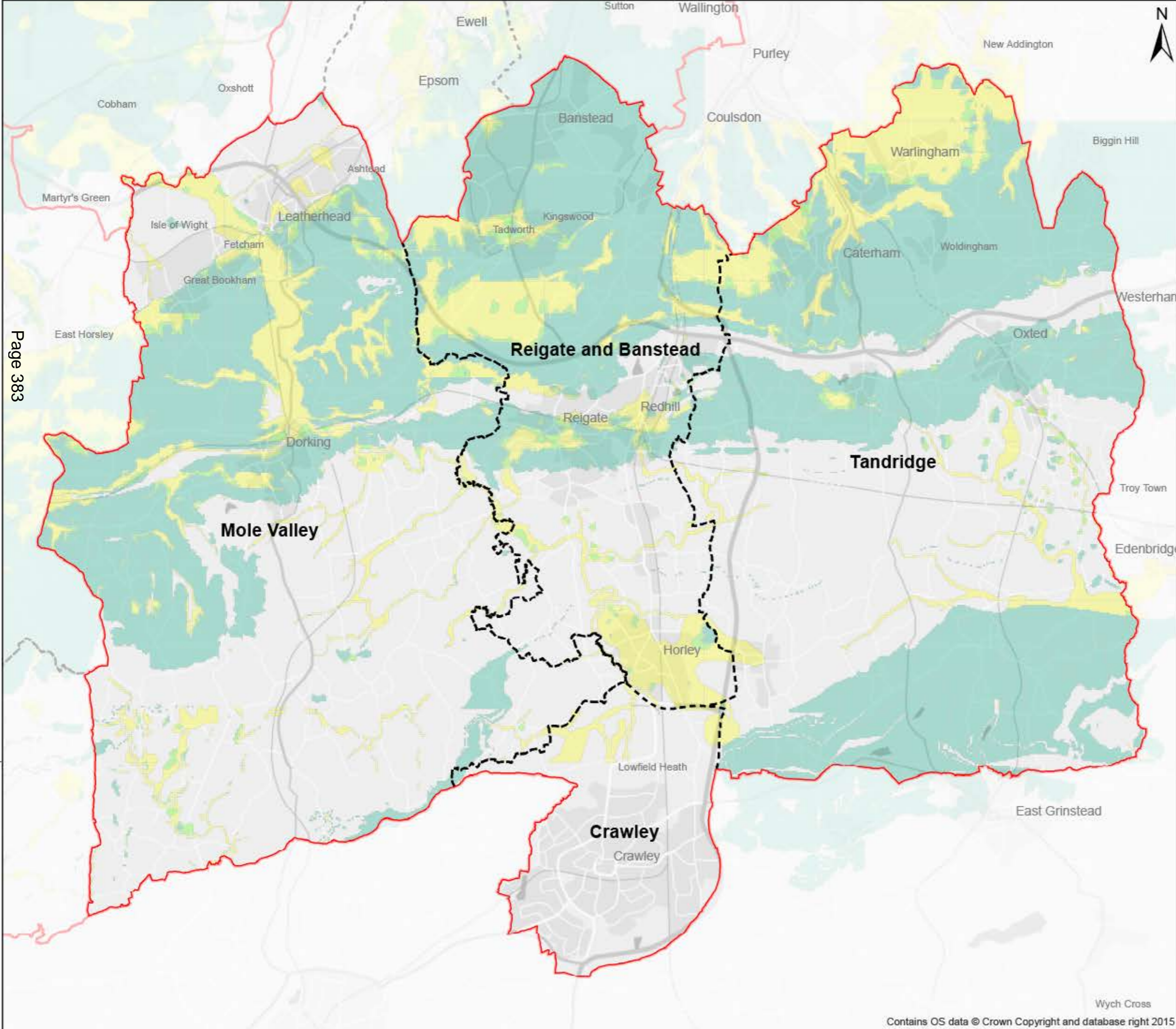
- LFRMS Areas
- District / Borough Council Boundaries
- Risk of Flooding from Surface Water - 1 in 30 (3.3%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 100 (1%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 1000 (0.1%) Annual Chance



Data sources: Environment Agency, Ordnance Survey



Purpose of Issue: For Information	Revision: v0.1		
Reference: LFRMS_SW_Area 3	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



Surrey Local Flood Risk Management Strategy

Susceptibility to Groundwater Flooding: Area 3: Mole

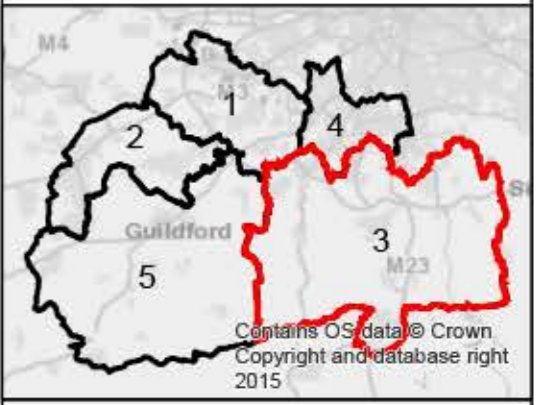
Key

- LFRMS Areas
- District / Borough Council Boundaries

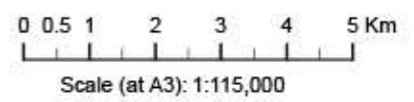
Susceptibility to Groundwater Flooding

- Limited potential for groundwater flooding to occur
- Potential for groundwater flooding of property situated below ground level
- Potential for groundwater flooding to occur at surface

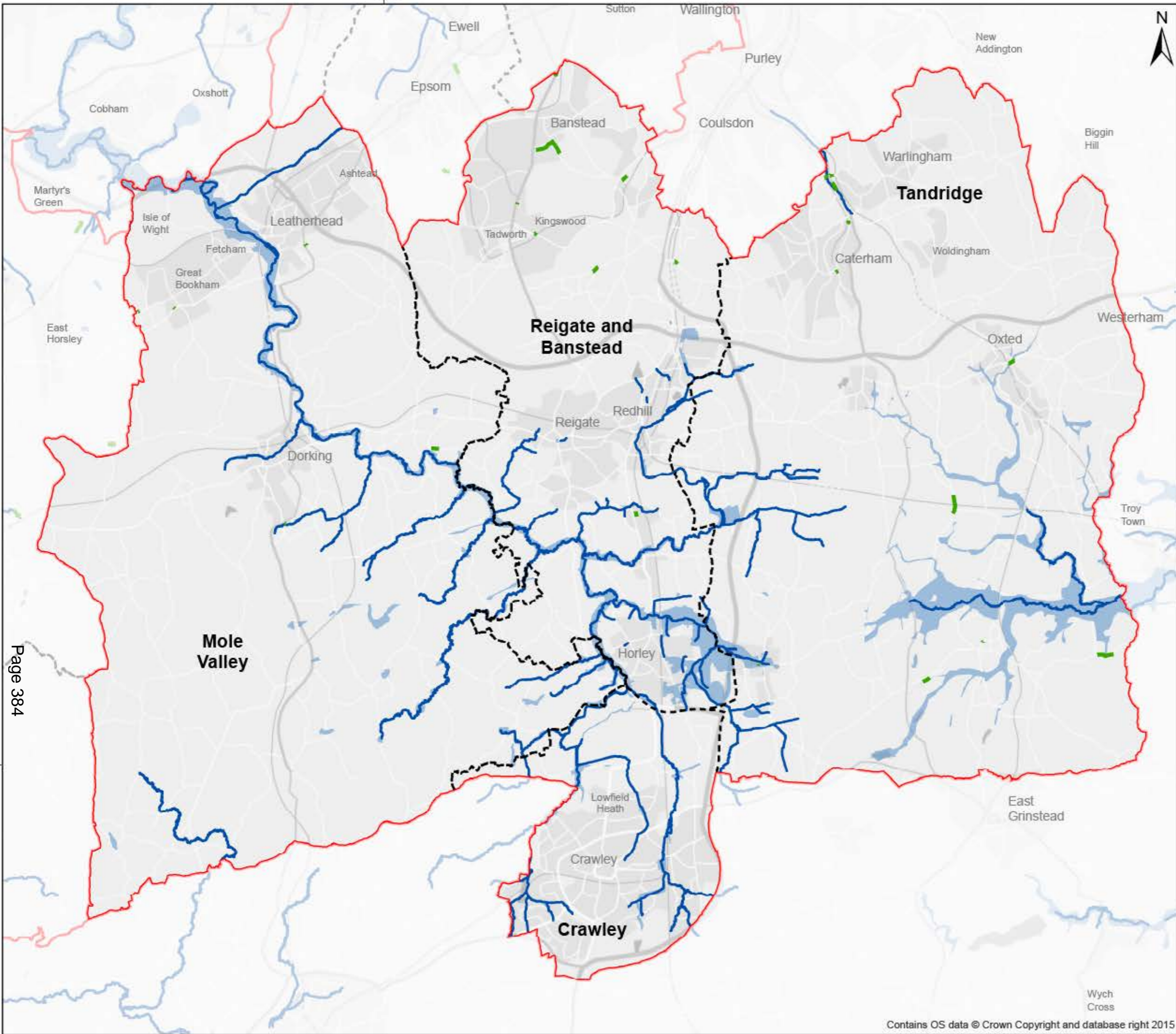
Please note all other areas are not considered to be prone to groundwater flooding.



Data sources: Ordnance Survey, British Geological Survey



Purpose of Issue: For Information		Revision: v0.1	
Reference: LFRMS_GW_Map 3	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



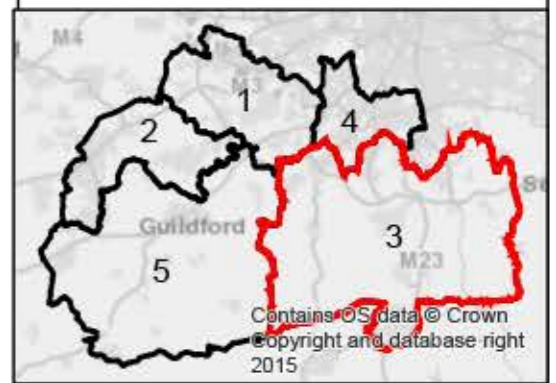
Surrey Local Flood Risk Management Strategy

Historic Flooding

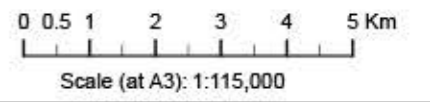
Area 3: Mole

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Top 100 Wetspots
- Main River
- Historic Flood Map



Data sources: Environment Agency, Ordnance Survey, Surrey County Council



Purpose of issue: For information		Revision: v0.1	
Reference: LFRMS_Historic_Area 3	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

AREA 4: South London

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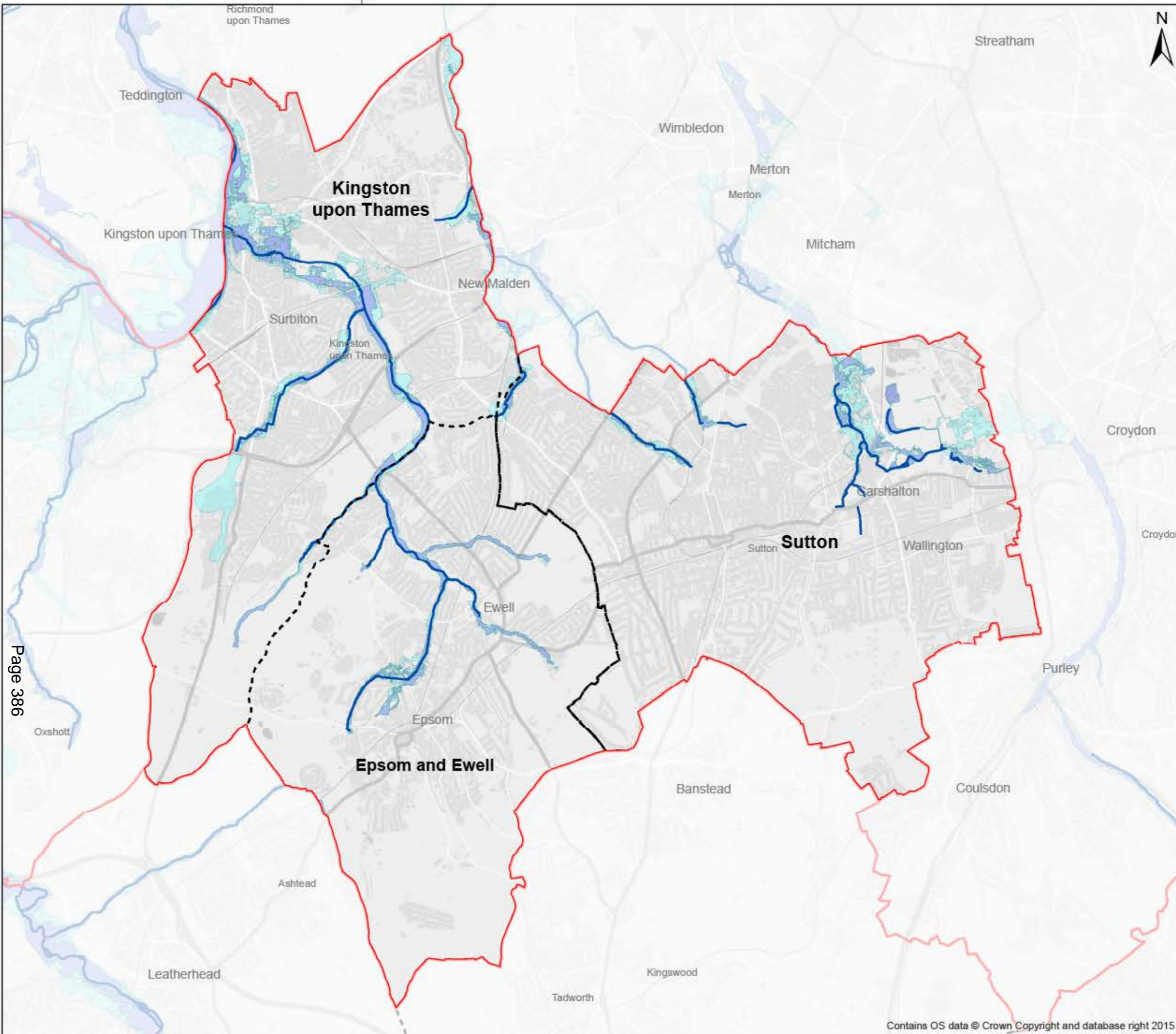
[Risk of Flooding from Rivers](#)

[Risk of Flooding from Surface Water](#)

[Susceptibility to Groundwater Flooding](#)

[Historic Flooding](#)

[Return to the overview map](#)

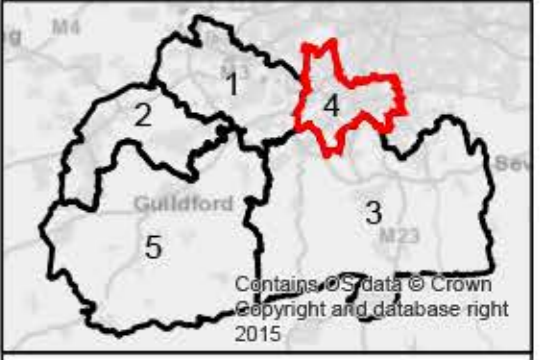


Surrey Local Flood Risk Management Strategy

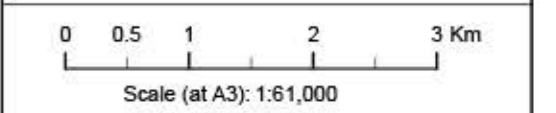
Risk of Flooding from Rivers Area 4: South London

- Key**
- LFRMS Areas
 - District / Borough Council Boundaries
 - Main River
 - Flood Zone 3
 - Flood Zone 2

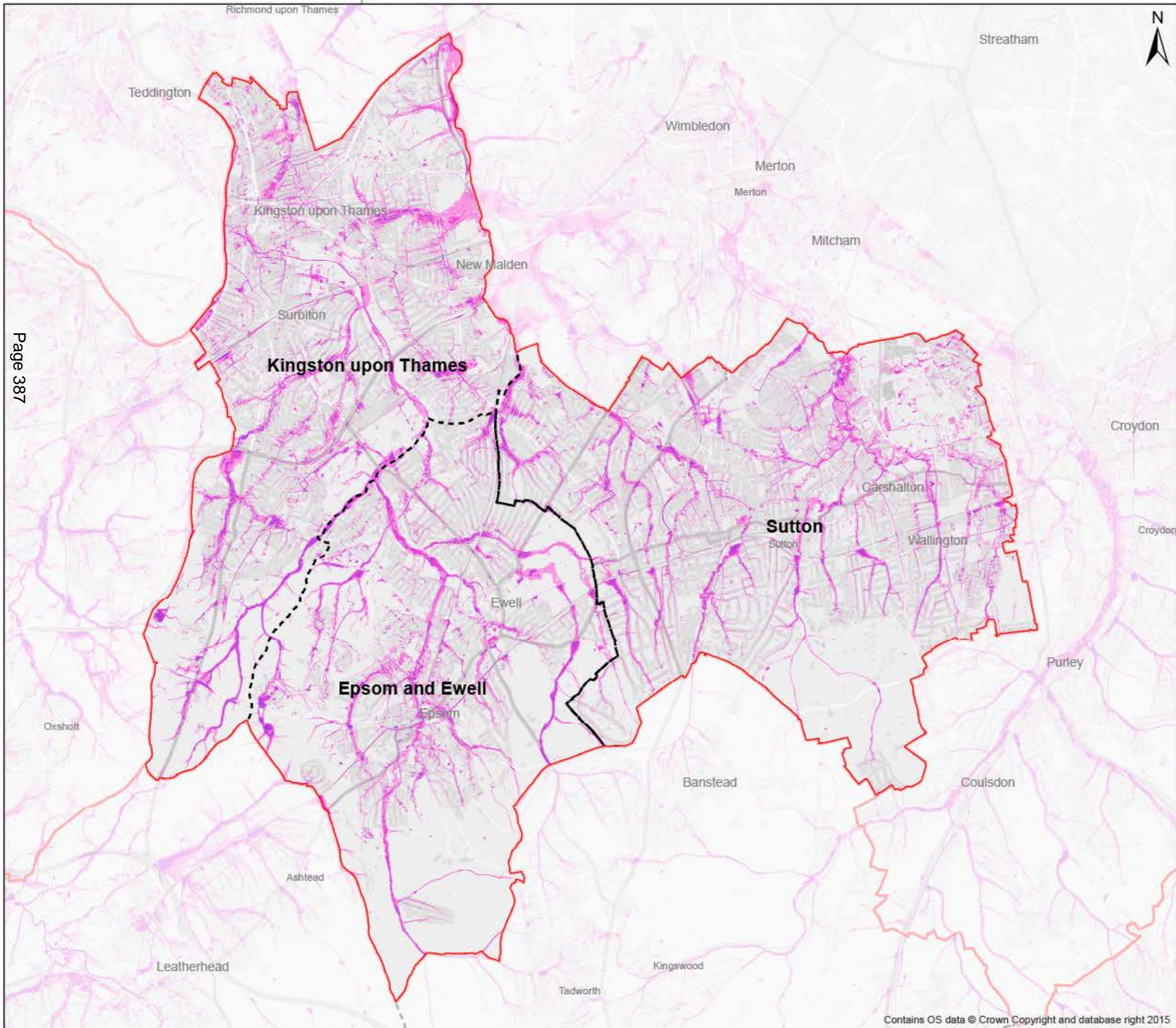
Please note, areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)



Data sources: Environment Agency, Ordnance Survey



Purpose of Issue: For Information		Revision: v0.1	
Reference: LFRMS_Fluvial_Area 4	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



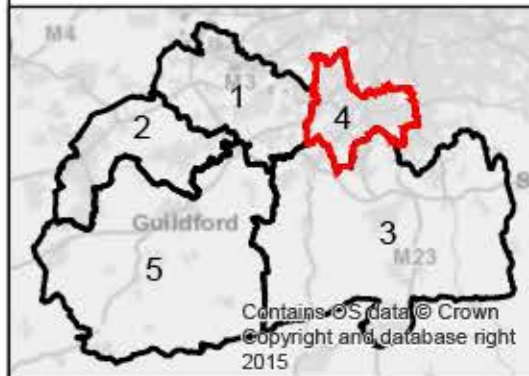
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Surface Water

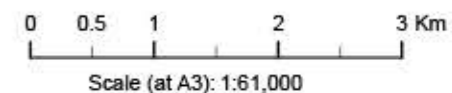
Area 4: South London

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Risk of Flooding from Surface Water - 1 in 30 (3.3%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 100 (1%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 1000 (0.1%) Annual Chance

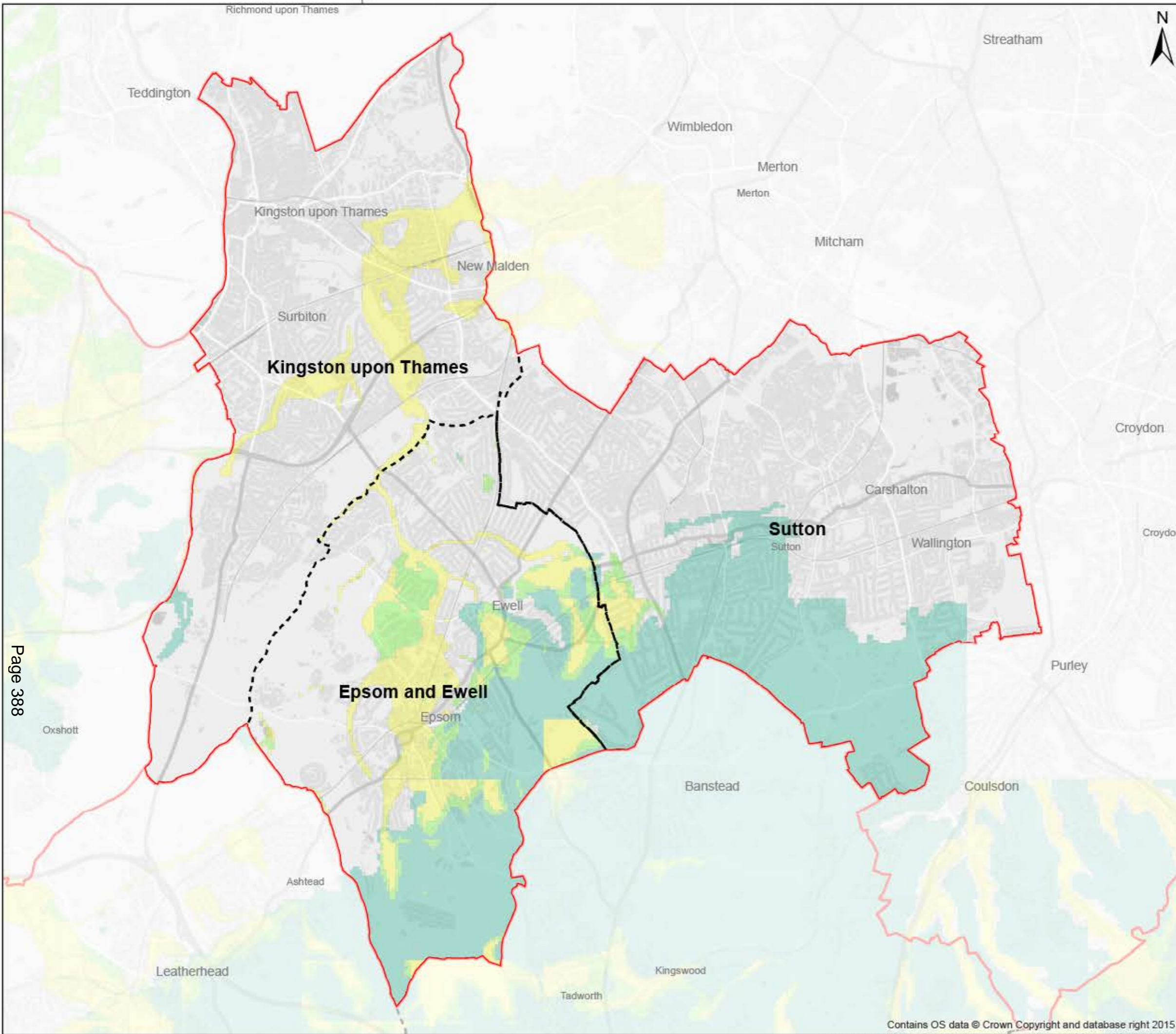


Data sources: Environment Agency, Ordnance Survey



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Purpose of Issue: For information		Revision: v0.1	
Reference: LFRMS_SW_Area 4	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



Surrey Local Flood Risk Management Strategy

Susceptibility to Groundwater Flooding: Area 4: South London

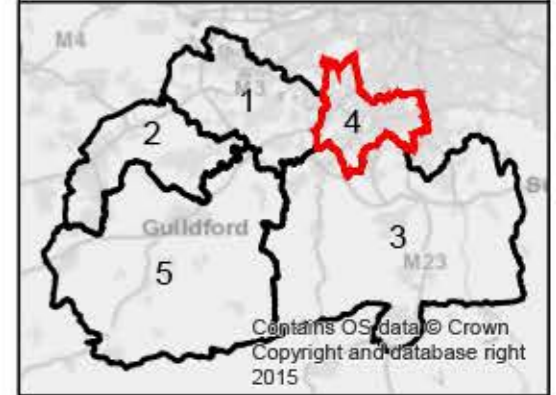
Key

- LFRMS Areas
- District / Borough Council Boundaries

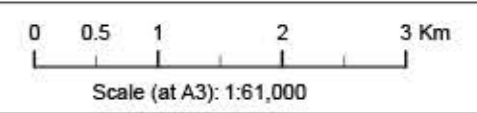
Susceptibility to Groundwater Flooding

- Limited potential for groundwater flooding to occur
- Potential for groundwater flooding of property situated below ground level
- Potential for groundwater flooding to occur at surface

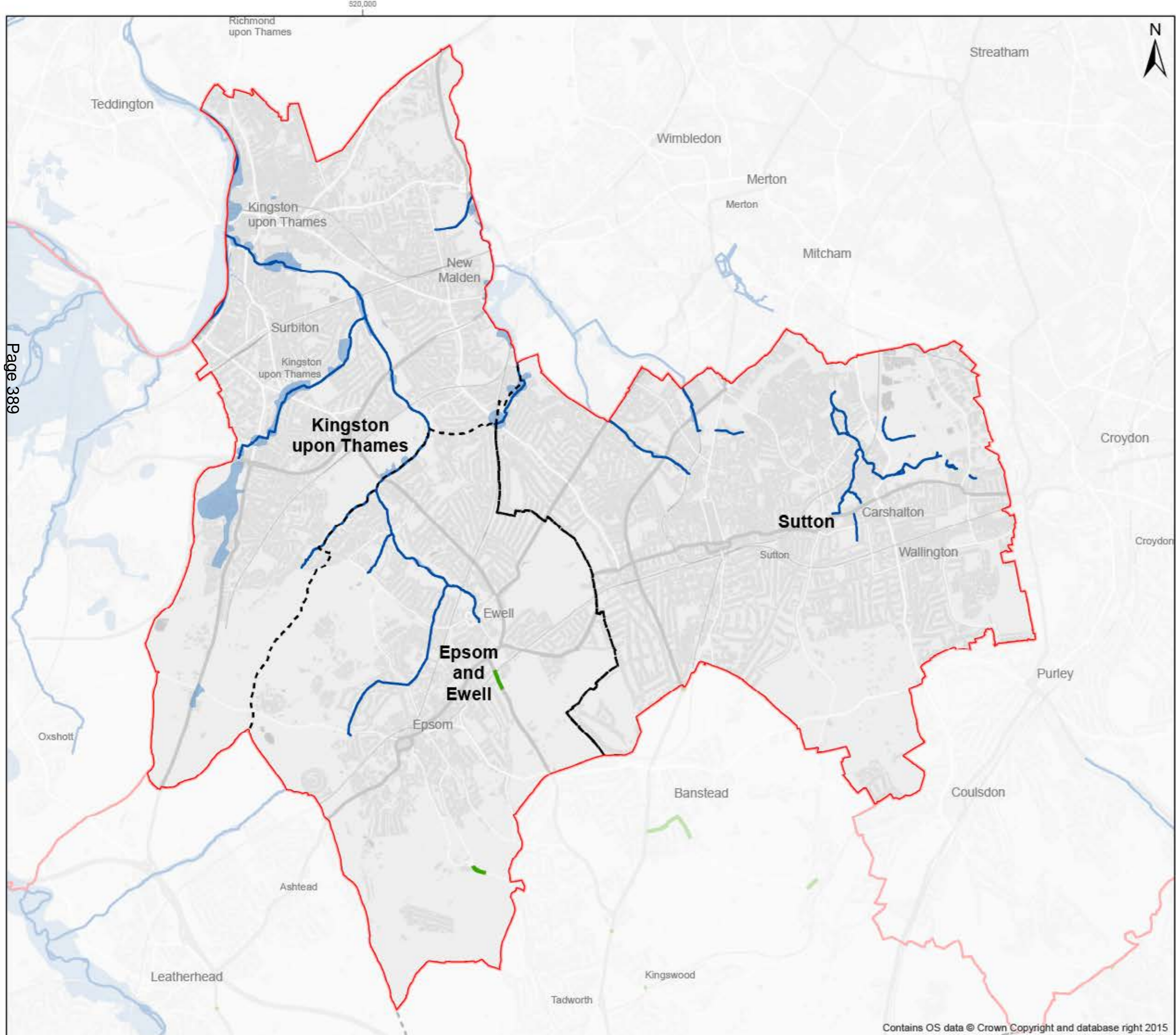
Please note all other areas are not considered to be prone to groundwater flooding.



Data sources: Ordnance Survey, British Geological Survey



Purpose of Issue: For information		Revision: v0.1	
Reference: LFRMS_GW_Map 4	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



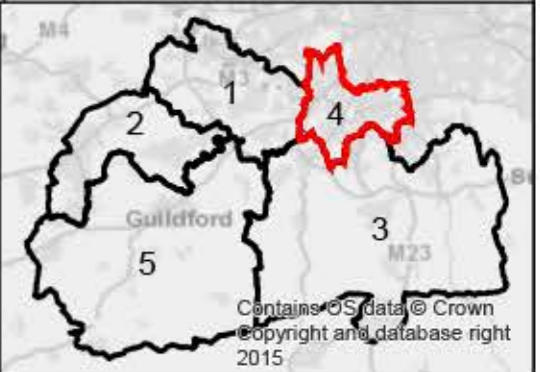
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Surrey Local Flood Risk Management Strategy

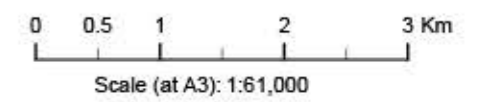
Historic Flooding Area 4: South London

Key

- LFRMS Areas
- District / Borough Council Boundaries
- Top 100 Wetspots
- Main River
- Historic Flood Map



Data sources: Environment Agency, Ordnance Survey, Surrey County Council



Purpose of Issue: For information		Revision: v0.1	
Reference: LFRMS_Historic_Area 4	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

AREA 5: Upper Wey



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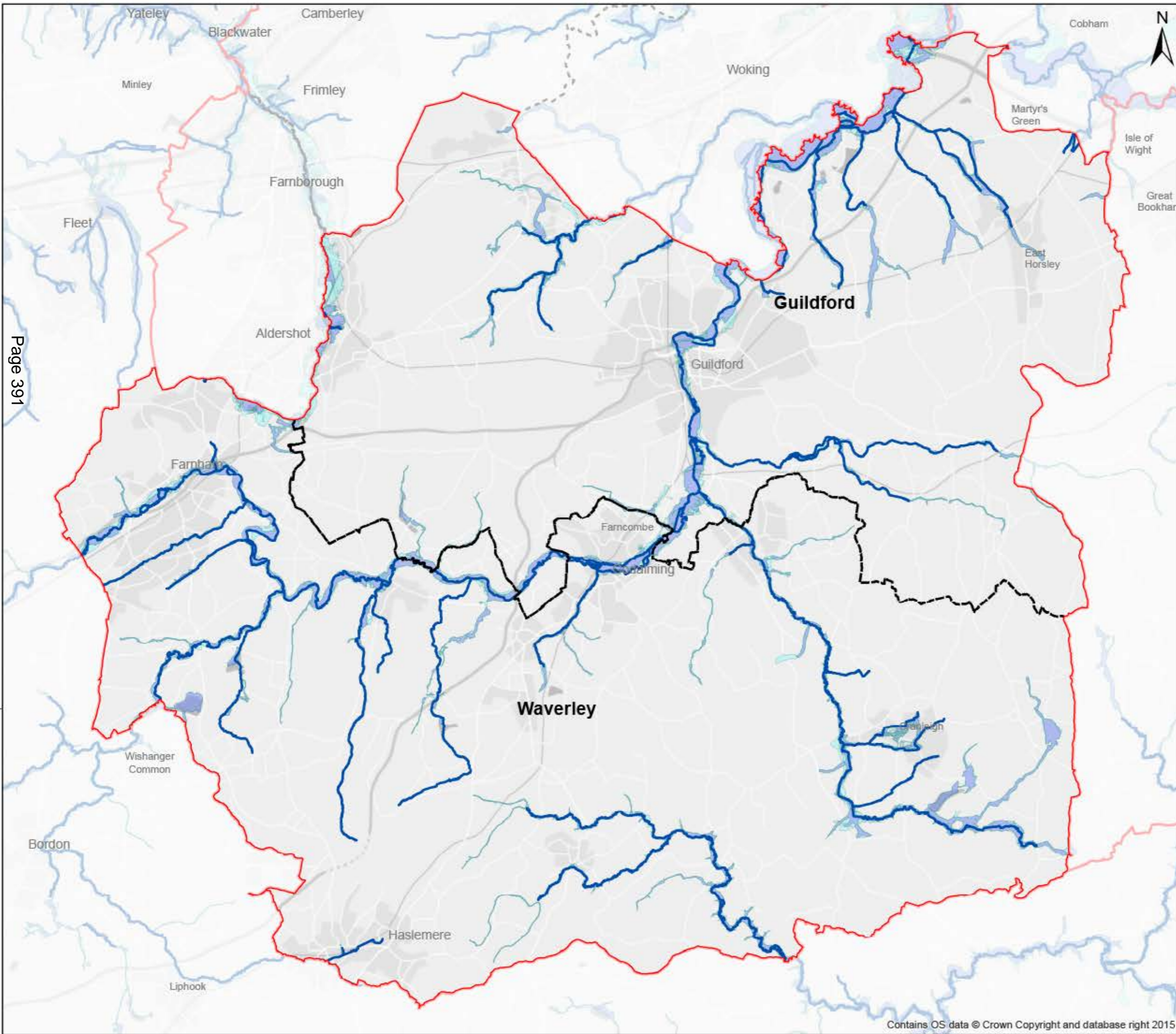
[Risk of Flooding from Rivers](#)

[Risk of Flooding from Surface Water](#)

[Susceptibility to Groundwater Flooding](#)

[Historic Flooding](#)

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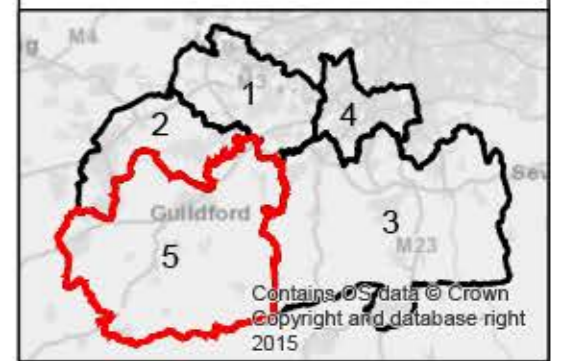
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Rivers Area 5: Upper Wey

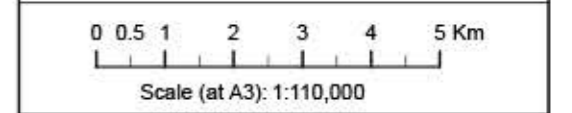
Key

- LFRMS Areas
- District / Borough Council Boundaries
- Main River
- Flood Zone 3
- Flood Zone 2

Please note, areas outside of Flood Zone 2 or 3 have a low probability of flooding from rivers and are known as Flood Zone 1 (< 1 in 1000 or 0.1% annual chance of flooding)

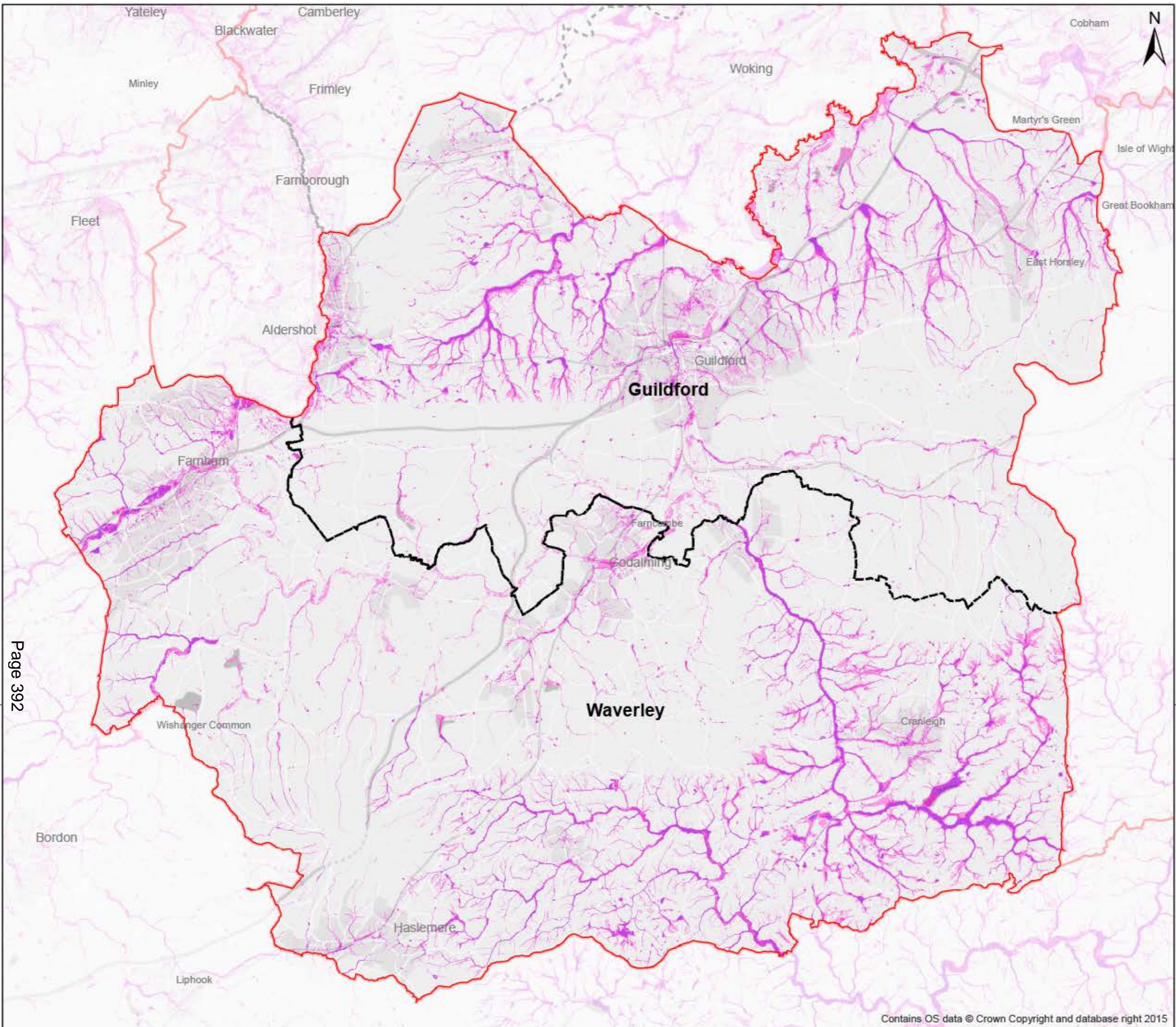


Data sources: Environment Agency, Ordnance Survey



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Reference: LFRMS_Fluvial_Area 5	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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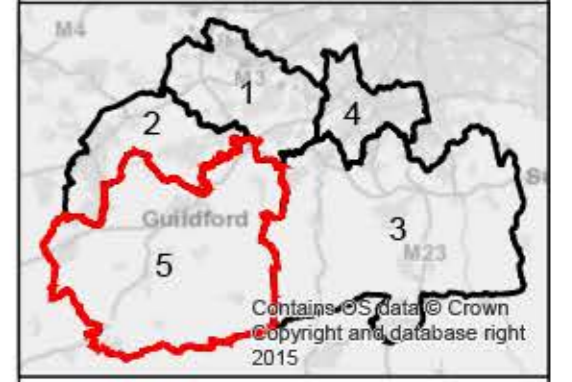
Surrey Local Flood Risk Management Strategy

Risk of Flooding from Surface Water

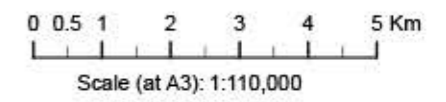
Area 5: Upper Wey

Key

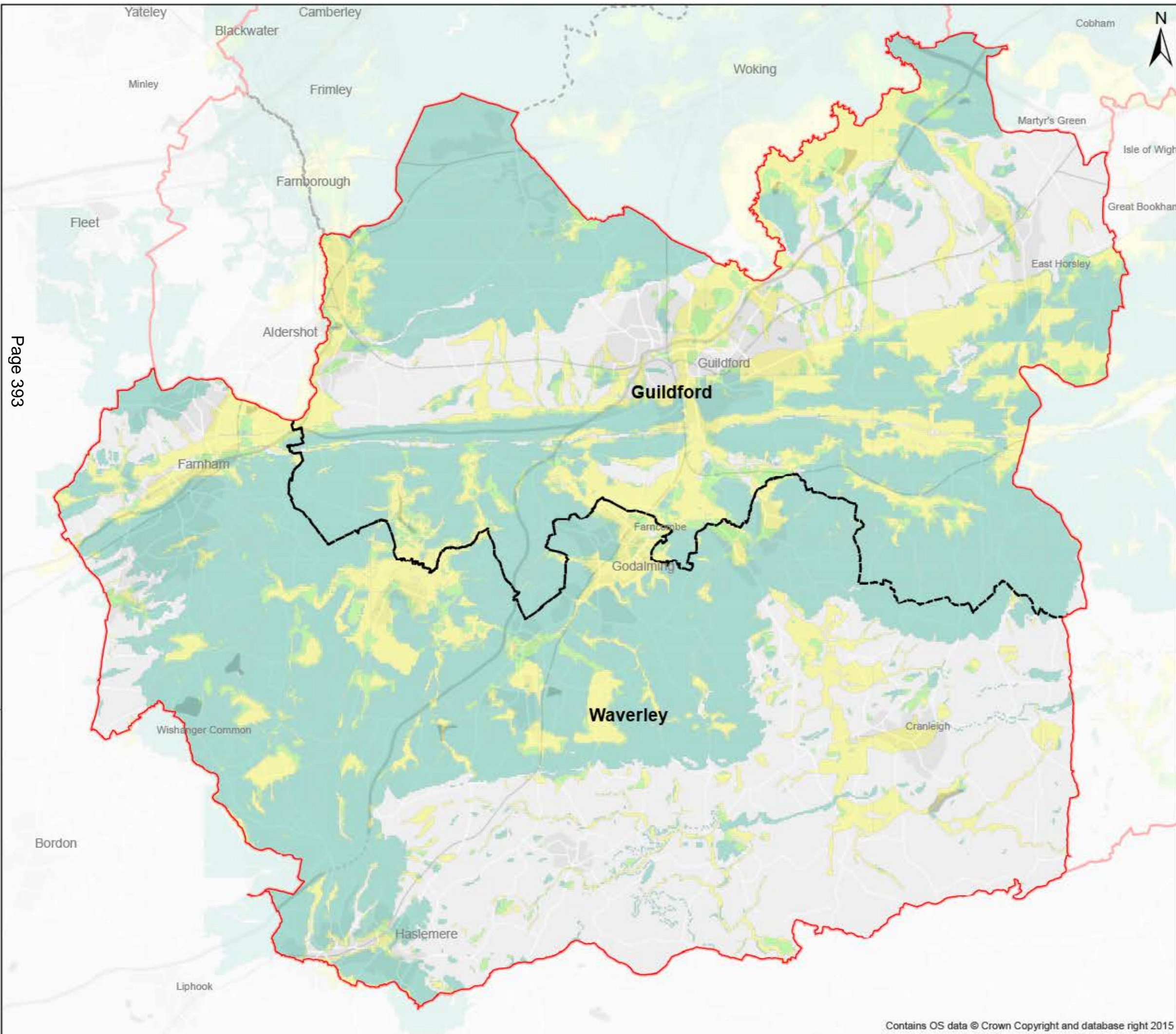
- LFRMS Areas
- District / Borough Council Boundaries
- Risk of Flooding from Surface Water - 1 in 30 (3.3%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 100 (1%) Annual Chance
- Risk of Flooding from Surface Water - 1 in 1000 (0.1%) Annual Chance



Data sources: Environment Agency, Ordnance Survey



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Reference: LFRMS_SW_Area 5	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016



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Surrey Local Flood Risk Management Strategy

Susceptibility to Groundwater Flooding: Area 5: Upper Wey

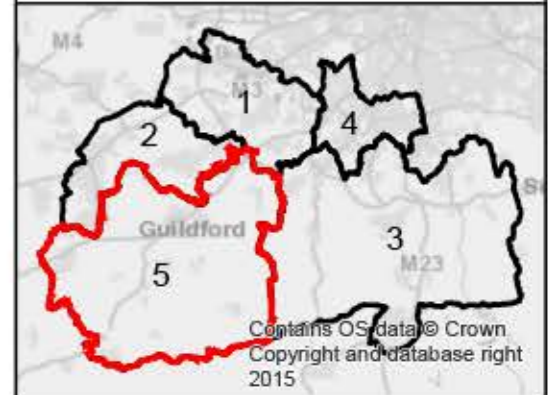
Key

- LFRMS Areas
- District / Borough Council Boundaries

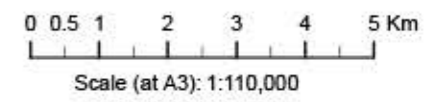
Susceptibility to Groundwater Flooding

- Limited potential for groundwater flooding to occur
- Potential for groundwater flooding of property situated below ground level
- Potential for groundwater flooding to occur at surface

Please note all other areas are not considered to be prone to groundwater flooding.



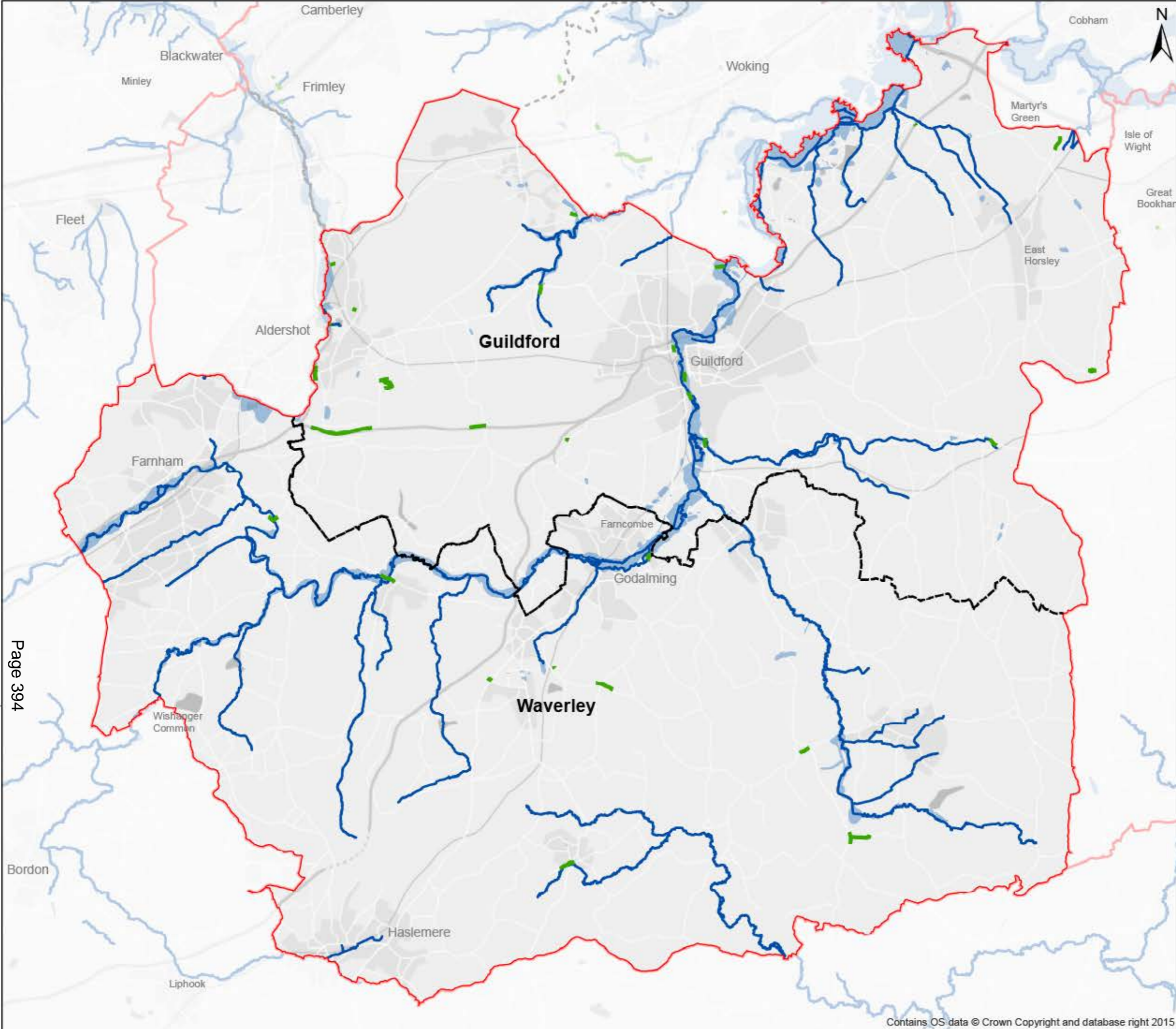
Data sources: Ordnance Survey, British Geological Survey



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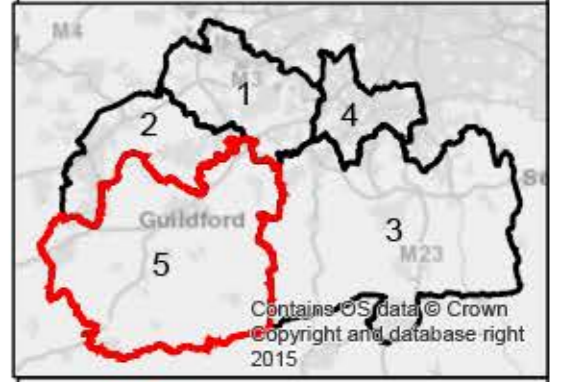
Derived from 1:50,000 scale BGS Digital Data under Licence 2012/025 British Geological Survey. @NERC.



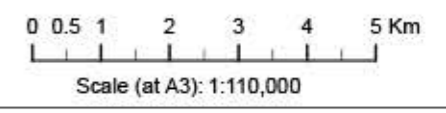
Surrey Local Flood Risk Management Strategy

Historic Flooding Area 5: Upper Wey

- Key**
- LFRMS Areas
 - District / Borough Council Boundaries
 - Top 100 Wetspots
 - Main River
 - Historic Flood Map



Data sources: Environment Agency, Ordnance Survey, Surrey County Council



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Reference: LFRMS_Historic_Area 5	Drawn: CNS May 2016	Checked: OL May 2016	Authorised: TP May 2016

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SURREY

The Surrey Flood Risk Partnership Board



SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

ANNEXE A - OBJECTIVE ACTION PLANS

February 2017

OBJECTIVE ACTION PLANS

Overview

The action plans contained in this section of the Local Flood Risk Management Strategy (LFRMS) set out the specific activities that will facilitate achievement of the Strategy's objectives. These action plans are owned by all relevant risk management authorities (RMAs) within Surrey and will be reviewed and republished with any amendments on an ongoing basis.

Structure of Action Plans

Each objective has its own action plan for delivery. These consist of two sections. The first is the summary document, which outlines the rationale for the objective, perceived benefits and any key pieces of legislation it may relate to. The second section details the main action plan itself. This sets out the tasks, deadlines, challenges, costs and responsible authorities required to achieve the relevant objective.

The plans are presented in a tabular format and group actions into short, medium, long term and ongoing activities. They are intended to be transparent, so that it is easy to understand what actions will be taken to achieve the objectives of the LFRMS. The plans are also subject to ongoing and regular review – should it be deemed that new or additional approaches are required to achieve the objectives, such changes will be incorporated into the plans as appropriate, which will then be republished.

Assumptions

The action plans have been written in the context of the current levels of funding and resource available. If resource or funding levels were to be reduced, or if significant flooding occurred during the action plan timescales, there may be delays or changes to the plans. Any delays or changes will be recorded in the 'progress review' section of each action plan and deadlines updated as part of ongoing review.

The action plans should be regarded as the 'living' elements of the Strategy that are subject to change.

Objectives

Objective 1	Our understanding of local and strategic flood risk will be improved through robust data gathering, management, analysis and sharing between RMAs to ensure partnership delivery of works to high risk areas.
Objective 2	RMAs will reduce flood risk by delivering an effective maintenance regime for drainage assets and managing our estates across the County in an environmentally sustainable manner.
Objective 3	We will agree with partners who the RMAs in Surrey are, jointly define their responsibilities and establish clear lines of communication with them to support the delivery of partnership-based flood alleviation projects.
Objective 4	Private owners will be made aware of their riparian responsibilities to maintain drainage assets and watercourses. We will support, promote and enforce these responsibilities.
Objective 5	The residents of Surrey will be supported to improve community resilience. Local people will be empowered to reduce the risk of flooding on both an individual and community level.
Objective 6	We will reduce the risk of flooding to and from all development through local planning policy and processes.
Objective 7	We will reduce flood risk from local sources via a programme of capital works, which will be integrated with the activities of other RMAs.
Objective 8	We will investigate significant flooding incidents in order to feedback recommendations to reduce flood risk.

Glossary

The table below defines and explains some of the frequently used terminology within this document.

Acronym	Definition
CIL	Community Infrastructure Levy – a planning charge which allows local authorities to raise funds from developers which can be used to fund infrastructure projects needed as a result of the development, such as flood alleviation schemes.
CRO	Community Resilience Officer – a role within SCC to assist communities in becoming more resilient, predominately to flooding.
EA	Environment Agency – responsible for managing flood risk from main rivers, the sea and reservoirs.
EOI	Expressions of Interest – initial stage of applying for funding.
FDGiA	Flood Defence Grant in Aid – national funding for flood alleviation schemes.
FG	Flood Action Group – a community group dedicated to proactive FRM.
FRM	Flood Risk Management
FWMA	Flood and Water Management Act (2010)
GIS	Geographical Information Systems – software which allows the capture, management, analysis and presentation of spatial information, such as flood extents, properties etc.
LEP	Local Enterprise Partnership – a collection of local businesses and councils set up to help determine local economic priorities and have access to funding to generate growth.
LFRMS	Local Flood Risk Management Strategy – directs long-term FRM in Surrey.
LLFA	Lead Local Flood Authority – responsible for managing flood risk from ordinary watercourses, surface water and groundwater.
LPA	Local Planning Authority – In Surrey these are the District and Borough Councils responsible for exercising statutory planning functions.
MoU	Memorandum of Understanding
NFF	National Flood Forum – a national charity dedicated to supporting and representing communities and individuals at risk of flooding.
NPPF	National Planning Policy Framework (2012) – sets out the government’s planning policies and how these are expected to be applied.
RFCC	Regional Flood and Coastal Committee- provide governance for the Environment Agency, are made up of members appointed by LLFAs and independent members with relevant experience, and cover all flood risks not including those that water companies are responsible for.
RMA	Risk Management Authority – organisations which have statutory duties under the Flood and Water Management Act (2010).
SCC	Surrey County Council – the LLFA for Surrey.
SNR	Strategic Network Resilience team (within SCC and primarily responsible for coordinating the LLFA duties).
SFAGF	Surrey Flood Action Group Forum – a forum of flood action group members appointed to work together to influence flood risk management in Surrey.
SFRPB	Surrey Flood Risk Partnership Board – a local partnership that incorporates representation from all organisations in the County who have a role to play in flood risk management.
SoP	Standard of Protection – often described in terms of the return period of the event, i.e. the wall has a 1 in 100 year standard of protection. This means that the wall will protect land behind it up to the 1 in 100 year flood event, or a flood event with a 1% chance of occurring annually. If the flood event is more severe, then the wall may be overtopped. This does not describe the residual risk of flooding, for instance in the event that the wall experienced a breach.
SuDS	Sustainable Drainage Systems – a less traditional approach to drainage where water is managed in a way which mimics nature, rather than conveying water quickly to watercourses via sewers. SuDS provide benefits such as reduced flood risk, and improved water quality and biodiversity.
WFD	Water Framework Directive (2000)
WG	Surrey Flood Risk Partnership Board Working Group – supports the SFRPB and flood risk management through implementing board-agreed outputs.

If you have any queries about the action plans or the wider LFRMS, please get in touch by emailing flooding.enquiries@surreycc.gov.uk

Objective 1	Our understanding of local and strategic flood risk will be improved through clear data management and sharing between RMAs to ensure partnership delivery of works to high risk areas.
Purpose / Outcome	<p>The purpose of this objective is to be able to use data that is gathered by all RMAs in a more efficient way and to greater effect in prioritising flood risk alleviation works, identifying opportunities to work in partnership, improving awareness of flood risk and assets and informing maintenance to reduce flood risk.</p> <p>The outcome of this objective is to produce an annual report which summarises and presents the data gathered throughout the year in a meaningful way that can be used to inform decisions, such as prioritising investigations into those areas which are at risk, highlighting gaps in data capture or quality which could affect confidence in key decision making and use as part of the Communication Plan to engage with RMAs more widely, and flood action groups and members of the public more widely.</p>
Overarching Measure of Success	One measure of success for this objective is that data gathered by all RMAs improves over time, in efficiency of managing the data, and improvement in coverage and quality. However most importantly success will be measured as part of an annual reporting process by where this data is used to produce meaningful insights to the SFRPB to review progress against the objectives of the Strategy and inform decision making and joint work programmes.
How does the Objective meet the Strategy Vision for 2032?	Objective 1 is fundamental link to all the strategy objectives providing a robust evidence base to support analysis and decision making to facilitate the successful delivery of the vision.
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long term vision: to future proof flood risk requires risk data to factor in climate change. • Catchment-based approach: a holistic approach to flood alleviation (to not increase flood risk further downstream. • Partnership Working: establish data flows from partners into SCC (key dataset that SCC need to collect) • Community Resilience: methods for collating and sharing information on local knowledge of flooding • Enhancing growth and wellbeing: analytics to identify (in conjunction with district SFRA) areas at need to reduce flood risk. To look at ways to fund flood alleviation schemes in order to improve infrastructure and wellbeing. • SuDS through special planning/development: information on SuDS adoptions and maintenance. Opportunities to build in monitoring into planning applications and into the District / Boroughs local plans e.g. to monitor groundwater levels at large sites prone to groundwater flooding. • Capital Investment: data analytics allows prioritisation of highway capital schemes based on relative risk of sites.
Strategic Context / Justification	Publicly funded organisations are under increasing budget pressures. It is therefore imperative that time and resource is invested wisely to provide maximum value for money. Gathering, managing, analysing and presenting / sharing data efficiently and effectively has wide ranging benefits, such as improved confidence in decision making, and is therefore a wise investment by all RMAs. By working together to gather and understand this data, partnership working and an integrated and catchment based approach is promoted. Data is also invaluable in performing many of the statutory duties set out under the FWMA (2010) and other legislation which governs the organisations involved in flood risk management, such as Section 19 flood investigations and keeping an asset register.
What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - avoid duplication of data - a robust and quality assured central store of data which can be used to make decisions with confidence - minimise the risk of making ill-informed decisions on partial or low quality data - facilitate partnership working to achieve common goals - value for money activity - improved awareness of flood risk and significant assets - efficient undertaking of statutory duties, such as Section 19 flood investigations

Related Policies	<p>Under the Flood and Water Management Act 2010 all RMAs have a duty to co-operate with each other and to share data. A key theme of the Pitt Review was for flood risk management authorities to work in partnership to deliver flood risk management better to the benefit of their communities.</p> <p>The River Basin Management Plans (RBMPs) across the Surrey area agree that data is required to improve flood risk mapping, and the Medway RBMP aims to use citizen scientists to collect data.</p> <p>The National Planning Policy Framework (NPPF) seeks better understanding and documenting of all sources of flood risk through partnership working. It states that Local Plans should be supported by SFRA's and develop policies to manage flood risk from all sources, taking account of advice from the Environment Agency and other relevant RMAs, such as LLFAs and internal drainage boards. Planning policies and decisions should be based on up-to-date information about the natural environment and other characteristics of the area. Strategic Flood Risk Assessments are also reliant on flood risk data to inform emergency planning.</p> <p>Surface Water Management Plans also broadly recommend to enhance the quality and availability of flood incident data to inform flood risk management.</p> <p>The Government is releasing public data to become more transparent and foster innovation. These datasets are available from all central government departments and many other public sector bodies and local authorities. The data can be used by anyone to build useful applications that help society or analyse changes over time. By improving the openness of data it is anticipated that it will lead to an improved understanding of flood risk across the county, and how flood risk management activities are prioritised and agreed on through an open and transparent evidence base.</p>
Related SCC Corporate Priorities	Resident Experience and Wellbeing.
Review Date	September 2017

Objective 1	Our understanding of local and strategic flood risk will be improved through robust data gathering, management, analysis and sharing between RMAs to ensure partnership delivery of works to high risk areas.					
Sub-Objective	Improve the use and quality of data to maximise the value it provides across the different flood risk management responsibilities of all RMAs and other organisations.		Collect, communicate and share data more openly across and within all RMAs and the public in such a way that all appropriately formatted data is openly accessible and understood by all, including its use within flood risk management in Surrey.		Improve the assessment of flood risk using data analysis and modelling in order to prioritise flood risk reduction activities and facilitate informed decision making across all RMAs.	
Current status	Currently RMAs look to improve datasets wherever possible, within resource and regulatory / legislation constraints. This measure seeks to proactively look for opportunities and deliver improvements in a coordinated way.		Data is shared amongst RMAs within Surrey, however this can be limited, or refused in certain instances. This measure seeks to ensure data is shared and communicated more frequently and to greater effect, with sensitivities in mind.		Surrey has a number of datasets which are updated as and when necessary, and are used to prioritise areas at risk of flooding for further investigation or works. This measure seeks to improve those processes in order to inform better decision making.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Ongoing Actions	1 - WG to update progress on Data Review (Obj1 - 1) on a monthly basis alongside the annual reporting.	All RMAs Monthly up to June 2017 when complete. Annual review as part of reporting.	1 - All RMAs to contribute to annual review of data sharing successes and barriers with SFRPB.	All RMAs, Annually	1- SFRPB to lead a programme of work across all RMAs where high risk / priority areas across the county are identified and re-assessed annually. This should include an understanding of how climate change will impact flood risk, and the likely increase in receptors at risk of flooding.	All RMAs, January 2017 onwards
	2- SFRPB to review Baseline FRM database annually and recommend improvements on the back of the annual report.	All RMAs / WG Annually	2 - SFRPB to communicate the annual report on flood data to Surrey Flood Forum who represent the Flood Action Groups and use to influence their local action plans.	All RMAs, Annually	2- WG to produce Annual Report and Joint Agency Work Programme.	December 2017 and annually
	3 - All RMAs to regularly review this action plan to ensure it grasps opportunities such as big data and drone data capture, as technology evolves.	All RMAs / WG Annually				
Challenges and how they will be overcome	Resource availability and infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload, officer responsibilities and SFRPB meeting agendas.		Resource availability and infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload, officer responsibilities and SFRPB meeting agendas.		Resource availability Seek support from RMAs in developing annual reporting and reviewing their own datasets to feed into the data review.	

What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial or resource support required unless improvements require new methods of collection / analysis / skills / software etc.		Low - there is no additional financial or resource support required unless improvements require new methods of collection / analysis / skills / software etc.		Medium - there is potentially an additional cost in the form of training or additional technology / software. Actions will be completed within existing resources.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Short-term Actions	1 - WG to undertake a thorough Data Review of all data collected / data inflows across Surrey RMAs. This will be the baseline from which success can be measured and informed decisions made.	SFRPB, September 2017	1 - All RMAs to review barriers to and implement solutions to improve data sharing specifically between those who have FRM functions or associated work streams which impact flood risk, such as development planning.	All RMAs, December 2017	1 - All RMAs to support and contribute to Objective 1 actions through the Working Group who will lead delivery of this action plan.	June 2017 onwards
	2- SFRPB to facilitate the identification of other potential (new) data sources and potential purposes to help fulfil FRM functions, for example Local Plans to feed into prioritisation of flood alleviation works.	All RMAs, December 2017	2 - All RMAs to present methods of data collection and SFRPB WG to develop a road map to standardise information collection across RMAs.	All RMAs, December 2017	2- WG to identify high risk flood areas in Surrey e.g. summary of D/B SFRAs and SCC 1km prioritisation mapping.	December 2017 - Annually
	3 - SFRPB to sponsor review of how flood data is used and by whom to refine datasets to better meet their purpose and reduce unnecessary data collection / management.	All RMAs, December 2017	3 - SFRPB to discuss lessons learnt from the Section 19 flood investigation process around data sharing processes and communication of information within the reports. Lessons learnt will be implemented across all RMAs.	All RMAs, June 2018	3 - WG to discuss the data use and where this could be improved in future, and focus on the skills and technology required to reach those ambitions. Present to SFRPB.	SFRPB, December 2017
Challenges and how they will be overcome	Resource availability, Coordination and completion of tasks, Competing priorities, Programme into the workload and meeting agendas / terms of reference. Be clear on expectations and deadlines.		Resource availability. Coordination of tasks. Sharing of sensitive data. Programme into the workload and meeting agendas / terms of reference. Clear communication of responsibilities, standards etc. Aggregating data to an appropriate level and abiding by terms and conditions - this will be explained in order to avoid misinterpretation of data.		Resource availability. Programme into the workload and meeting agendas / terms of reference.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial or resource support required unless improvements require new methods of collection / analysis / skills / software etc.		Medium - there is no additional financial support required although partners may require additional resource to carry out reviews.		Medium - there is no additional financial support required.	

	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Medium-term Actions	1- All RMAs to create a Data Source Matrix . To identify key datasets (current and future) required in order to effectively perform their FRM duties. SFRPB to highlight opportunities to jointly develop or amalgamate data.	All RMAs, SFRPB December 2017	1 - SFRPB to encourage openness to data sharing and facilitate formalising of data sharing relationships across and within all RMAs, (using MoUs), including those not on the Board such as Network Rail alongside members of the public.	All RMAs, Network Rail, Highways England, Southern Water, Gas and Electric providers, Telecoms providers, December 2018	1 - WG to review content for Annual Report and Joint Agency Work Programme (See long term actions 1 and 2).	December 2017 and annually
	2 - Data Integrity : All RMAs and WG to identify gaps in understanding or insight and develop specific action plans for addressing these gaps, i.e. SCC to undertake groundwater flood risk plan, and present this back to the SFRPB for discussion and task allocation.	All RMAs, April 2018	2 - SFRPB to act as a platform for sharing RMA work programmes and identifying opportunities to collaborate, with a long-term view to developing one joint programme of work for all RMAs within Surrey.	All RMAs, Public December 2018	2- SFRPB WG to review where current modelling resource is available across the RMAs or where there are existing skill sets which could be developed or adapted for the benefit of all RMAs.	All RMAs, December 2017
	3 - SFRPB to identify opportunities for RMAs to feed their data into each other's work streams.	July 2018 ongoing.	3 - SFRPB to discuss and review the opportunities to collate and store flood risk information centrally to all RMAs and how this might be achieved.	SCC GIS Team and other RMAs to feed in to the review, December 2019	3 - SNR team to review, with input from all RMAs, best practice in modelling and necessary software required to successfully undertake LLFA role.	January 2018
	4 - All RMAs through improved data sharing practices to seek feedback from all available sources to improve the availability, quality and coverage of the data available.	July 2018 ongoing.	4 - SFRPB to coordinate a programme of awareness raising of data collected by RMAs and for what purposes with the public to encourage further collection and sharing of data and citizen scientists to come forward.	All RMAs, Public, December 2019	4 - SFRPB WG to develop and present skills development action plan to SFRPB and review opportunities for joint training / skills development.	April 2018
					5. WG to collect EA and Catchment Partnership information on water quality improvement / WFD schemes in order to explore overlap funding for flood alleviation	WG December 2017
Challenges and how they will be overcome	Resource availability / competing priorities. Clear communication of expectations, responsibilities, deadlines and support available through SFRPB / WG.		Resource availability / competing priorities. Clear communication of expectations, responsibilities, deadlines and support available through SFRPB / WG.		Resource availability / competing priorities. Clear communication of expectations, responsibilities, deadlines and support available through SFRPB / WG.	

What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial or resource support required unless improvements require new methods of collection / analysis / skills / software etc.		Medium- there is potential additional financial support required for the awareness raising programme and recommendations for having a central data repository / sharing platform. Actions will be completed within existing resources.		Medium - there is potentially an additional cost in the form of training or additional technology / software. Actions will be completed within existing resources.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Long-term Actions	1 - SFRPB to ensure that all RMAs develop a data process / policy which is sufficiently robust to utilise large but infrequent opportunities such as the River Thames Scheme to capture and improve / update data for a broad variety of flood risk management purposes.	All RMAs, December 2018	1 - SFRPB to sponsor the development of a central store of flood risk management relevant data for the benefit of all RMAs and the public in Surrey.	All RMAs, WG, members of the public, 2020	1 - All RMAs to feed into an Annual Report to be presented to the SFRPB on the meaningful insights provided by datasets in order to review progress against the objectives of the Strategy and inform decision making and joint work programmes.	April 2018 onwards
	2 - SFRPB to explore opportunities to involve Citizen Scientists in the improvement of data held across RMAs.	All RMAs, Flood Action Groups, wider communities, December 2018			2 - SFRPB to develop a Joint Work Programme for capital and maintenance informed by the annual reporting on all datasets relevant to flood risk management e.g. highways repairs through to the retrofitting of SuDS (as per Objective 7 action plan) .	September 2018 onwards
					3 - Incorporate appropriate hydrologic and hydraulic modelling as a capability within the SNR team at SCC.	2020
Challenges and how they will be overcome	Resource availability / competing priorities. Clear communication of expectations, responsibilities, deadlines and support available through SFRPB.		Resource availability, Coordination of tasks, Skills and knowledge, Programme into the workload. Appoint responsibility for coordination and those who feed in. Clear communication of responsibilities, standards and tasks appointed to key member of staff / contact. One or more of key RMA members of staff to ensure they attend and report on progress at SFRPB meetings. Staff development action plan and finance made available for training.		Resource availability. Coordination of reporting. Skills / knowledge of staff Additional funding for schemes. Programme into the workload. Appoint responsibility for coordination and those who feed in Staff development action plan and finance made available for training. Secure additional and alternative funding sources through Objective 7's action plan.	

What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial or resource support required unless improvements require new methods of collection / analysis / skills / software etc.	Medium - there is potentially an additional cost in the form of training or additional technology / software. Actions will be completed within existing resources.	Medium - there is potentially an additional cost in the form of training or additional technology / software and from an increase in the number of feasible schemes for which additional funding may be required. Actions will be completed within existing resources.
Measures of Success	<ul style="list-style-type: none"> - Regular presentations by RMAs to the SFRPB (where objective 1 is on the agenda) and external audiences which shares and celebrates ways in which data improvements have been made together. - Recommendations coming out of the annual reporting and feedback implemented successfully. SFRPB to monitor. 	<ul style="list-style-type: none"> - Increased transparency and acceptance of flood reduction schemes and their prioritisation (to both RMA and public) through clear and open evidence base. - A shared platform for data gathering, QA, presentation and sharing across RMAs and the public. - An increase in data coming forward readily as it is better understood what the data is utilised for. - All RMAs have an improved understanding of the flood risk in their catchment areas, and residents have an improved understanding of their community level of risk and resilience behaviours / measures. 	<ul style="list-style-type: none"> - Improved confidence in decisions made through improvement in quality of data - A reduction in resource required to collect, analyse and manage data - Increase in the data sharing between RMAs - Increase in the number of datasets which are cross-referenced by multiple RMAs - Improved confidence in the prioritisation of flood reduction works and increased acceptance of programmes of joint work which is carried out by partners to reduce duplication of effort and value for money spend.
Progress Record			

Objective 2	RMA's will reduce flood risk by delivering an effective maintenance regime for their drainage assets and managing their estates across the County in an environmentally sustainable manner.
Purpose and Outcome	<p>Key to supporting our objectives to reduce flood risk in the County is the necessity to have all drainage systems clear and operating as effectively as possible. RMA's can spend a significant amount of time, money and resource developing flood alleviation schemes however their positive impact will be significantly reduced if existing drainage assets are not maintained.</p> <p>We will plan and deliver a maintenance schedule for assets owned by RMA's and develop best practice principles to set minimum standards. The outcome of this objective is to reduce the risk of flooding through effective maintenance.</p>
Overarching Measure of Success	Reduced reactive maintenance costs. Fewer reported flood incidents on RMA assets.
How does the Objective meet the Strategy Vision for 2032?	<p>Effective maintenance of our drainage assets across the County will in itself reduce the risk of flooding to communities in Surrey. If a gully, drain or ditch is blocked or broken it is not operating to its full potential and will inevitably have a negative impact on flood prevention. It is therefore essential that we make our maintenance regime as robust as possible.</p> <p>By proactively keeping our drainage assets clear and fully functional we will reduce the costs associated with reactive emergency works. A further benefit is that our perception among residents will be improved as we receive fewer reports of blocked or ineffective drainage systems. By having a consistent approach between RMA's the public will gain confidence in our ability to manage flood risk through our existing assets. Once this approach has been established we will use it to inform best practice material and create opportunities to improve the environmental benefits of effective maintenance.</p>
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A Long-term vision: the promotion of best practice and guidance will encourage the sharing of information between officers, which will embed this knowledge in teams for the future. • Catchment-based approach: the best practice and guidance we develop will enable officers to take local priorities and sources of flooding into account. • Partnership working: we will work with partner RMA's to develop guidance that supports the objectives of all parties. • Community resilience: by making the maintenance of drainage assets more efficient and consistent based on local feedback (where appropriate), we will reduce the risk of flooding to local communities. • Enhancing growth and wellbeing: better maintained drainage assets will help to protect the environment and surrounding infrastructure. • Sustainable flood risk management through development: effective maintenance of our own assets will set the standard for developers to follow when they design and install SuDS. • Capital investment: effective drainage will reduce the need for flood alleviation works and help us to accurately prioritise and assess areas of greatest risk.
Strategic Context / Justification	There are a number of pieces of legislation which set out the statutory responsibilities of different RMA's in relation to maintenance, for example the Land Drainage Act, the Highways Act, the Flood and Water Management Act and the Water Act. Maintenance delivers a value for money service in that it extends the life of assets and reduced whole life costs.
What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - a reduction in local flood risk - a reduction in whole life costs of assets - improved lifespan on assets - improvement in environmental quality - a reduction in reactive maintenance costs

Related Policies	<p>SCC's Highways and Transport Asset Management Strategy (2016) - this Strategy highlights the variety of assets that require maintenance under the LLFA and Highways Authority duties, not just drainage and structures such as culverts and bridges, which have a direct relationship with flooding. The Strategy recognises that few of the assets are in a 'as new' state and with limited budgets there is a requirement to prioritise asset management. Drainage has been identified as a high priority by senior Members who were consulted with as part of the Asset Management Strategy. Currently routine maintenance is carried out on gullies, soakaways, ditches and grips, but other drainage assets are dealt with on a reactive basis.</p> <p>National Flood and Coastal Erosion Risk Management Strategy (2011)- maintenance should be carried out using a risk based approach. When maintenance becomes no longer justifiable (in terms of value for money) then some areas may need to reduce their maintenance, seek alternative funding sources / maintenance bodies, or halt maintenance activities all together.</p> <p>Strategic Flood Risk Assessments and Surface Water Management Plans - those published by District and Borough councils broadly agree on the following principles;</p> <ul style="list-style-type: none"> - maintenance should be carried out by the relevant authority or riparian owners, - long-term maintenance of drainage or SuDS should be considered through the planning process, - maintenance should be carried out to agreed standards in a risk based, and prioritised way using evidence as a base for those decisions, - maintenance should be proactive to reduce risk in the most effective way, and - maintenance should be economically proportionate to the asset and level of flood risk if the asset were not to be maintained effectively. <p>Water Framework Directive (2000) - this directive aims to achieve 'good status' for all ground and surface waters. It is therefore important that maintenance is carried out in an ecologically-friendly way.</p>
Related SCC Corporate Priorities	Caring for our environment, improving our roads, and strengthening our economy.
Review Date	April 2018

Objective 2	RMAs will reduce flood risk by delivering an effective maintenance regime for their drainage assets and managing their estates across the County in an environmentally sustainable manner.							
Sub-Objective	Promote best practice approaches in delivering statutory maintenance duties with partner RMAs.		Improve and update records of our drainage assets.		Deliver an effective maintenance regime for RMA-owned assets.		Ensure maintenance of flood risk management assets is considered at design stage, documented and implemented through an asset maintenance plan.	
Current status	It is often the case that best practice is shared internally within organisations but not externally to or between organisations.		All RMAs have drainage asset data available, however the organisations are all at different levels of coverage, currency, quality and data sharing.		There are currently maintenance plans for RMA assets but they could be improved by establishing best practice and consistency of approach between RMAs.		Maintenance plans are written and implemented however there is more that could be done to ensure all assets have maintenance plans in place, and there is monitoring to understand whether maintenance is being carried out in line with the plan.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Short-term Actions	1 - WG to discuss and report on best practice approaches and materials (incl. requirements of Water Framework Directive).	All RMAs June 2017			1 - RMAs to identify the assets they are responsible for and define the level of maintenance required in line with newly established best practice.	All RMAs Jan 2018	1 - WG to develop best practice guidance for maintenance plans for all assets which reduce flood risk, including SUDS, from design stage making sure to consider the impact of climate change.	All RMAs, December 2017
					2 - SFRPB to strongly encourage all RMAs to identify and implement environmental benefits that can be achieved alongside maintenance requirements.	All RMAs Jan 2018		
Challenges and how they will be overcome	Resource availability, agreement and delivery of responsibilities. Programme into SFRPB meeting agendas and calendars of key attendees, defining the benefits of sharing best practice clearly.				Resource availability. Programme into the workload and set expectations.		Resource availability, agreement and delivery of responsibilities. Programme into SFRPB meeting agendas and calendars of key attendees, defining the benefits of sharing best practice clearly.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required. Actions will be completed within existing RMA resource.				Medium - there is a possibility that RMAs will identify maintenance requirements that come at a higher cost than existing processes.		Low - there is no additional resource or financial support required. Actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Medium-term Actions	1 - SFRPB to agree best practice approaches and materials as proposed by the WG on delivering maintenance.	All RMAs, July 2017	1 - All RMAs to record asset data which is relevant to flood risk in a centrally owned and maintained dataset (in line with Objective 1's action plan).	All RMAs, 2019	1 - All RMAs to consider their maintenance regimes and review opportunities, through the SFRPB, to work in partnership to share resources / responsibilities to drive efficiencies and deliver value for money.	All RMAs, SFRPB and WG, 2019	1 - SFRPB to agree best practice for preparing maintenance plans at the design stage.	All RMAs, January 2018
	2 - SFRPB to develop and agree promotion plan for approaches (incl. briefings) and materials.	All RMAs, September 2017	2 - SFRPB to support utilising central asset and flood risk data to prioritise areas at greatest risk to improve maintenance planning and methods.	All RMAs, 2019				

	3 - Promote best practice approaches and materials through: Planning officers, maintenance programme managers, estates/property, schools, National Trust, Thames Water, Surrey Wildlife Trust.	All RMAs, December 2017						
Challenges and how they will be overcome	Coordination of efforts to meet deadlines amongst competing pressures. Resource availability. Lack of uptake / implementation. Programme into the workload and calendars of those involved. Be clear on the benefits of following best practice and support where necessary. Gain upfront commitment from RMAs.		Availability of a suitable platform for shared dataset and coordination of shared data management responsibilities. Follow the actions in the action plan for Objective 1 to review appropriate methods of hosting central data and define clear roles and responsibilities.				Availability / time to review or attend meeting. Programme into meeting schedules and agendas. Ensure key stakeholders attend the meeting. Present the key information at the meeting.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no significant additional resource or financial support required, except for briefing materials and event costs.		Medium - once central dataset has been established there should not be significant resource or cost implications for maintaining it.				Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline

Long-term Actions					1- All RMAs to undertake maintenance in line with their maintenance plans, incorporating best practice and statutory duties.	All RMAs, 2019 onwards	1 - All RMAs to implement maintenance plan best practice and promote best practice approaches to LPAs, developers and other relevant authorities.	All RMAs From 2018 onwards
Challenges and how they will be overcome						Resource / skills availability. Programme into the workload / responsibilities and support those planning and carrying out maintenance.	Resource availability. Lack of uptake / implementation. Programme into the workload and calendars of those involved. Be clear on the benefits of following best practice and support where necessary.	
What is the cost (finance or resource) of achieving this action and how will this be met?						Medium - there is a possibility that RMAs will identify maintenance requirements that come at a higher cost than existing processes.	Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Ongoing Actions	1 - SFRPB to review (through discussion and minuting) best practice approaches to ensure they remain up to date and fit for purpose and are being implemented by the responsible authorities.	All RMAs, Review every 2 years or sooner if changes to national best practice guidance occur.	1 - All RMAs to report annually on asset datasets and progress against action plans to the SFRPB (in line with Objective 1's action plan).	All RMAs, SFRPB Annually	1 - All RMAs to review their maintenance plans annually and incorporate updates to best practice identified by SFRPB where appropriate.	All RMAs, Annually	1 - SFRPB to review (through discussion and minuting) best practice approaches to ensure they remain up to date, fit for purpose and are being implemented by the responsible authorities.	All RMAs, Review every 2 years or sooner if changes to national best practice guidance occur.
							2 - All RMAs and developers to produce maintenance plans for all newly constructed flood risk management assets in line with best practice. LPAs to assess all detailed planning applications in line with best practice.	2018 onwards
Challenges and how they will be overcome	Resource availability. Programme into the workload and meeting agendas / terms of reference.			Resource availability. Coordination of reporting. Programme into the workload. Appoint responsibility for coordination and those who feed in.		Resource availability. Programme into the workload.		Infrequent action and therefore may not be carried out. Programme into SFRPB meeting schedule or terms of reference.
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required. Actions will be completed within existing RMA resource.			Medium - once central dataset has been established there should not be significant resource or cost implications for maintaining it.		Low - there is no additional financial support required. Actions will be completed within existing RMA resource.		Low - there is no additional financial support required. Actions will be completed within existing RMA resource.
Measures of Success	Best practice material is readily available and those stakeholders which require it are aware of its existence. Information in is useful and being used / reviewed on regular basis. Refresher and review session / communications happen as and when required i.e. new staff members. Maintenance is being carried out effectively in line with maintenance plans and best practice under statutory duties.			SFRPB to discuss and minute the review of progress made against the baseline data catalogue and reported in the annual report developed by all RMAs (as per Objective 1's action plan).		RMAs can apply best practice and demonstrate this knowledge through delivering an effective maintenance regime. RMAs have a clear maintenance plan in place, which is implemented, for each identified asset. Maintenance contributes to a reduction in flood risk and is done in an environmentally sustainable manner and in line with their statutory duties.		All assets have a maintenance plan which is robust and applied, and agreed by all partners prior to be constructed.
Progress Record								

Objective 3	We will agree with partners who the Risk Management Authorities in Surrey are, jointly define their responsibilities and establish clear lines of communication with them to support the delivery of partnership-based flood alleviation projects.
Purpose and Outcome	<p>Under the FWMA (2010) RMA's have a duty to co-operate with one another. This legislation divides responsibilities in an ambiguous manner; indeed the 'duty to co-operate' isn't clearly defined but would logically include the sharing of information and resources, where appropriate.</p> <p>It is important to recognise that flooding is an issue that affects everyone across the County and as a result, no single authority should be expected to carry the burden of responding to such events in isolation. A co-ordinated approach between partner RMA's is therefore essential to provide an effective service to Surrey's residents.</p> <p>Feedback from the public suggests that it is not always clear who does what when it comes to flooding emergencies, developing flood alleviation schemes and day-to-day maintenance of watercourses. As a result residents may expend unnecessary time and effort in finding the appropriate authority to support them in resolving a specific problem. To improve our ability to respond to such issues each RMA in the County needs to have a clearly defined role that is mutually agreed in order that we and our residents understand exactly 'who does what' and when.</p> <p>The outcome of this objective is that the RMA's and members of the public are clear on what their and other authorities' responsibilities are, in order that they can provide an effective service to members of the public and clearly undertake and communicate these responsibilities.</p>
Overarching Measure of Success	A reduction in the number of enquiries from members of the public that are directed towards the wrong RMA. A reduction in the time taken to deliver partnership projects due to an increase in efficiency in cooperating as partners.
How does the Objective meet the Strategy Vision for 2032?	By clearly defining what each authority's roles and responsibilities are, we will further enhance our fulfilment of this requirement. Flood risk will be reduced by the fact that all RMA's will know exactly what they should do and when during a flood event, meaning that plans and responses will be as effective as possible.
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A Long-Term Vision: clearly defined roles for RMA's will make our approach to flood risk management more sustainable and will enable greater forward planning. • Catchment-based Approach: by understanding which relevant authority needs to respond in a specific situation, the management of catchment-based issues will be much more efficient. • Partnership Working: RMA's will be able to work together in a more effective and co-operative manner as a result of understanding each other's roles and responsibilities. • Enhancing Growth: greater co-operation between RMA's will make their preparation for, and activities during, flood events more effective which will reduce the potential negative economic and wellbeing impacts of flooding. • Sustainable Drainage: the sharing of information between RMA's will make the maintenance and implementation of SuDS a more straightforward and efficient process. • Capital investment: RMA's will be able to work together in bidding for joint schemes, which will deliver projects that meet the priorities of all partners and improve the likelihood of obtaining funding.
Strategic Context / Justification	<p>The co-operation of RMA's is a statutory requirement under the FWMA (2010).</p> <p>It is also noted from residents feedback that the experience of communicating with RMA's at present can be frustrating in part due to misunderstandings of responsibilities across both RMA's and the public. Improving awareness of the responsibilities of each RMA and also the public themselves will lead to clearer communication and an improved service.</p>
What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - improved resident experience in dealing with RMA's. - more efficient delivery of partnership projects which in turn can save both time and money. - clear demonstration of meeting the requirements of the FWMA(2010). - less time wasted as a result of misdirected enquiries
Related Policies	<p>As stated above, the FWMA declares that RMA's must co-operate with one another and provides definitions of responsibilities, however these are open to interpretation, and lack operational detail. The FWMA also states that in the Local Flood Risk Management Strategy the relevant RMA in the County must be identified and specify the flood and coastal erosion risk management functions that may be exercised by those RMA's.</p> <p>The National Flood and Coastal Erosion Risk Management Strategy (2011) states that one of the fundamental guiding principles should be partnership working.</p> <p>Local Plans, SFRAs and SWMPs also identify that partnership working is key to achieving their objectives.</p> <p>The SFRPB is centred around partnership working. This objective will support and improve this approach.</p>
Related SCC Corporate Priorities	Resident experience
Review Date	September 2017

Objective 3	We will agree with partners who the RMAs in Surrey are, jointly define their responsibilities and establish clear lines of communication with them to support the delivery of partnership-based flood alleviation projects.					
Sub-Objective	Define the roles of RMAs with our partners and promote these to the public.		Develop a communications plan for strategic and operational communications between partners.		Review opportunities for future devolution of powers and budgets to RMAs.	
Current status	Although RMAs have a broad understanding of their roles, feedback from residents tells us that there is some inconsistency and therefore this needs to be improved and roles communicated, understood and applied much more clearly.		Currently there is no communications plan in place for the SFRPB. Within Board meetings there are discussions of ongoing schemes by various RMAs to share knowledge and facilitate partnership working.		Future devolution has not been considered as yet, due to long-term timescales	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Short-term Actions	1 - Strategy to set out the roles and responsibilities of all RMAs, (including emergency response in flood events) which is agreed by all partners.	All RMAs, April 2017	1 - SFRPB to review whether communication plans are available from partners as a starting point to developing their own partner communication plan and using as a baseline to monitor progress.	All RMAs, December 2017	1 - SFRPB to keep abreast of devolution updates and issues for local authorities and propose actions to exploit this opportunity as appropriate.	All RMAs Ongoing from July 2017
Challenges and how they will be overcome	RMAs may disagree with roles/definitions All RMAs to be consulted in development of Strategy		Possible lack of communication plans Willingness of RMAs to share plans with SFRPB SFRPB to encourage sharing of information		Resource availability, inclination and ability to be kept up to date. Programme into officer responsibilities and ensure a number of staff are signed up to range of communications through which updates can be received.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required. All actions will be completed within existing RMA resources.		Low - there is no additional financial support required. All actions will be completed within existing RMA resources.		Low - there is no additional financial support required. All actions will be completed within existing RMA resources.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Medium-term Actions	1 - SFRPB to formally approve RMA roles/responsibilities by developing an MoU based on the Strategy (if required)	All RMAs July 2017	1 - SFRPB to coordinate the writing and agreement of a communications plan for all partners.	All RMAs, December 2017		

Challenges and how they will be overcome	Resource availability, unwillingness or inability to change remit or take on additional responsibilities. All RMA's to be consulted in development of Strategy/MoU		Gaining agreement of the communications plan. All RMA's to be consulted in development of communications plan.			
What is the cost (finance or resource) of achieving this action and how will this be met?	Medium - refining of RMA roles and responsibilities may compel partners to perform more duties than they were previously.		Low - there is no additional financial support required. All actions will be completed within existing RMA resources.			
	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline
Long-term Actions	1 - RMA's to develop public facing materials outlining agreed roles and responsibilities and share with residents.	All RMA's December 2017	1 - SFRPB to establish a framework and practical processes to ensure all RMA's can be part of decision-making on all new major flood alleviation projects, based on the principles of the communications plan.	All RMA's, June 2018		
Challenges and how they will be overcome			Partner buy-in for a framework/processes to enable partners to inform decision making. Framework will be based on previously agreed communications plan. SFRPB to encourage joint working/decision making.			
What is the cost (finance or resource) of achieving this action and how will this be met?			Low - there is no additional financial support required. All actions will be completed within existing RMA resources.			
	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline	Action for Lead RMA	Partner RMA's, Stakeholders, Deadline
Ongoing Actions	1 - SFRPB to regularly review feedback from residents and lessons learnt from flood investigations and reporting whether RMA / SFRPB roles and remits are working as effectively as they can be.	All RMA's July 2017 onwards	1 - SFRPB to monitor and review communications plan effectiveness and uptake, amending as necessary to achieve desired outcome.	All RMA's, December 2017 onwards	1 - All RMA's to keep up to date on Central Government proposals for devolution and how this will be implemented. The LLFA/SCC specifically will consider how potential changes will affect flood risk management responsibilities and funding. This should be considered amidst the future backdrop of funding, legislation, climate change, population growth etc. All RMA's to present back knowledge / updates to the SFRPB.	All RMA's, Ongoing

					2 - SCC to coordinate the update of the Strategy to exploit opportunities and overcome challenges which come out of the devolution proposals. All RMA's to feed in.	All RMA's, Ongoing
Challenges and how they will be overcome	RMA's may disagree with roles/definitions All RMA's to be consulted in refinement of their responsibilities				Resource availability, other competing priorities. Programme into team workload, officer responsibilities and SFRPB meeting agendas.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Medium - refining of RMA roles and responsibilities may compel partners to perform more duties than they were previously.		Low - there is no additional financial support required. All actions will be completed within existing RMA resources.		Low - there is no additional financial support required. All actions will be completed within existing RMA resources. (N.B. this is subject to change as the impact of devolution is not yet known).	
Measures of Success	All RMA's are clear on their responsibilities and the responsibilities of the other RMA's. Partners communicate and carry out these duties efficiently and effectively so that the public are also aware of the differences in responsibilities and experience an improved, seamless service.		There is an effective communications plan in place for partners to implement and follow.		SFRPB and partners are sufficiently prepared to take on the challenge and opportunity of devolution as and when it appears, with minimal disruption.	
Progress Record						

Objective 4	Private owners will be made aware of their riparian responsibilities to maintain their drainage assets and watercourses. We will support, promote and enforce these responsibilities.
Purpose and Outcome	<p>The vast majority of the ordinary watercourses across Surrey are located on privately owned land and the relevant owners have a duty under the Land Drainage Act (1991) to maintain ditches, streams and rivers that pass through their property - even if they are piped. This is known as 'riparian responsibility'. Such watercourses help drain local areas and provide storage capacity in times of flooding.</p> <p>Surrey County Council is responsible for consenting works involving structures or obstructions within ordinary watercourses that will affect flow (such as piping ditches or putting in bridges). Consent will only be issued for works where local flood risk will not be increased and will not have a significant adverse effect on the environment.</p> <p>RMA's have permissive powers under the Land Drainage Act (1991) to carry out enforcement action that requires riparian landowners to remove blockages and obstructions and ensure the free flow of water through their section of watercourse. Our role, and the purpose of this objective, is to help ensure that riparian owners are aware of their duties and carry them out so that local drainage networks function efficiently.</p> <p>The outcome of this objective is for riparian landowners to be more aware of and to undertake their responsibilities so that there is a reduced number of flood incidents as a result of a lack of riparian maintenance.</p>
Overarching Measure of Success	A reduction in public enquiries about riparian responsibilities and a reduction in enforcement proceedings. Key riparian assets are maintained to the standard set by relevant guidance/legislation.
How does the Objective meet the Strategy Vision for 2032?	<p>Achievement of this objective will improve community resilience through reduction in local flood risk. Local watercourses, ditches and other assets will be well-maintained by the owners responsible. This will reduce the financial burden on the County Council and other organisations caused by flooding from poorly maintained watercourses or other assets.</p> <p>The effective operation of the whole network also means that all landowners share collective responsibility to deal with maintenance on their land. Furthermore, there will be more capacity for flood water within local ditches and less likelihood of blockages which further increase local risk.</p> <p>From an ecological perspective, properly maintained local ditches and watercourses will provide a healthier and more diverse local environment for wildlife and local communities. All of this will in turn, heighten awareness of the causes and solutions to local flood risk, and the potential impact of climate change on local flood risk.</p>
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long-term vision: ongoing management and maintenance of watercourses across Surrey will improve future capacity and reduce local flood risk. • Catchment-based approach: local policies and interventions are based on catchment priorities and levels of flood risk as well as fundamental principles. • Partnership working: we will work with residents, land owners and other RMA's to ensure the land drainage system functions effectively. • Community resilience: we will improve knowledge in communities as to what their responsibilities are and the local risk from watercourses and other assets. We will also ensure all parties recognise the resilience benefits of management and maintenance. • Enhancing growth and wellbeing: by ensuring development and drainage works do not adversely affect watercourses or the local environment and actively reduce flood risk from local sources, we will encourage the spread of sustainable growth. • Sustainable flood risk management through planning and development: we will ensure responsibilities for maintenance are met and therefore gain the multiple benefits from an effective local 'natural' ditch and watercourse network • Capital investment: we will invest and support communities to deliver riparian actions where required. We will also invest in our own riparian responsibilities and actions to promote awareness of best practice for watercourse maintenance.
Strategic Context / Justification	Local Authorities across the country are experiencing budget cuts and Surrey County Council, alongside the District and Borough Councils in Surrey and the EA are facing the same challenges. By improving awareness of riparian responsibilities, there will be a reduced expectation for councils to maintain assets and watercourses that are not within their remit. Improving the public's awareness of riparian responsibilities helps encourage resilience to flooding and reduced flood risk at a local level, through being able to effectively manage their riparian assets. Officer time will also be saved through pro-active engagement, rather than answering ad-hoc customer queries. Riparian responsibilities are a responsibility under the Land Drainage Act (1991).

What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - Reduced resource pressure on local authorities. - Improved community resilience to flooding through well managed riparian assets. - Reduction of local flood risk - Improvements in partnership working relationships - as while this objective will be primarily led by SCC in its role as the LLFA, RMAs will be required to support its delivery. For example, through identifying local maintenance requirements of the drainage network, supporting enforcement, sharing knowledge of local assets, using byelaws to protect ordinary watercourses, and carrying out their riparian duties as land owners.
Related Policies	<p>The Pitt Review (2007) recommended that local authorities to provide guidance and work with riparian owners to ensure they are clear on their responsibilities.</p> <p>Under common law it is the responsibility of the riparian owner to ensure the watercourse is maintained and kept obstruction free so as to allow water to flow freely downstream. The EA's 'Living on the Edge' document sets out, in detail, what responsibilities landowners have to maintain watercourses.</p> <p>SFRAs promote awareness of riparian responsibilities and set out that they must maintain the watercourse or defence which they are responsible for to a reasonable standard, while the Local Authority or Environment Agency have permissive powers (under the Land Drainage Act 1991) to maintain the watercourse or asset if riparian owner does not meet their obligations. However costs to do this can be recovered.</p>
Related SCC Corporate Priorities	Resident Experience
Review Date	April 2018

Objective 4	Private owners will be made aware of their riparian responsibilities to maintain their drainage assets and watercourses. We will support, promote and enforce these responsibilities.					
Sub-Objective	Develop our knowledge of riparian assets in high risk areas by recording riparian assets on a reactive basis.		Review and improve enforcement and consenting principles, policies and processes.		Promote consenting, enforcement processes and standards to the public, Members and RMAs and encourage implementation of these on a community-wide basis.	
Current status	Currently SCC hold informal knowledge of riparian assets through engagement with community groups however the objective seeks to make this information more accessible and useable.		SCC already have processes in place that are effective; however there is a need to adapt and review these processes as time goes on.		SCC undertake this role currently (and have done since 2010) but following every flood events, there are numerous enquiries and investigations, which are related to a lack of riparian maintenance. This uses resource which could be better spent elsewhere.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Ongoing Actions	1 - RMAs to collect riparian asset information from ongoing work i.e. flooding enquiries, section 19 flood investigations.	All RMAs Ongoing	1 -SCC to review the current enforcement and consenting processes and policies and implement improvements where appropriate (review 2 yearly).	SCC Ongoing	1- RMAs to continue targeted and proportionate enforcement in relation to blockages and lack of maintenance on riparian owned assets.	RMAs Ongoing
			2 - SCC to carry out enforcement and consenting, resolving 90% of cases within 1 year.	SCC Ongoing	2 - SCC to empower other RMAs, LPAs and teams within SCC (i.e. Highways and Countryside Rangers) to advise and promote best practice through developing relationships and the provision of tools and training.	SCC Ongoing
					3 - WG to develop best practice standards and policies for riparian responsibilities including opportunities for water quality improvement as per the WFD.	All RMAs Ongoing
Challenges and how they will be overcome	Resource availability / other workload pressures. Potential lack of RMA internal processes to gather the information and share effectively. Ensuring that processes are in place to gather information routinely and make part of regular workload.				Resource availability / other workload pressures. Willingness of RMAs to participate. Ensuring that processes are in place to gather information routinely and make part of regular workload. Promote benefits of actions through SFRPB.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required. All actions to be completed within existing RMA resource.		Low - there is no additional financial support required. All actions to be completed within existing RMA resource.		Low - there is no additional financial support required other than event / printing costs. All actions to be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline

Short-term Actions	1 - SFRPB to approve sharing of riparian data between RMAs with a view to it being added to GIS, accessible to all partners.	July 2017	1 - EA/SCC to draft enforcement policies and principles	EA/SCC September 2016	1 - SCC to publish and promote awareness of and implementation of best practice standards and policies for riparian responsibilities, consenting and enforcement internally within SCC and across RMAs.	All RMAs December 2017
			2 - EA to draft consenting and de-culverting policies and principles	EA December 2016	2 - SCC and flood action groups to promote awareness of best practice standards and policies for riparian responsibilities, consenting and enforcement within the community.	All RMAs From December 2017
			3 - SCC to lead consultation on the policies and principles with Members and other RMA partners.	SCC January 2017		
			4 - SCC to seek agreement of the policies and principles from the Planning and Regulatory Committee.	April 2017		
			5 - Publish enforcement, and consenting and de-culverting policies online.	August 2017		
Challenges and how they will be overcome	Resource availability Willingness of RMAs to contribute to asset register's development and upkeep. Set targets and deadlines. Use SFRPB to share/allocate work across RMAs.		Resource availability / other workload pressures. Set targets and deadlines.		Recognition of communications / attendance at events to raise awareness. Ability/willingness of flood action groups to participate. Use networks (SFRPB, flood action groups, all RMAs communications teams) to promote benefits.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required other than printing costs.		Low - there is no additional resource or financial support required other than printing costs.		Low - there is no additional resource or financial support required other than event / printing costs.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
	1 - SFRPB to review riparian data to improve awareness of assets and input to it's content and prioritisation, from which an agreed and targeted programme of enforcement can be developed by all RMAs.	All RMAs April 2018	1 - SCC to prepare public facing materials that highlight and explain these policies and processes clearly.	SCC September 2017	1 - SFRPB WG to hold awareness raising sessions with local community and business groups. A media campaign will be linked with winter preparedness around riparian responsibility on a yearly basis.	All RMAs. Autumn 2016 and each year subsequently

Medium-term Actions			2 - WG to regularly review and publish public-facing educational materials to raise awareness of riparian responsibilities.	All RMAs Ongoing - review bi-annually.	2 - RMAs to carry out targeted awareness raising through flood action groups to reach a wider community audience.	Relevant local RMAs April 2018
					3 - SCC and flood action groups to signpost larger landowners initially to the maintenance good practice guide.	September 2018
Challenges and how they will be overcome	Poor quality data to inform decisions. Resource availability / attendance at meetings. Improve data quality through actions in the action plan for objective 1. Schedule into meeting agendas and calendars of key attendees.		Communicating technical information in an engaging way. Utilise specialist communication styles and skills.		Appetite for awareness raising sessions. Promotion of sharing knowledge more widely than small select groups of individuals. Use networks (SFRPB, flood action groups, all RMA communications teams) to promote benefits.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required other than printing costs. All actions will be completed within existing RMA resource.		Low - there is no significant additional financial support required other than printing costs and/or the cost of an expert review/input into the guidance. All actions will be completed within existing RMA resource.		Low - there is no additional financial support required other than modest event costs. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Long-term Actions	1 - SCC to encourage and inform riparian owners in producing their own proactive maintenance plan, based on the best practice guidance.	Riparian owners, December 2018	1 - SCC / SFRPB to undertake regular reviews of progress, principles, policies and processes in line with any industry changes or lessons learnt / feedback.	Feedback from all RMAs utilising policies Bi-annually	1 - All RMAs to undertake regular reviews of maintenance issues with communities. It will be the responsibility of the RMAs to ensure SFRPB are made aware of these issues in order for SCC to identify new high flood risk areas and to ensure policies and best practice guidance are effective and being implemented correctly.	All RMAs Ongoing from December 2018
Challenges and how they will be overcome	Ability / appetite of the public to maintain their riparian assets. Clearly outline the benefits. Suggest ways and develop networks in which it can be a shared responsibility within the local community.		Ensuring the review process is focused and does not become a tick-box exercise by using the SFRPB to scrutinise proposals.		Ensuring there is a framework in which this information can be gathered and shared effectively.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Medium - there is an additional cost to the community to address maintenance. SCC will develop policies to assist financially constrained residents. All actions to be completed within existing RMA resource.		Low - there is no additional financial support required. All actions to be completed within existing RMA resource.		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.	

<p>Measures of Success</p>	<p>Having working asset register which is used to help ensure key riparian assets are maintained. Building knowledge so that policies and standards can be applied effectively to reduce flood risk.</p>	<p>Having a suitable policy in place which enforces riparian responsibilities pragmatically that is reviewed regularly. Having a policy which is robust enough to meet any legal challenges.</p>	<p>An improved awareness across all RMAs of best practice, policies, processes and responsibilities to allow these to be applied consistently and in a risk based manner. In doing this communities will better understand the responsibilities of RMAs alongside their own and be able to implement their own maintenance plans and share this knowledge with others to improve resilience and reduce the flood risk which is as a result of a lack of riparian maintenance.</p>
<p>Progress Record</p>			

Objective 5	The residents and businesses of Surrey will be supported to improve community resilience. Local people will be empowered to reduce the risk of flooding on both an individual and community level.
Purpose and Outcome	<p>The LFRMS has been written to reduce the impact of flooding on the residents of Surrey. Therefore, residents need to be at the heart of what we do.</p> <p>We will use our knowledge and expertise to support residents to better understand flood risk, their responsibilities and how they can make their home or community more resilient to flooding. By helping residents to become more aware and prepared, we can reduce the impact and disruption flooding causes. To facilitate this we will equip residents to establish Flood Action Groups and community resilience groups in order to facilitate 'self-help'.</p> <p>Once self-sufficient Flood Action Groups have been established we will develop a 'Surrey Flood Action Group Forum', which will bring representatives from these groups together in order to share their knowledge and experience. The Chairman of the Surrey Flood Action Group Forum will then be invited to sit on the SFRPB in order to influence its priorities and assist the Board in maintaining a community focus.</p> <p>The outcome of this objective is for all communities which are at risk of, or impacted by flooding to become more resilient, and where there is appetite to have self-sustaining flood action groups which report and work with the RMAs on flood risk management across Surrey.</p>
Overarching Measure of Success	Community groups are engaged, self-sufficient and able to take the lead on a range of local flood resilience activities.
How does the Objective meet the Strategy Vision for 2032?	<p>Achievement of this objective will reduce the impact of flooding on communities by making them more prepared for when it happens. By using engagement activities to educate residents as to what their responsibilities are, and how they can better protect their properties, the effects of flooding can be alleviated.</p> <p>At present there is a perception among residents that Local Authorities have a duty to address any and all sources of flooding across the County - this is not the case. This misconception is through no fault of the public and the LLFA can use its influence to educate residents as to what everyone's respective responsibilities are. By increasing this awareness the time and effort spent on resolving complaints based on misunderstandings around 'who does what' will be reduced.</p>
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long-term vision: communities will be provided with ongoing support and will be educated to share their knowledge with each other. • Catchment-based approach: communities will be identified on the basis of their local sources of flooding/catchment conditions. • Partnership working: we will work closely with residents to help make their local communities more resilient to flooding. • Community resilience: by educating residents as to what their responsibilities are and how they can better prepare for flooding, local communities will become more resilient. • Enhancing growth and wellbeing: the knowledge shared with residents will equip them to protect the natural environment and wellbeing of their local communities. • Sustainable flood risk management through planning and development: we will educate residents as to their riparian responsibilities for watercourse maintenance, which will assist in improving drainage in local communities. • Capital investment: we will use our engagement activities as an opportunity to consider feedback from local residents as to which areas are in need of resilience works, and to work with partner RMAs to assess alternative funding sources.
Strategic Context / Justification	Publicly funded organisations are under increasing budget pressures. It is therefore imperative that time and resource is invested wisely to provide maximum value for money. Local Authorities are therefore looking to empower local communities to improve their own resilience to flooding in order to reduce the impact of flooding when it does happen. Communities can also reduce their risk of flooding through undertaking their riparian responsibilities effectively (see Objective 4's action plan) and identifying where these responsibilities have not been fulfilled in their community.
What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - improve community resilience - empower residents - provide a clear method for residents to engage with RMAs - provide community groups with peer to peer support - promote self-sufficiency to allow local authorities to put more resource into large scale, strategic priorities

Related Policies	<p>The National Flood and Coastal Erosion and Risk Management Strategy (2011) states that localism is at the heart of the Strategy, especially in times where there is a limit to what Central Government can achieve alone. One of the guiding principles of flood risk management is community focus, through which communities can have improved awareness of their flood risk and allow them to inform local approaches to flood risk management in order to meet their needs.</p> <p>The National Planning Policy Framework (2012) also takes account of developments which are beneficial to the community through the exception test. Proposed developments that are at risk of flooding can move forward if the development provides wider sustainability benefits to the community, which outweigh the flood risk.</p> <p>The Thames Catchment Flood Management Plan (2009) encourages community scale action due to the number of properties at risk of flooding in the Thames catchment. It also advocates strategic planning as a key tool in achieving community needs and managing risk in a more sustainable way. This is also echoed in Local Plans alongside the Community Infrastructure Levy which can be used to fund community infrastructure projects.</p> <p>The River Basin Management Plans advocate community empowerment projects and listening to and addressing the needs of the community.</p> <p>The Strategic Flood Risk Assessments, which inform local plans, encourage awareness of flood risk, community based measures to reduce the risk of property flooding and improved preparedness.</p> <p>The SCC Corporate Strategy places a large emphasis on resident experience, stating that the Council will 'enhance opportunities for residents to influence and shape Council services'. This objective provides such an opportunity.</p>
Related SCC Corporate Priorities	Resident experience
Review Date	April 2018

Objective 5	The residents and businesses of Surrey will be supported to improve community resilience. Local people will be empowered to reduce the risk of flooding on both an individual and community level.							
Sub-Objective	Assess and prioritise flood action group locations and encourage communities to establish such groups in areas of need.		Develop and improve RMA engagement methods with Flood Action Groups, including training and public facing information/materials.		Develop a governance structure for a county-wide forum for Surrey Flood Action Groups.		Promote resilience planning as a core tool for community groups and support such groups with response and recovery following a flood event.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Current status	Across Surrey there are already a number of flood action groups that are well established and engaged. RMA awareness of these groups needs to be formalised.		Currently the engagement with the public is predominately reactive and informal, however the aim is to move to a formal and structured way of engaging regularly.		Held initial discussions with the NFF about developing governance structure.		There is a Community Resilience Officer (CRO) who currently works with communities to develop and implement resilience plans. When this fixed term contract comes to an end, RMAs want to make sure communities follow and update them on an ongoing basis.	
Short-term Actions	1 - SCC to establish framework with NFF to support the process of identifying and establishing new community groups with support of NFF.	SCC, NFF Ongoing from August 2016	1 - RMAs to work with flood action groups in identifying information/training gaps for individual communities on a case by case basis.	Surrey Prepared, all RMAs, flood action groups April 2018/Ongoing as new groups emerge	1 - SCC to hold workshop with NFF to capture data and good practice from other Local Authorities where a county wide flood forum has been implemented.	SCC, NFF September 2016	1 - SCC to ensure existing work on resilience planning for communities is centrally captured from CRO prior to contract ending to ensure that continued support can be provided.	SCC, CRO, flood action groups December 2016
	2 - SCC to complete mapping to confirm locations and priorities of established flood action groups in order to prioritise those in greatest need of support.	Flood action groups, June 2017						
Challenges and how they will be overcome	Availability of NFF Resource availability Allowing NFF sufficient time and forewarning to prepare for the work asked of them.		Resource availability Plan ahead and programme into workload.		N/A - action completed		Availability of resource. Loss of knowledge. Plan ahead and programme into workload. Capture knowledge centrally before the fixed term contract ends.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial or resource support required. All actions will be completed within existing NFF consultancy arrangement.		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.		Low - financial and resource cost to be covered in existing NFF consultancy arrangement		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
	1- All flood action groups to be encouraged to develop clear action plans from a common template.	SCC, flood action groups December 2017	1 - Surrey Prepared and RMAs to develop the engagement materials and training as per short-term action 1 above.	All RMAs From April 2018	1- Flood action groups to identify appropriate representatives (with support of SCC) to participate in SFAGF.	District and Borough Councils, Surrey Association of Parish & Town Councils (SALC), Surrey Prepared December 2018	1 - SCC to support existing groups to become self sufficient and continue promoting and strengthening resilience planning, encouraging regular updates (particularly during recovery following a flood event) and dissemination.	SCC, flood action groups From April 2017

Medium-term Actions	2- SFRPB to agree principles/criteria setting out the required characteristics for a flood action group to join the SFAGF.	SCC, flood action groups, SFRPB December 2017			2 - Appoint a Member Champion who can support and promote formation of SFAGF.	SCC, SALC, Surrey Prepared Jan 2019	2- SCC to ensure all flood action groups that have a resilience plan in place are implementing their plan and sharing it with other residents so that awareness of resilience measures and actions is improved.	SCC, flood action groups April 2018
	3 - SCC and SFRPB to encourage flood action groups to contribute to SFAGF (see Measure 1)	All RMAs, Flood action groups From Jan 2018			3 - SCC to hold initial meeting of SFAGF members to set purpose, direction, terms of reference and objectives. SFAGF members will disseminate this to flood action groups.	SFAGF, flood action groups, SALC, Surrey Prepared April 2019		
Challenges and how they will be overcome	Initial reluctance from flood action groups to move to another format of operation and structured action planning. Emergence of new groups that don't meet required characteristics for SFAGF. Sharing examples and best practice and the benefits of working in this way.		Resource availability Budget for distribution of any paper based materials or engagement events. Programme into workload and meeting schedule, along with discussions about budget and resource.		Reluctance from hard to reach groups, to engage in the SFAGF. Ensure regular engagement with all groups and ensure they are aware of the benefits and examples of best practice.		Methods of sharing resilience planning information and knowledge effectively. Bring in relevant experience to advise on methods or similar experiences.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required. All actions will be completed within existing RMA resource.		Medium - there is potential additional financial support required for printing of materials and training of staff. Medium - resource. Focus material on high profile issues and seek input from partner RMAs.		Low - there is no additional financial support required. Medium - resource. Ensure that Surrey Flood Action Group Forum becomes self-sufficient.		Medium - there is potential additional financial support required for expert support and/or review of the community resilience plans to ensure they are appropriate. Actions will be completed within existing RMA resource however this will be time-intensive.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Long-term Actions	1 - SCC to support all currently existing flood action groups to become self-sufficient.	Flood action groups, SFRPB January 2019			1 - SCC to monitor and support implementation of SFAGF.	SCC, Flood action groups, SFRPB Ongoing from April 2019	1 - RMAs to signpost flood action groups (and their communities) towards gaining additional knowledge and skills to implement the resilience plans effectively.	All RMAs, Flood action groups From January 2018
							2 - EA to work towards having all residents in areas at risk of flooding, signed up to the flood warning service.	SFRPB Flood action groups 2020

<p>Challenges and how they will be overcome</p>	<p>Getting fresh perspective on wider community issues. Proactively identifying key stakeholders that would contribute positively to the development of the flood action group and their forward plans.</p>				<p>Resource availability to proactively support. Ensuring involvement of RTS project team Need for an effective Chairman of SFAGF. Programme in time to have regular catch ups with key members of the groups to track progress and support as necessary. Engage with RTS project team at early stage of SFAGF formation. Assist residents in establishing criteria for selection of suitable Chairman.</p>		<p>Resource / budget availability Appetite for training, knowledge and skills upgrades Resident awareness of flood warning service Effective communication of risks, flood warning service and benefits of improving knowledge and skills.</p>	
<p>What is the cost (finance or resource) of achieving this action and how will this be met?</p>	<p>Low - there is no additional financial support required. All actions will be completed within existing RMA resource.</p>				<p>Low - there is no additional financial support required. The SFAGF will be self-sufficient and therefore minimal additional resource will be required.</p>		<p>Medium - there is potential additional financial support required in the form of training costs. Medium - resource. Prioritise developing those skills and knowledge which will facilitate flood action groups becoming self-sufficient most effectively.</p>	
	<p>Action for Lead RMA</p>	<p>Partner RMAs, Stakeholders, Deadline</p>	<p>Action for Lead RMA</p>	<p>Partner RMAs, Stakeholders, Deadline</p>	<p>Action for Lead RMA</p>	<p>Partner RMAs, Stakeholders, Deadline</p>	<p>Action for Lead RMA</p>	<p>Partner RMAs, Stakeholders, Deadline</p>
<p>Ongoing Actions</p>	<p>1 - RMAs to monitor effectiveness of flood action groups and their contributions to SFAGF (see measure 1).</p>	<p>Flood action groups, SFRPB, Ongoing</p>	<p>1 - SFRPB and Surrey Prepared to regularly review engagement materials and training to assess whether they are still relevant, correct and effective. Update as required.</p>	<p>Flood action groups, all RMAs, Ongoing</p>	<p>1 - Lead members of SFAGF appointed to the SFRPB to share information from the group to be used to influence SFRPB priorities.</p>	<p>Flood action groups SFRPB TBC</p>	<p>1 - SCC to continue to work with flood action groups in supporting the delivery and updates of their resilience plans particularly following flood events.</p>	<p>Flood action groups, all RMAs, Ongoing</p>
							<p>2- SFRPB and SFAGF to promote resilience planning as a core tool for community groups.</p>	<p>Flood action groups, Ongoing (from April 2017)</p>
							<p>3 - All RMAs to support communities during flood emergencies, and during the recovery phases following a flood event.</p>	<p>Flood action groups, Ongoing</p>
<p>Challenges and how they will be overcome</p>					<p>SFAGF priorities don't align with that of SFRPB as a result of local bias/lack of strategic view. Manage expectations of SFAGF members and provide appropriate training, educational materials and flooding data.</p>		<p>Resource availability Uptake of resilience planning as a tool Ability to gather and share information in an effective and efficient manner during and after flood events. Monitor and review the implementation of actions to identify challenges and mitigations.</p>	
<p>What is the cost (finance or resource) of achieving this action and how will this be met?</p>	<p>Low - there is no additional financial support required. All actions will be completed within existing RMA resource.</p>		<p>Medium - there is potential additional financial and resource support required where re-printing of materials and delivery of training is required.</p>		<p>Low - there is no additional financial support required. All actions will be completed within existing RMA resource.</p>		<p>Low - there is no additional financial support required. Medium - resource. Processes should be optimised in order to reduce additional resource required for the ongoing actions above.</p>	

<p>Measures of Success</p>	<p>Success in the future would be having identified all appropriate locations for flood action groups and for them to have become self-sufficient, with clear action plans which are being delivered successfully by working in a collaborative and partnership manner with other RMAs through the SFAGF and SFRPB.</p>	<p>Feedback from flood action groups and residents that they are finding the materials and information provided useful and communities / individuals are able to understand and apply it appropriately. A reduction in flooding enquires from residents, or flood action groups relating to the topics of engagement materials and events such as riparian maintenance.</p>	<p>A successful and working governance structure evidenced by feedback from the flood action groups. The governance structure promotes self-sustaining networks.</p>	<p>Enable residents to help themselves and their communities in a flood event, with support from RMAs as necessary. All flood action groups to have a resilience plan, which relevant members of the community are aware of and understand how to implement. Following flood incidents, residents feedback on the implementation of flood action group resilience plans will improve year on year. Lessons learnt from this feedback will be implemented.</p>
<p>Progress Record</p>				

Objective 6	We will reduce the risk of flooding to and from development through local planning policy and processes.
Purpose and Outcome	<p>The Town and Country Planning (Development Management Procedure) (England) Order (2015) has been amended to make Surrey County Council, in its capacity as LLFA, a statutory consultee on surface water management drainage issues for all new major developments. These changes came into effect from 15 April 2015.</p> <p>Surrey's role as LLFA is to provide a technical assessment and statutory consultee response regarding the surface water drainage proposals for all major planning applications across the Planning Authorities within Surrey. Consultees have 21 days in which to make this assessment and SCC as LLFA process over 400 applications per year. SCC assess whether the proposed drainage system meets the 14 National Standards for SuDS , advise on the level of flood risk and provide a recommendation (including suitable conditions) as to whether the planning authority should approve the application or not. SCC also offer pre-application advice to developers.</p> <p>SCC are able to provide a catchment-based strategic view to new developments across the County and try to reduce the cumulative impacts of increased impermeable areas and urbanisation. By using its statutory consultee role SCC can provide advice to influence development in a way that reduces flood risk.</p> <p>Final planning decisions about whether a new development should go ahead as proposed are ultimately made by the Local Planning Authority (the Districts and Boroughs or SCC for Minerals, Waste and Schools). Decisions are judged against set policy (nationally or through Local Plans etc.) statements and so LLFA input into the wording of those local plans and planning documents can help achieve this objective.</p> <p>The outcome of this objective is that no new development increases flood risk and existing development plans will also be encouraged to contribute to reducing flood risk.</p>
Overarching Measure of Success	<p>No new development should increase flood risk. There is a reduction in the number of existing properties / developments / infrastructure at risk of flooding.</p>
How does the Objective meet the Strategy Vision for 2032?	<ul style="list-style-type: none"> • Flood risk across the County will be reduced as a result of all new developments using SuDS and ensuring flood risk is considered throughout the lifetime of the development. • Opportunities to reduce local flood risk through development and retrofit SuDS will be identified and taken where possible. • Opportunities to integrate amenity areas and environmental benefits on new developments through using SuDS will be identified and taken where possible. • Impacts from urbanisation (including water quality effects) will be mitigated and changes to surface water risk from climate change will be considered.
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long-term vision: advice for planners covers the surface water impacts of development across a 100 year (residential) or 75 year (commercial) timeframe. The aim is to ensure that approved development manages flood risk throughout its lifetime both on and off-site. SCC will reduce the impact of our schemes and estates on local drainage networks • Catchment-based approach: catchment-based assessments will be included in Local Plans and cumulative impacts of development considered across a catchment area. • Partnership working: LPAs are the ultimate decision makers and LLFA advice helps them make decisions that consider the impacts of development upon flood risk and local drainage. • Enhancing growth and wellbeing: sustainable development enhances growth through social and economic development. Well designed schemes help reduce local flood risk and improve the local environment. Regeneration opportunities are also identified. • Sustainable flood risk management through planning and development: we will ensure national SuDS standards are met on all major developments and sustainable drainage is a consideration made on all SCC schemes • Capital investment: we will ensure capital investment is sustainable with regards to drainage and flood risk, and does not increase local flood risk.
Strategic Context / Justification	<p>The population of Surrey is expected to continue to grow, and in order to be able to accommodate this growth in a sustainable manner, all opportunities need to be taken to reduce the risk of flooding from all new developments in order to reduce flood risk overall. In addition, new developments and their developers are subject to a planning charge called the community infrastructure level (CIL) which can be used to fund a wide range of infrastructure projects including flood alleviation schemes. Seeking other sources of funding, such as the CIL, which does not come from the public purse, means that more money can be invested into reducing flood risk than is available through public sources. In targeting new developments, we are seeking to prevent development from flooding in the first instance, rather than having to deal or manage the consequences of flooding which is more costly, resource intensive and distressing.</p>

What are the benefits of achieving the Objective?	<ul style="list-style-type: none"> - Utilising development opportunities effectively to reduce flood risk to the development itself and local or neighbouring areas. - Utilising existing developments when changes occur to seek improved management of flood risk through policies. - Opportunity to utilise additional funding to support flood risk management. - Sustainable development. - Flood resilience increased at developments which are at risk of flooding to reduce the impact and costs/disruption. - Enabling sustainable growth without increasing flood risk to or from new developments.
Related Policies	<p>The National Flood and Coastal Erosion Risk Management Strategy (2011) aims to make sure that flood risk management partners work together to achieve environmental gains alongside economic and social gains, consistent with the principles of sustainable development. The Strategy also seeks to achieve the objective of reducing the threat of flooding by avoiding inappropriate development in areas of flood risk and managing land carefully elsewhere to avoid increasing the risk of flooding, The Strategy states that one of the guiding principles of the national capital allocation system is that the general taxpayer should not pay to protect new developments in areas at risk of flooding, now or in the future.</p> <p>The NPPF focusses on achieving sustainable development. It states that new development should be planned to avoid increased vulnerability to the impacts of climate change, which includes increased flood risk, and that risks can be managed throughout the design life of the development. Inappropriate development in areas at risk of flooding should be avoided by directing development away from areas at highest risk. This is known as the sequential, risk-based approach. This is to protect people and property against flood risk. It can also safeguard land from development that is required for current and future flood risk management. Development should not be allocated or permitted if there are reasonably available sites appropriate for the proposed development in areas with a lower probability of flooding. Where development is necessary in flood risk areas, it should be made safe and ensure it does not increase flood risk elsewhere. The planning system should be used to reduce flood risk overall through taking opportunities offered by new development to reduce the causes and impacts of flooding. For the long-term, where climate change is expected to increase the risk of flooding and therefore existing development may not be sustainable, opportunities should be sought through the planning system to facilitate the relocation of those developments to more sustainable locations. The NPPF advocates a proportionate approach for minor developments and that through pre-application discussions between consenting bodies would enable early consideration of fundamental issues and whether developments are acceptable in principle.</p> <p>All Local Plans developed by LPAs are aligned to the NPPF or are in the process of updating Local Plans.</p> <p>In December 2014 the UK government released their response to the consultation exercise that was carried out as to the use of the planning system, alongside the FWMA (2010). In summary, the government expect local planning policies and consultations to ensure that SuDS for the management of runoff are in place for all major new developemtns (equivalent to 10 dwellings or more), unless they are demonstrated to be inappropriate. National standards for SuDS were published in 2015 - all SuDS should adhere to these as a minimum (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/415773/sustainable-drainage-technical-standards.pdf).</p>
Related SCC Corporate Priorities	Resident safety
Review Date	April 2018

Objective 6	We will reduce the risk of flooding to and from development through local planning policy and processes.					
Sub-Objective	Undertake a robust statutory consultee role on flood risk management through influencing policy and advising LPAs.		Take viable opportunities to utilise existing and new development to reduce flood risk.		Educate planning officers, Members and developers on flood risk and drainage, particularly SuDS and environmentally beneficial measures.	
Current status	SCC currently undertakes the statutory consultee role for surface water flood risk and has done since 2015. The EA undertake the statutory consultee role for fluvial and sea flooding. Water and Sewerage companies provided a statutory consultee role in relation to connecting in developments to the existing sewer network. This objective seeks to continually improve the role in order to achieve the objective.		SCC currently provide advice to developers and LPAs to reduce surface water flood risk through the use of SuDS on new major developments. The EA and water and sewerage companies also provide advice on request in relation to their statutory consultee roles. This objective is designed to proactively identify and take more opportunities to reduce flood risk, not only through planning but also other avenues.		SCC currently undertakes informal education of officers and other key stakeholders on an ad-hoc basis. This objective will improve awareness and provide information in order for LPAs and committees to make informed decisions on SuDS and reduce flood risk using opportunities presented by new developments.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Current Actions	1- LPAs to ensure that flood risk does not increase from minor developments.	SCC, Ongoing	1 - SCC and LPAs to use prioritised flood risk areas to seek out and identify development opportunities for flood reduction through partner working.	LPAs, SCC Ongoing	1 - EA and SCC to develop good working relationships with planning officers and committee members.	EA, SCC LPA Planning Officers and Planning Committee members, Ongoing
	2 - SCC to continue to provide statutory consultee responses and advice on new developments and compliance against national standards for SuDS, alongside local planning policy and best practice.	SCC Ongoing	2 - LPAs and SCC seek to ensure that only developments that meet the requirements of the NPPF and national SuDS standards are given planning approval.	LPAs, SCC Ongoing	2 - SCC to continue to provide informal training and advice to planning officers within Surrey.	LPA Ongoing
	3 - SCC to clearly set out their expectations of developers and planners during SuDS consultations .	Ongoing	3- Relevant consultees to continue to proactively and reactively provide responses to consultations and the development of planning documents such as Local Plans, SFRA's, and other relevant local planning documents.	EA, LPAs, SCC Ongoing	3 - SCC to hold 'Introduction to SuDS' session for planning officers and members.	LPA March 2017
	4 - LPAs and statutory consultees to provide pre-application advice when requested.	LPAs, Developers, Ongoing	4 - SCC to undertake a scoping exercise to understand where SuDS are feasible on SCC estates.	SCC Ongoing		
	5- EA and Water Utilities to continue in their remit as statutory consultees for planning for all new developments regarding flooding.	EA, Water Utilities Ongoing				

	6 - SCC to investigate and establish a process / framework which allows them to influence the Local Plan and LPA policies early on in their development and regularly moving forwards to ensure use of SuDS and prevent increases in local flood risk from all development, taking account of climate change.	LPA's, Ongoing				
Challenges and how they will be overcome	Balancing resource with the peaks and troughs of the workload / planning deadlines. LPA technical expertise around flood risk. New role and skillset to SCC. Statutory responsibility so will be prioritised. Programme into team workload. SCC to engage planning officers in LPAs through the 'Introduction to SuDS' session (see sub-objective 3, short term action 2).		Creating a network and process by which all viable opportunities are identified. Monitoring of planning applications which are approved without meeting the appropriate standards. Use SFRPB to co-ordinate and monitor work Programme into team workload.		Making time for relationship building. Programme into role's priorities.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required. SCC charges for pre-application advice which generates revenue to support the cost of the statutory consultee role. Medium resource cost should demand increase as team are currently working to capacity.		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Short-term Actions	1 - LPAs to review how effectively flood risk and resilience is being considered on minor planning applications and implement improvements based on review outcomes.	LPA's, August 2017	1 - LPAs and statutory consultees to review existing networks and methods / processes for identifying new minor and major developments which have the potential to contribute to a reduction in flood risk and develop a mechanism to record and facilitate identifying opportunities to reduce flood risk through development.	LPA's, statutory consultees September 2017	1- SCC to seek feedback from LPAs on the level of engagement and service provided through the statutory consultee role and improve where possible.	SCC, LPA's February 2017, annually onwards
	1 - All RMAs / statutory consultees to provide guidance and support to LPAs for minor development decision making around flood risk and resilience.	All RMAs September 2017	2 - SCC to identify where high risk areas of surface and groundwater flooding exist currently and in the future with climate change, and where catchment-wide solutions may provide benefits to inform application of existing LPA policies and identify opportunities.	SFRPB working group, LPA's, flood action groups and local authority maintenance engineers. October 2017	2 - SFRPB WG to carry out work to understand the range of awareness across the relevant stakeholders.	LPA's, Members, Developers June 2017
	3- SCC to review, update and improve SuDS proforma and website pages and to provide clear advice on requirements.	SCC December 2017	3 - LPA to review and identify local policy, guidance and evidence (as above) which can be used to mitigate impacts of development in high risk flooding areas and utilise opportunities to reduce local flood risk through local (re) development.	LPA November 2017	3 - SFRPB to set up working group of planning officers to help deliver this action plan and ensure integration of the planning system with flood risk management in Surrey.	LPA's, September 2017
			4 - LPAs to assess CIL for opportunities to fund/support flood alleviation schemes.	LPA's December 2017	4 - SCC to consult with the relevant stakeholders during the development of the SuDS guidance to ensure it provides them with the information required.	SCC, LPA's, Members, Developers September 2017

			5 - SCC to review published LPAs Local Plans and associated documents such as Strategic Housing (& Employment) Land Availability Assessment (SHLAA / SHELAA) and Infrastructure Delivery Plans to identify, record and share with the SFRPB short-term opportunities to reduce flood risk through development.	SCC, LPAs, SFRPB, January 2018		
Challenges and how they will be overcome	Resource availability, LPA technical expertise around flood risk. Programme into the team workload. SCC to engage planning officers in LPAs through the 'Introduction to SuDS' session (see sub-objective 3, short term action 2).		Resource availability, Programme into the team workload.		Resource availability, attendance at meetings / events. Programme into team workload and/or professional development reviews. Encourage Members to engage early with SuDS team when they have flood issues or developments on the horizon.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional financial support required. All actions will be completed within existing RMA resource.		Low - there is no additional financial support required. All actions will be completed within existing RMA resource.		Low - there is no additional financial support required. Medium resource cost - establishment of additional planning WG may take a significant amount of time, but will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Medium-term Actions	1 - WG to produce local SuDS guidance in consultation with developers, experts and planning officers.	WG, LPAs, experts and Developers, December 2017	1- LPAs to update SFRA's with the support of SCC and their high flood risk areas evidence base (see short-term actions above).	LPAs, SCC January 2018 onwards when SFRA's require updates.	1 -SFRPB WG to disseminate and promote SuDS guidance and policies internally within their own organisations and externally to the relevant stakeholders.	February 2018
	2- SCC to identify gaps in statutory responses to planning applications regarding flood risk. SFRPB to discuss how to address gaps such as groundwater in planning application responses.	SCC, Working Group of Planning Officers December 2017	2 - SCC (SNR team) to investigate the current awareness and use of SuDS within SCC and following that facilitate the implementation the use of SuDS across all appropriate new SCC schemes, including highways.	SCC April 2018 onwards	2 - SCC to establish a programme of advising and briefing Planning Officers, Members and developers on the benefits of SuDS and the opportunities presented by CIL and how this can be used to manage flood risk across the county to inform their decision making around planning applications.	September 2018
	3- SFRPB WG to develop standing advice for groundwater flooding.	February 2018 Working Group of Planning Officers.	3 - LPAs to proactively engage with one another and the SFRPB to understand / review their collective policy, guidance and evidence (e.g. local plans and supplementary planning documents) and ensure that development and flood risk management plans are aligned.	LPAs, SFRPB / All RMAs June 2018		
	4 - LPAs to review, with support of SCC, developments' success in implementing sustainable drainage and flood risk mitigation measures. LPAs will develop a process to identify whether developments have successfully constructed and utilised SuDS to drive benefits and capture / share this information moving forwards.	LPAs, SCC April 2018	4 - SCC to produce guidance for the identification of opportunities (both on new assets / developments and retrofitting on existing) and the design, procurement and inclusion of SuDS within all appropriate schemes. Guidance to be made available to partner RMAs.	LPAs December 2018		

			5 - RMAs to identify, record and review opportunities for retrofitting SuDS across Surrey on their assets and estates, targeting high priority areas (identified as part of Objective 1 action plan and short-term actions above) in partnership with other authorities.	All RMAs, February 2019		
Challenges and how they will be overcome	Timescales of the strategic planning cycle. Consultation and approval timescales. Resource availability. Avoiding bias in developing guidance. Amend work plan to fit with planning cycle and other timescales Ensure input to guidance from wide range of RMAs via SFRPB WG		Timescales of the strategic planning cycle. Appetite for change. Perceptions around the complexity and cost of SuDS. Resource availability. Programme into team workload/priorities Amend work plan to fit with planning cycle Use SFRPB to promote awareness and benefits of SuDS		Resource availability, attendance at meetings / events. Programme into team workload / team priorities.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Medium - there is potential additional financial and resource support required from seeking the skills of experts and/or developers.		Low - there is no additional financial or resource support required, except for events and printing expenses.		Low - there is no additional financial or resource support required, except for events and printing expenses.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Long-term Actions	1 - SCC to monitor and report to SFRPB the number of developments which are approved contrary to SCC SuDS advice and work to reduce this number.	LPAs, September 2018	1 - RMAs to take all opportunities (identified jointly by all RMAs) to ensure all development meets best practice and national standards/guidance as a minimum to reduce flood risk.	All RMAs, Members, Developers. 2020	1 - SCC to monitor knowledge levels across relevant stakeholders and ensure they meet the minimum required to undertake their role. Specifically ensuring LPA planning officers understand the roles and responsibilities of RMAs in relation to flood risk management on being recruited / as part of their induction.	2020 onwards
	2 - SFRPB WG to review existing LPA policies on flood risk and drainage, identify gaps between these and national standards, and consult with LPAs / jointly develop and update policies to reduce flood risk through development. This will be timed to coincide with the LPA policy review cycle.	WG, Members, SFRPB, Working Group of Planning Officers. December 2018	2 - All RMAs to work together to ensure that responses to planning applications are coordinated and that the ultimate objective of new development not increasing local flood risk is met, with any exceptions being reported to the SFRPB.	All RMAs, LPAs, SFRPB 2020	2- SCC to roll out regular updates on policy, guidance, technical knowledge and refreshers for relevant stakeholders	2020 onwards
			3 - RMAs to monitor development opportunities and known flood risk areas to understand flood risk to developments and record total number of opportunities being utilised to reduce flood risk, and where this is not happening, understand the reasons behind this and work to minimise these occurrences.	LPAs, all RMAs, 2020	3 - Develop a GIS tool and capability within relevant teams which identifies areas at risk of flooding, and ongoing / future development so that spotting opportunities to reduce flood risk through development is made easier and more effective.	2020 onwards
Challenges and how they will be overcome	Resource availability, timescales of strategic planning cycle. Data availability for monitoring developments. Amend work plan to fit with planning cycle. Agreed reporting periods and mechanisms, good working relationships and understanding of each other's goals and objectives.		Identifying all viable opportunities. Identifying and refining a mechanism which allows RMAs to coordinate planning application responses. Working together to identify all viable opportunities and reviewing them jointly. SFRPB to review potential mechanisms to achieve coordination of responses.		Resource Availability / availability of attendees. Programming into responsibilities of Officers and reviewing alternative formats for update / refresher sessions i.e. webinars.	

<p>What is the cost (finance or resource) of achieving this action and how will this be met?</p>	<p>Low - there is no additional financial support required. All actions will be completed within existing RMA resource.</p>	<p>Low - there is no additional financial support required. All actions will be completed within existing RMA resource.</p>	<p>Low - there is no additional financial or resource support required except for potential event and printing costs.</p>
<p>Measures of Success</p>	<p>New development does not increase flood risk. The number of new developments which go ahead, despite SCC advice will reduce year on year.</p>	<p>Reduce flood risk on-site and downstream / in neighbouring areas by utilising development to implement flood risk reduction measures, or through seeking contributions to CIL which can be used to provide wider flood risk management solutions. This will be done in collaboration with RMAs and partners such as LPAs.</p>	<p>All RMAs, partners and Members are aware of their responsibilities and have the knowledge to carry them out effectively in relation to understanding and promoting the benefits of SuDS. This will facilitate informed decisions which will in turn reduce flood risk to and from new developments.</p>
<p>Progress Record</p>			

Objective 7	We will reduce flood risk from all sources via a programme of capital works, which will be integrated with the activities of other Risk Management Authorities
Purpose and Outcome	<p>The LLFA for Surrey, is responsible for managing the risk of flooding from surface water, ordinary watercourses and groundwater. This overlaps with the role as highways authority to manage the risk of flooding on the highway and from highway drainage. The most direct way to manage flood risk is through the delivery of capital schemes to reduce the likelihood of significant flooding occurring and/or reduce the impact of flooding on infrastructure, properties and safety risks to the public.</p> <p>This objective will establish a programme of capital works that is efficient and delivers as much benefit as possible. However, in order to achieve this, a governance structure that sets out how the works will be planned and ultimately constructed is required.</p> <p>Works will be initially identified and taken forward on a priority basis by the LLFA according to its own criteria (which are outlined as part of the strategy). However, once prioritised these works will be taken to the SFRPB in order to give partners the opportunity to scrutinise and influence the process, with confirmation of works following this discussion. This process encourages partnership working and a coordinated approach to risk management.</p>
Overarching Measure of Success	There will be a reduction in the risk of flooding as a result of the partnership programme of capital works. Where there is modelling available, this will be measured through the testing of options to demonstrate the success of capital works (see Objective 1's Action Plan).
How does the Objective meet the Strategy Vision for 2032?	This objective has a direct effect on the vision of the strategy as through a programme of capital works there is a reduction in flood risk through less disruption to the transport network, reduced safety risk to residents and a reduction in the number of properties at risk of flooding.
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long-term vision: we are continually developing different programmes of flood risk management schemes looking at the next five years and beyond, with a view to linking all programmes into a single, integrated programme where shared priorities and resources will result in significant cost savings and opportunities to deliver additional benefits. • Catchment-based approach: the upstream and downstream implications of a proposed scheme within its wider catchment are assessed to ensure that potential negative impacts of scheme delivery are avoided. Capital works will seek to achieve environmental benefits alongside flood risk mitigation. • Partnership working: we involve RMA partners in the development of schemes where they have shared interests in managing flood risk. We contribute to partner's schemes where we feel it will assist in managing local flood risk. • Community resilience: we consult with resident groups to gather additional historic flooding information and report on the progress of schemes and studies so that the public understand what benefits will be delivered and what community resilience measures still need to be addressed. • Enhancing growth and wellbeing: our schemes look to reduce the economic impact of flooding and avoid discouraging future economic growth. • Sustainable flood risk management through planning and development: SuDS solutions are always considered as part of the options assessment for a flood risk management scheme with the attenuation of water flows being the preferred option where feasible. • Capital investment: we look to improve on existing drainage systems and ensure that all schemes achieve the highest standard of protection from flooding that is economically viable and takes account of climate change.
Strategic Context / Justification	There are inherent difficulties in delivering flood risk management schemes such as limited knowledge on the condition of drainage assets, in-house expertise to identify and design cost-effective solutions, and of course, resource implications for the larger scale schemes. However, these difficulties can be overcome with new data gathering and recording methods, access to consultants and contractors with the necessary capabilities to assist with scheme delivery and taking advantage of opportunities for government funding and partnership working with our partners. By adopting a longer-term, more phased approach to capital scheme development (rather than reviewing our programme on an annual basis) we will also be able to take more complex and effective schemes forward on a much more cost effective basis. This allows the development and construction of flood alleviation schemes that the County needs while at the same time allowing partner RMAs (through the SFRPB) to influence, support or scrutinise the works that are taken forward by another RMA.

What are the benefits of achieving the Objective?	<p>The direct benefits of achieving this objective are improved resident experience with less disruption to the transport network, less safety risk to residents and a reduction in the number of properties and infrastructure assets at risk of flooding.</p> <p>The cost savings from innovative approaches, securing funding contributions and joint working with partners will allow more schemes to be developed and delivered, resulting in an ever increasing reduction in flood risk.</p>
Related Policies	<p>The National Flood and Coastal Erosion Risk Management Strategy (2011) sets out guiding principles about the national capital allocation system for flood risk management which are outlined below:</p> <ul style="list-style-type: none"> • some national funding will be available to all potential projects; • funds from central government should prioritise those most at risk and least able to help themselves; • all flood risk management projects should be treated equally; • the general taxpayer should not pay to protect new development in areas at risk of flooding, now or in the future; • greater local input and decision making should not come at the expense of a stable and long term pipeline of projects; and • all investment should be made within a nationally consistent framework. <p>The Strategy emphasises that the prevention of all flooding is not possible. In addition with budget pressures faced by many organisations, it is important therefore to prioritise capital investment in those communities and areas which are at greatest risk and are least able to afford to help themselves. It is not possible to develop capital schemes in every area at risk of flooding. It also encourages other forms of investment, such as CIL, in addition to government funding to allow more communities to benefit from flood risk management schemes.</p>
Related SCC Corporate Priorities	Resident safety and experience. Caring for our environment, improving our roads, and strengthening our economy.
Review Date	April 2018

Objective 7	We will reduce flood risk from all sources via a programme of capital works, which will be integrated with the activities of other Risk Management Authorities							
Sub-Objective	Establish and implement best practice on integrating flood risk reduction into all feasible SCC capital schemes.		Establish and implement best practice for integrating flood risk reduction and water quality improvement into all feasible capital schemes across all RMAs via a single, joint capital programme.		Identify new funding sources and innovative methods for securing funding for flood alleviation schemes. Explore opportunities with other sectors to enhance economic growth, environmental benefits and wellbeing through flood alleviation schemes.		Ensure all drainage assets, where feasible, are retrofitted or replaced with SuDS to manage the quantity and quality of water in a more sustainable way.	
Current status	A single draft integrated SCC capital programme has been developed alongside principles by which to identify opportunities to collaborate on programmes of work. This will be implemented.		Currently the SFRPB scrutinises and makes decisions on the FDGiA scheme programmes. The aim of this measure is to scrutinise more holistically and consider all aspects of flood risk management work across all RMAs in Surrey.		Across all RMAs there are some who are doing this and others who are not, or who are somewhat towards this objective. The objective seeks to ensure that all RMAs are doing this and are aware and empowered to seek out best practice in seeking and securing alternative funding sources.		Across the RMAs that are responsible for drainage systems, there is an increasing trend to consider and utilise SuDS as opposed to traditional drainage measures i.e. pipes. However there is more to be done in encouraging the uptake of SuDS.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Short-term Actions	1 - SCC (SNR Team) to write drainage works design principles (including SuDS) for SCC Highways Team (cross-reference see objective 6's action plan).	SCC August 2017	1 - SFRPB to steer the gathering and mapping of all the work programmes of partner RMAs to share publicly.	SFRPB April 2017 onwards	1 - SCC (SNR Team) to identify and record funding opportunities and limitations/risks of projects currently ongoing within SCC.	SCC April 2017	1- SCC to assess and prioritise which of their drainage assets would benefit from retrofitting of SuDS.	SCC Ongoing
	2 - SCC (SNR Team) to share the drainage design principles with other internal and external teams as appropriate.	SCC October 2017	2 - SCC to discuss and amend all appropriate internal capital programmes to align with partner work programmes and encourage other RMAs to do the same.	SCC April 2017 onwards	2 - SFRPB to encourage all partner RMAs to identify and record funding opportunities and limitations/risks of projects currently ongoing.	SFRPB September 2017	2- SFRPB to encourage and support other RMAs to assess and prioritise which of their drainage assets would benefit from retrofitting of SuDS and then present their findings back to the SFRPB. These can then be added onto the joint capital works programme.	SFRPB Ongoing
	3 - SCC (SNR Team) to capture the number of capital schemes currently on the programme and ongoing within SCC and identify how many of those consider the possibility of flood risk reduction and other benefits such as improvement to water quality. This will form a baseline from which to measure success against this objective.	SCC December 2017	3 - SFRPB and WG to draft principles/policies and processes to facilitate cross-RMA opportunities for flood risk management to be identified, developed, partnership funded and constructed.	SFRPB, WG September 2017				3 - SCC to include SuDS retrofitting into the joint RMA capital works programme and encourage and support other RMAs to do the same.
Challenges and how they will be overcome	Resource availability Programme into workload and priorities of Officers.		Resource availability Programme into workload and SFRPB meeting agendas.		Resource availability Programme into workload and SFRPB meeting agendas.		Resource availability, RMA willingness / availability to carry out a similar exercise. Programme into workload and priorities of Officers. Be clear on the reasons behind task and expectations of RMAs in using SuDS.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required.		Medium - There is no additional resource required. There is no additional financial support required to undertake the actions, but additional costs may be required to implement the new programme which achieves multiple benefits.		Low - there is no additional resource or financial support required.		Low - there is no additional resource or financial support required.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline

Medium-term Actions	1 - SCC teams to develop inter-working team behaviours, practices and joint processes which facilitate the efficient and timely identification and funding of opportunities to integrate flood risk reduction and wider benefits into all capital schemes. SCC to share successes and lessons learnt with other RMAs to empower them to do the same (where applicable).	All RMAs January 2018	1 - SCC to review existing programme and encourage the inclusion of more long-term schemes so that the programme becomes more phased.	SCC December 2017	1 - SCC (SNR Team) to share process and knowledge of identifying and recording funding opportunities, and limitations / risks of projects with internal teams and external organisations who undertake capital works.	SCC April 2018	1 - SCC to draft policy and reporting guidance on programming the retrofitting SuDS and consult with SFRPB / all RMAs.	SCC December 2017
			2 - SFRPB to act as a platform for influencing capital programmes of all RMAs to align more closely with partners' and the RFCC's programmes, the vision of the Strategy, and in line with its principles, such as ensuring sustainability and climate change is taken account of.	SFRPB December 2017			2 -All relevant RMAs to share and implement policy within their own organisations.	All RMAs June 2018
Challenges and how they will be overcome	Resource availability. Buy in from other SCC internal teams and other RMAs. Time constrained funding contributions. Clearly state the benefits of adopting processes / best practice: potential new funding, improving value for money and reducing flood risk to residents, roads etc. Flexible programmes and processes / principles in place to allow opportunities to be grasped within timeframes.		Buy in from other SCC internal teams and other RMAs. Time constrained funding contributions. Clearly state the benefits: programming longer term, and jointly developing programmes and delivering schemes as partners is more cost-effective and reduces the pressure on individual organisations. Flexible programmes and processes / principles in place to allow opportunities to be grasped within timeframes.				Resource availability. Buy in from other SCC internal teams and other RMAs. Programme into team workload and SFRPB meeting schedule. Be clear on the benefits: the policy will provide a clear expectation and method for SuDS inclusion on drainage schemes which are generally cheaper and have additional benefits, when compared to tradition drainage schemes.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required and there is the potential that additional funding could be secured.		Medium - There is no additional resource required. There is no additional financial support required to undertake the actions, but additional costs may be required to implement the new programme which achieves multiple benefits.		Low - there is no additional resource or financial support required and there is the potential that additional funding could be secured.		Low - there is no additional resource or financial support required.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Long-term Actions	1 - SCC to develop and undertake an internal, phased, joint capital works programme for the county which will allow capital schemes to achieve multiple benefits and achieve value for money spend.	SCC July 2019	1 - SFRPB WG to facilitate RMAs jointly developing a work programme and SFRPB to scrutinise (either to agree further phases or collate evidence to demonstrate why schemes on hold or cancelled) joint work programme supported by a central dataset which prioritises capital schemes (see Objective 1 Action Plan).	SFRPB, WG September 2018	1 - SFRPB to develop relationships with other sectors who have responsibilities for capital works or asset management, such as Network Rail, to seek opportunities to integrate FRM and other wider benefits with their work.	SFRPB January 2019	1 - SFRPB to discuss and agree on a method of monitoring the uptake of retrofitting of SuDS to measure the success against this objective.	All RMAs, December 2018
			2 - SFRPB to ensure partner RMAs deliver joint programme to agreed timeframes.	SFRPB September 2018	2 - SFRPB to encourage and support all RMAs to seek alternative funding for at least half of all flood risk related capital schemes. Demonstrated through EOI submissions for alternative funding.	SFRPB 2020		

Challenges and how they will be overcome	Resource availability. Buy in from other SCC internal teams. Programme into team workload, team leader priorities and role descriptions. Be clear on the benefits of working in this way and having a joint programme.		Resource availability. Buy in from other SCC internal teams and other RMAs. Clearly state the benefits: programming longer term, risk based, and jointly developing programmes and delivering schemes as partners is more cost-effective and reduces the pressure on individual organisations. Agreeing provisional resources and funding contributions to a scheme based on confirmation of future benefits to RMA.		Differing priorities between organisations. Develop relationships based on mutually beneficial work. Seek proportionate contributions dependant on impact / benefits of flood risk reduction.		Finding readily available data or encouraging teams / organisations to produce additional reporting. Challenging cases where retrofitting of SuDS has not been carried out and why to feed into future learning / encouraging uptake of SuDS measures.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.		Low - Small amount of additional resource may be required from partners to develop joint programme. there is no additional financial support required unless the dataset will be hosted on a platform which requires financial input.		Low - there is no additional resource or financial support required and there is the potential that additional funding could be secured.		Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.	
	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
Ongoing Actions	1 - SCC (SNR Team) to monitor and review progress against objective and baseline.	SCC December 2017 onwards	1 - Lead RMA for schemes to bring together Project Boards to identify opportunities for multiple benefits and contributions from all relevant RMAs.	RMAs April 2017 onwards	1 - All RMAs to review new funding sources regularly and present to the SFRPB to improve awareness and feedback lessons learnt from funding applications.	All RMAs Ongoing	1 - SFRPB to review the policy on retrofitting SuDS in order to ensure it is fit for purpose and being implemented by all relevant RMAs.	All RMAs, Annually
			2 - SFRPB to review the development and implementation of the joint RMA capital programme annually. Lessons learnt will be implemented on a regular basis.	September 2018 onwards	2 - SCC to seek new opportunities and innovative methods of identifying and achieving wider benefits of capital schemes and securing funding sources.	SCC Ongoing		
Challenges and how they will be overcome	Infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload and SFRPB meeting agendas.		Infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload and SFRPB meeting agendas.		Resource availability and infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload, officer responsibilities and SFRPB meeting agendas.		Infrequent responsibility and therefore may get looked over in favour of more urgent tasks. Programme into workload and SFRPB meeting agendas.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.		Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.		Low - there is no additional resource or financial support required and there is the opportunity to seek and secure new sources of funding to manage and reduce flood risk.		Low - there is no additional resource or financial support required. All actions will be completed within existing RMA resource.	
Measures of Success	Identifying all feasible opportunities to integrate the separate SCC capital programs together to realise the benefits of integrating flood risk reduction on all possible capital programmes, including highways and other infrastructure.		Identifying all feasible opportunities to integrate the programs together to realise the benefits of partnership working such as improved efficiency, multiple benefits of capital schemes and reduced costs to individual RMAs.		Continuing to identify and present all opportunities for the improvement of methods to identify and assess benefits of flood risk management schemes and identifying / securing funding sources to the SFRPB in order to raise awareness of these amongst all RMAs and therefore able to take advantage of the opportunities, where appropriate. Continuing to increase the number of infrastructure schemes which seek to mitigate flood risk and provide wider benefits. Increase the number of schemes identified and constructed which include alternative sources of funding.		For all RMAs who have responsibility of drainage systems to have a policy in place which prioritises drainage schemes which have the opportunity to use SuDS in order to encourage their uptake. An increase, year on year, in the number of SuDS schemes identified and constructed.	
Progress Record								

Objective 8	We will investigate significant flooding incidents in order to make recommendations that help to reduce flood risk.
Purpose and Outcome	<p>The purpose of this objective is to investigate flooding, this is a statutory requirement under the FWMA (2010) and they are commonly referred to as Section 19 investigations. Investigating flooding helps us to understand the sources and causes of flooding. This in turn helps us to better reduce the risk of flooding, through planning appropriate development, designing appropriate flood alleviation schemes or other measures to reduce the risk of flooding, and improving the way we plan for and respond to flooding emergencies.</p> <p>The outcome of this objective is for section 19 flood investigations to become a more useful tool in improving the way flood risk and flooding incidents are managed in Surrey.</p>
Overarching Measure of Success	<ul style="list-style-type: none"> • Flooding is investigated promptly by SCC with the assistance of RMAs. • All RMAs have collectively carried out their flood risk management functions successfully which has resulted in a reduction in the impact of the flooding. • All RMAs have successfully implemented any recommendations arising out of previous section 19 investigations. • The Section 19 reporting process is quicker and more efficient than before. • Responsibilities and functions of RMAs are accurately reported.
How does the Objective meet the Strategy Vision for 2032?	<p>Achievement of this objective is a requirement under the FWMA (2010). By reviewing processes for writing Section 19 reports on a regular basis we will ensure that they keep pace with the latest flood data and that this data can be used to identify and prioritise areas with the greatest flood risk. Furthermore, this information will not just be used to inform 'hard' engineering options for flood alleviation schemes – it will also guide 'soft' options such as community resilience and maintenance, and we will share this information with local communities.</p>
Which of the Strategy Principles does the action support and how?	<ul style="list-style-type: none"> • A long-term vision: Section 19 reports are an ongoing responsibility and we will review our process in a way that adapts to future issues. • Catchment-based approach: flooded locations are reviewed on a geographical or catchment basis in Section 19 reports. • Partnership working: whenever we conduct a Section 19 investigation, we will consult with partner RMAs to ensure we use the most accurate data possible and agree recommendations that benefit all parties. • Community Resilience: By providing communities with an improved awareness of flood risk and mechanisms, we can improve their resilience to flooding and their ability to influence flood risk management in Surrey. • Enhancing growth and wellbeing: the lessons learned and recommendations agreed from flood investigations will serve to better protect residents, the economy and the environment. • Sustainable flood risk management through planning and development: data gathered following and during flood events will be used to enhance understanding of the flood risks in the surrounding area and influence planning processes accordingly. • Capital investment: data gathered following and during the flood event will be used to help prioritise capital works for the areas that are most in need.
Strategic Context / Justification	<p>It is a statutory responsibility of an LLFA to investigate and publish the findings of flooding incidents. Section 19 of the FWMA (2010) states that:</p> <p>“On becoming aware of a flood in its area, a lead local flood authority must, to the extent that it considers it necessary or appropriate, investigate which risk management authorities have relevant flood risk management functions, and whether each of those risk management authorities has exercised, or is proposing to exercise, those functions in response to the flood”. It is important to note that these investigations do not apportion blame or hold any one individual or authority to account for any flooding.</p> <p>In addition it is equally important for us to use the Section 19 process as an opportunity to learn lessons and analyse the evidence gathered from these reports in order to review and prioritise our approach to flood risk management more effectively.</p>
What are the benefits of achieving the Objective?	<p>SCC, in consultation with its partners, published a number of Section 19 investigations following the severe floods of 2013/14. This exercise enabled us to establish a set process for writing and developing the reports but also gave us the opportunity to record and agree recommendations to further strengthen our response to future flood events. Investigating any future flooding allows a better understanding of flood mechanisms, and therefore promotes improvements to the way that flooding is responded to and managed.</p>

<p>Related Policies</p>	<p>Section 19 of the FWMA (2010), as above, sets out the duty of a LLFA to investigate flood incidents.</p> <p>In order to mitigate and reduce flood risk, we must understand flooding. The National Flood and Coastal Erosion Risk Management Strategy (2012) states that "We cannot control nature, however we can better understand risk and therefore improve society's resilience to environmental risks". In addition the government will work with partners and communities to reduce the threat of flooding through understanding the risks of flooding, working together to put in place long-term plans to manage these risks and making sure that other plans take account of them.</p> <p>SCC's Highways and Transport Asset Management Strategy (2016) - this Strategy highlights the variety of assets which require maintenance under the LLFA and Highways Authority duties. Section 19 reports will need to recommend maintenance actions that align with this Strategy.</p>
<p>Related SCC Corporate Priorities</p>	<p>Wellbeing, Resident experience</p>
<p>Review Date</p>	<p>April 2018</p>

Objective 8	We will investigate significant flooding incidents in order to make recommendations that help to reduce flood risk.			
Sub-Objective	Review our section 19 investigation procedures to maximise the efficiency of the process and the value gained from it.		Use new data obtained from section 19 investigations to inform the prioritisation process for flood risk management or resilience works.	
Current status	SCC have completed and published two rounds of Section 19's and have been continually improving the process through internal review. Feedback from the RMAs involved in the first round of Section 19's has been received and implemented.		Currently information is presented in the section 19 reports but benefit would be gained from establishing a clear process to ensure that the implementation of recommendations and lessons learnt, which are evidenced based, impacts positively on future flood alleviation schemes.	
Actions	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline	Action for Lead RMA	Partner RMAs, Stakeholders, Deadline
	1 - SFRPB to agree on goals and outcomes of section 19 investigations aligned to the statutory requirements of the FWMA (2010).	All RMAs September 2017	1 - SFRPB to review what and how data is gathered through section 19 investigations and collated / analysed across RMAs to inform decisions and programmes. This is part of the data review being carried out under the action plan for Objective 1.	All RMAs December 2017
	2- SCC to review the existing template and procedure for section 19 reports (including triggers and post investigation process to implement recommendations).	SCC December 2017	2 - SFRPB to organise the collation of data coming out of section 19 investigations into a central dataset, as per Objective 1's action plan.	All RMAs, Ongoing

	3 - SFRPB to review section 19 procedure every two years to ensure it remains up to date.	All RMAs Ongoing	3 - SFRPB to review the data collected and encourage RMAs to use it in the prioritisation of capital works schemes, routine maintenance activities and any other flood risk management or resilience activities (where appropriate).	All RMAs Ongoing
Challenges and how they will be overcome	Availability and appetite of all RMAs. Be clear on the benefits of a streamlined process. Section 19 investigations are a statutory obligation.		Appetite of RMAs. Not all Section 19s will have recommendations relating to capital works and maintenance. Section 19 investigations are a statutory obligation. Manage public expectations of the recommendations coming out of section 19 investigations; they will not all result in capital works however a suite of options will be considered.	
What is the cost (finance or resource) of achieving this action and how will this be met?	Low - action will be completed within existing officer resource as part of work on S19 reports. No major additional cost implications.		Medium - action will be completed within existing officer resource as part of work on S19 reports although there may be additional cost associated with new central dataset platform.	
Measures of Success	A reduction in the resource and time required to undertake flood investigations. Investigations leading to meaningful recommendations which reduce or mitigate the risk of flooding.		Improving the quantity, quality and coverage of data. Demonstrable impact of S19 recommendations influencing prioritisation process for capital works and maintenance.	
Progress Record				

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SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

ANNEXE B – EQUALITY IMPACT ASSESSMENT

EQUALITY IMPACT ASSESSMENT: SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

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1. Topic of assessment

EIA title:	Surrey Local Flood Risk Management Strategy
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EIA author:	Thomas Pooley, Flood Risk & Network Resilience Specialist
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2. Approval

	Name	Date approved
Approved by	E&I Department Equalities Group	17/02/17

3. Quality control

Version number	1	EIA completed	14/02/2017
Date saved	14/03/2017	EIA published	28/03/2017

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Thomas Pooley	Flood Risk & Network Resilience Specialist	Surrey County Council	Local Flood Risk Management Strategy project lead

EQUALITY IMPACT ASSESSMENT: SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Surrey County Council (SCC), as Lead Local Flood Authority (LLFA), has a statutory duty to ‘develop, maintain, apply and monitor a Strategy for flood risk management’ in its area.</p> <p>The nature and contents of the Surrey Local Flood Risk Management Strategy (LFRMS) are determined by provisions in the Flood and Water Management Act (2010) and the National Flood and Coastal Erosion Risk Management Strategy for England (2011).</p> <p>The aim of the Strategy is to provide a coherent overview of flood risk management in Surrey. Its ambitions and objectives are noted below. The Strategy applies to SCC and other partners including the Environment Agency.</p> <p>The Strategy is by implication a strategic document, undertaken in partnership. It reflects EIAs in plans, strategies and other documents undertaken by partners, where available.</p> <p>The Strategy was first published in December 2014. However, since this time there have been a number of changes to Central Government legislation which have altered the way in which Local Authorities must approach flood risk management. Therefore there is a need for SCC to refresh its existing Strategy. This EIA looks at the proposals associated with the refreshed Strategy.</p> <p>The EIA highlights the anticipated equalities and diversity implications arising from the Strategy. Where applicable separate EIAs will be undertaken on specific schemes and activities in the action plan as and when actions are implemented.</p> <p>This EIA is an update of the assessment that was attached to the original Strategy in 2014.</p>
<p>What proposals are you assessing?</p>	<p>The main objectives of the Strategy are as follows:</p> <ol style="list-style-type: none"> 1. Our understanding of local and strategic flood risk will be improved through clear data management and sharing between risk management authorities to ensure partnership delivery of works to high risk areas. 2. Risk Management Authorities will reduce flood risk by delivering an effective maintenance regime for drainage assets and managing their estates across the County in an environmentally sustainable manner. 3. We will agree with partners who the Risk Management Authorities in Surrey are, jointly define their responsibilities and establish clear lines of communication with them to support the delivery of partnership-based flood alleviation projects.

EQUALITY IMPACT ASSESSMENT: SURREY LOCAL FLOOD RISK MANAGEMENT STRATEGY

	<ol style="list-style-type: none"> 4. Private owners will be made aware of their riparian responsibilities to maintain drainage assets and watercourses. We will support, promote and enforce these responsibilities. 5. The residents of Surrey will be supported to improve community resilience. Local people will be empowered to reduce the risk of flooding on both an individual and community level. 6. We will reduce the risk of flooding to and from new and existing development through local planning policy and processes. 7. We will reduce flood risk from local sources via a programme of capital works, which will be integrated with the activities of other Risk Management Authorities. 8. We will investigate significant flooding incidents in order to make recommendations that help to reduce flood risk. <p>This reflects the requirements of the Flood and Water Management Act (2010). Our objectives have also been informed by consultation with risk management authorities.</p> <p>The EIA highlights the equalities and diversity implications arising from the Strategy. The Strategy is accompanied by an action plan, to include activities to be undertaken by partners. The action plan will be refreshed annually. Where applicable separate EIAs will be undertaken on specific activities in the action plan as and when actions are implemented.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>A flood event does not distinguish between the types of person/property liable to flood. The Strategy seeks to raise awareness and address flood risk in the areas most prone to flood risk across Surrey.</p> <p>The main beneficiaries are likely to be the residents and businesses most prone to flood risk in Surrey. It will also benefit residents, businesses, social and emergency services who risk disruption caused by flood events.</p> <p>Certain groups with protected characteristics are likely to benefit from the objectives in the Strategy:</p> <p>Older people, disabled people and pregnant people: these less mobile groups might require additional consideration and assistance in the event of a flood event. Measures which address flood risk are likely to disproportionately benefit the less mobile.</p> <p>Young people: access to schools and other services for young people are often disrupted by flooding. Work to make communities</p>

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more resilient and giving flood schemes that benefit schools a heavier priority score will benefit young people.

Race: initiatives which seek to raise flood risk awareness and improve communication will consider the needs of different races.

Gypsies and Travellers: Gypsy and Traveller sites are known to exist in areas prone to flood risk. The needs of this community are considered in an ongoing basis via current community resilience work (objective 5 of the Strategy).

Deprived communities: Deprived communities are more likely to contain vulnerable people and residents less able to help themselves. Economically and socially disadvantaged people are less likely to be able to afford to take certain steps to reduce flood risk, such as installing flood barriers.

The negative impacts of a flood including physical and psychological health impacts are often greater in deprived communities. The Government recognises that a flood event might have a disproportionate impact on people from lower income groups. The funding criteria for flood risk schemes - Flood Defence Grant in Aid (FDGiA) - prioritise deprived communities.

Properties more prone to flood risk typically have higher insurance premiums and might have difficulty getting insurance. This impacts on low-income households more, with insurance costs taking up a larger proportion of smaller incomes. The Strategy seeks to promote the affordability and availability of insurance through objective 5 (community resilience).

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6. Sources of information

Engagement carried out

We carried out public consultation and developed an ongoing dialogue with partners and stakeholders throughout the preparation of the Strategy.

The Surrey Flood Risk Partnership Board commissioned the Strategy. It is a partnership, which includes representatives from Surrey District and Borough Councils, the Environment Agency, Surrey County Council, Thames Water and others.

We undertook consultation on the Strategy in two stages. The first stage was used to inform the drafting of the Strategy. This consisted of a workshop at the Surrey Flood Risk Partnership Board, where attendees helped to set the foundation and direction for the draft Strategy. Officers then considered this feedback and implemented it when confirming the Strategy's draft objectives. Once these were written, partner risk management authorities were then invited to comment on the proposals a second time, prior to public consultation.

The second stage consisted of a public consultation undertaken in accordance with SCC consultation best practice guidance. As the Strategy is a 'refreshed' document rather than an entirely new one, the consultation ran for six weeks and took the form of an online survey which was promoted through a variety of communication channels. Comments received during the consultation are reflected in the Strategy. A brief summary is contained below:

The most common themes/suggestions that emerged from the public consultation were:

- Greater access to flood map information
- Share more information on what Risk Management Authorities (RMAs) are doing to reduce flood risk and lessons learned
- Prioritisation of known problem areas for gully and drain cleaning
- Clarification around the roles of RMAs in Surrey
- Promotion of riparian responsibilities
- Supporting flood action groups across the County
- Controlling development on floodplains
- Encouraging the use of sustainable drainage
- Promotion of flood defence work to the communities affected
- Promotion and clarification of Section 19 reports and processes

For a more detailed analysis of the consultation, including an overview of how this feedback has been incorporated into the Strategy, please consult **Annexe G** of the main Strategy document.

Data used

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In accordance with the Civil Contingencies Act (2004) there is a suite of information available on community flood risks and helping vulnerable people in Surrey in a flood emergency. All local authorities are required to produce emergency plans to deal with civil contingencies. Some district and borough councils have specific flood plans.

Vulnerable people that are known to public services would be identified in an emergency incident. The Surrey Community Risk Register has been created to provide information about the hazards that exist within the county and the control measures in place to mitigate their impact. The Register has been published in response to the Civil Contingencies Act (2004). The hazards have been outlined in a generic format as this is the basis of response planning within the County, which follows nationally agreed best practice. The generic hazards have been assessed for the likelihood of the event happening and the potential impact. This is used to create a risk rating for the hazard. The likelihood and impact values are agreed through the multi-agency Risk Assessment Working Group on behalf of the Surrey Local Resilience Forum. As part of the hazard assessment process, a number of scenarios have been considered both in respect of the likelihood of them occurring and the economic, environmental, health and social impacts that would result if they happened.

A large amount of information exists on flood risk across Surrey in existing studies and strategies. Some of these include EIAs. Where relevant information has been reflected in the Strategy. Some key data sources include:

- Thames Catchment Flood Management Plan (2009)
- The Lower Thames Flood Risk Management Strategy (2009)
- Arun and Western Streams Catchment Flood Management Plan (2009)
- River Medway Catchment Flood Management Plan (2009)
- River Wey Flood Risk Management Draft Strategy (2010)
- River Mole Flood Risk Strategy Study (2006)
- River Hogsmill Integrated Urban Drainage Defra Pilot Study (2008)
- Caterham Bourne Study (2002)
- Chobham Flood Relief Study (2011)
- The Basingstoke Canal Authority Service Plan (2009)
- Preliminary Flood Risk Assessment (2011)
- Epsom & Ewell Surface Water Management Plan (2011)
- Woking & Byfleet Surface Water Management Plan (2012)
- The Surrey wetspots flooding database, ongoing.
- There are also strategic flood risk assessments and multi-agency flood plans. These take account of how vulnerable groups would be assisted in the event of a flood.

EIAs will be undertaken on certain schemes and projects as and when detailed proposals come forward. This includes the River Thames Scheme.

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

The impacts of the Strategy itself are likely to be positive. All residents in flood risk prone areas, including the vulnerable, will benefit from improved knowledge about flood risk, efforts to involve communities in the process of identifying flood risk solutions and closer working between services and communities. The Strategy will help to ensure that those with protected characteristics are more fully considered as part of SCC's and its partners' approach to flood risk management.

It is important to note that the economically and socially disadvantaged are likely to benefit from the Strategy:

- The Strategy will ensure that the prioritisation of schemes considers areas of socio-economic deprivation. Government funding – Flood Defence Grant in Aid (FDGiA) – makes allowance for deprivation in decision-making.
- By preventing and mitigating the harmful economic impacts of flooding, the Strategy will promote economic development.
- The level of flood risk awareness has been found to be lower among deprived socio-economic groups nationally. Economically and socially disadvantaged residents are less likely to be well prepared for flooding. The Strategy seeks to raise awareness of flood risk in all communities. It will reflect best practice such as direct awareness raising campaigns in the areas most prone to flood risk.
- Deprived communities are less likely to have the necessary social capital to prepare their own community flood risk plans. The Strategy will encourage community resilience in communities across Surrey including deprived communities.

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>The impacts on older people are expected to be positive, because the Strategy will encourage more consideration of this group than is currently the case.</p> <p>The impacts on younger people are expected to be positive, because the Strategy will encourage more</p>	No negative impacts are expected.	<p>Addressing flood risk on the highway will ensure vulnerable residents continue to have access to key services on the event of a flood.</p> <p>Addressing flood risk on the highway will ensure younger people still have access to schools and other services in the event of a flood. Community resilience</p>

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	consideration of this group than is currently the case.		work will support local communities (including schools) to mitigate against the impacts of flooding. The Strategy notes that various publications will be provided. Where requested, all communication materials will be made available in formats accessible to elderly people.
Disability	The impacts on disabled people are expected to be positive, because the Strategy will encourage more consideration of this group.	No negative impacts are expected.	Addressing flood risk on the highway will ensure vulnerable residents continue to have access to key services on the event of a flood. The Strategy notes that various publications will be provided. Where requested, all communication materials will be made available in formats accessible to disabled people.
Gender reassignment	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/negative impacts.
Pregnancy and maternity	The impacts on pregnant people and those people with young children are expected to be positive, because the Strategy will encourage more consideration of this group.	No negative impacts are expected.	Consultation and the analysis of data suggest that there would be no negative impacts.
Race	The impacts are expected to be positive because the Strategy will encourage proactive engagement and consultation.	No negative impacts are expected.	The Strategy emphasises the need to engage residents in flood risk management, particularly in areas most prone to flood risk. The Strategy will make it easier to access information on flood risk by publishing information in other formats and languages where requested.
Religion and belief	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.

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Sex	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Sexual orientation	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Marriage and civil partnerships	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Disability	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Gender reassignment	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Pregnancy and maternity	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Race	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Religion and belief	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Sex	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.

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Sexual orientation	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.
Marriage and civil partnerships	No impact expected	No impact expected	Consultation and the analysis of data suggest that there would be no positive/ negative impacts.

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8. Amendments to the proposals

Change	Reason for change
None	No negative impacts were identified. As this is an update of the EIA for the original Strategy, there are no major changes to the approach previously set out.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Communities are less able to help themselves because of economic and/ or social disadvantage.	Ongoing community resilience work includes engagement with economically/socially disadvantaged groups.	Ongoing	Surrey County Council/ Risk Management Authorities
Equality and diversity overlooked in the development of schemes and funding bids.	Data protection rules mean that we are unable to access information on people with protected characteristics when developing a scheme. However we will ensure that no potential group is negatively affected in the prioritisation of schemes/ funding bids.	Ongoing	Surrey County Council/ Risk Management Authorities
Communication material is not accessible to all.	All publications will be made available on request in languages and formats relevant to those with protected characteristics.	Ongoing	Surrey County Council/ Risk Management Authorities

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
No negative impacts which cannot be mitigated have been identified.	N/A

11. Summary of key impacts and actions

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<p>Information and engagement underpinning equalities analysis</p>	<p>We carried out consultation with both partner authorities and the public and developed an ongoing dialogue with stakeholders throughout the preparation of the Strategy.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The impacts of the Strategy itself are likely to be positive. All residents in flood risk prone areas, including the vulnerable, will benefit from improved knowledge about flood risk, efforts to involve communities in the process of identifying flood risk solutions and closer working between services and communities. The Strategy will help to ensure that those with protected characteristics are more fully considered during flood risk management.</p> <p>We will take action as follows:</p> <ul style="list-style-type: none"> • We will actively seek funding to deliver flood alleviation schemes in Surrey. By preventing and mitigating the harmful economic impacts of flooding, the Strategy will promote economic development. • Surrey County Council will boost the score for wetspots where property flooding affects building that house vulnerable people, such as care homes, respite centres and shelters. • All publications will be made available on request in languages and formats relevant to those with protected characteristics. This will make communication material accessible to all. • We will continue to work with the National Flood Forum and Central Government to work with the insurance industry to guarantee the availability and affordability of flood insurance.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>None. No negative impacts were identified and as this is an update of the EIA for the original Strategy, there are no major changes to the approach previously set out.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • All Surrey County Council Services to continue to work with the council's Emergency Management colleagues during flood events.
<p>Potential negative impacts that cannot be mitigated</p>	<p>None.</p>

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 MARCH 2017****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)

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