

Cabinet



SURREY
COUNTY COUNCIL

Date & time	Place	Contact	Acting Chief Executive
Tuesday, 27 February 2018 at 2.00 pm	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Vicky Hibbert or Angela Guest Room 122, County Hall Tel 020 8541 9229 or 020 8541 9075 vicky.hibbert@surreycc.gov.uk c angela.guest@surreycc.gov.uk	Julie Fisher

We're on Twitter:
@SCCdemocracy

Cabinet Members: Mr David Hodge CBE, Mr John Furey, Mrs Helyn Clack, Mr Mel Few, Mr Mike Goodman, Mr Colin Kemp, Mrs Mary Lewis, Mr Tim Oliver, Ms Denise Turner-Stewart and Mrs Clare Curran

Cabinet Associate: Ms Charlotte Morley

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

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert or Angela Guest on 020 8541 9229 or 020 8541 9075.

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

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

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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING:

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 (*21 February 2018*).

b Public Questions

The deadline for public questions is seven days before the meeting (*20 February 2018*).

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

CORPORATE PRIORITIES: 1. WELLBEING

6 EARLY HELP STRATEGY

(Pages 1
- 36)

The vision of partners in Surrey is that: Children and young people are happy, healthy, safe and confident in their future. We need to achieve this at a time when Surrey County Council is facing unprecedented funding pressures from rising demand and reductions in central government funding. Early Help, which means providing support as soon as a problem emerges to prevent issues escalating, at any point in a child's life from early years through to teenage years, has a pivotal role to play in this.

Given the challenging context, if we want to achieve our vision we need to work with partners to transform Surrey's Early Help system, through new integrated approaches to delivering and commissioning services. The Early Help Strategy 2018-22 is a clear call to action for all Surrey partners to work together to ensure our children receive the right help at the right time, increasing their resilience and ensuring they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood.

Although Surrey is an affluent county and many children achieve good outcomes, there remain children who face significant disadvantage who do less well. The Council's financial challenge, which demands £9.7 million savings from Early Help by 2020, presents a real opportunity to re-focus our resources on these children who are in greatest need. Through this bold, joint-approach, set out in our Early Help Strategy, we can turn-around rising demand for statutory services across public agencies and achieve a sustainable future for Surrey.

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

7 OAKWOOD SECONDARY SCHOOL, HORLEY - SCHOOLS BASIC NEED EXPANSION PROJECT

(Pages
37 - 40)

To approve the Business Case for the expansion of Oakwood School from an 8 Form of Entry secondary (1,200 places) to a 10 Form of Entry secondary (1,500 places), thereby creating 300 additional places, to support delivery of the basic need requirements in the Horley area.

N.B. There is a Part 2 annex to this report – item 13.

[The decisions on this item can be called in by the Corporate Services Select Committee or the Children and Education Select Committee]

CORPORATE PRIORITIES: 2. ECONOMIC PROSPERITY

8 MONTHLY BUDGET MONITORING REPORT (Pages 41 - 44)

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 the 31 January 2018 (month 10).

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

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

9 PROVISION OF COMMERCIAL AND INDUSTRIAL PROPERTIES INSURANCE SERVICES (Pages 45 - 50)

This report seeks approval to award a contract for the provision of Commercial and Industrial Properties Insurance Cover for Surrey County Council. This provision will commence on 1 April 2018, following the expiration of the current arrangement with Zurich Municipal on 31 March 2018. By awarding a new contract to the recommended provider, the Council will be meeting its obligations to provide insurance cover for the Council and ensuring best value for money for this service.

Within this report are details of the procurement process, including the results of the evaluation process and why the recommended contract award delivers best value for money.

Due to the commercial sensitivity involved in the contract award process, all financial details have been circulated as a Part 2 report.

N.B. There is a Part 2 annex to this report – item 14

[The decisions on this item can be called in by the Corporate Services Select Committee]

10 REFURBISHMENT OF HOUSES (Pages 51 - 56)

This report considers and makes recommendations for the refurbishment of nine residential properties to either increase rental income and bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

N.B. There is a Part 2 annex to this report – item 15

[The decisions on this item can be called in by the Corporate Services Select Committee]

11 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS/ INVESTMENT BOARD TAKEN SINCE THE LAST CABINET MEETING

There have been no delegated decisions taken by the Leader, Deputy Leader, Cabinet Members and Investment Board since the last meeting of

the Cabinet.

12 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

13 OAKWOOD SECONDARY SCHOOL, HORLEY - SCHOOLS BASIC NEED EXPANSION PROJECT (Pages 57 - 64)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to bidding companies).

N.B. This is the Part 2 annex to item 7.

[The decisions on this item can be called in by the Corporate Services Select Committee or the Children and Education Select Committee]

14 PROVISION OF COMMERCIAL AND INDUSTRIAL PROPERTIES INSURANCE SERVICES (Pages 65 - 68)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to bidding companies).

N.B. This is the Part 2 annex to item 9

[The decisions on this item can be called in by the Corporate Services Select Committee]

15 REFURBISHMENT OF HOUSES (Pages 69 - 92)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to bidding companies).

N.B. This is the Part 2 annex to item 10.

[The decisions on this item can be called in by the Corporate Services Select Committee]

16 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.

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

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

Please note:

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

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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

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

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

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

Thank you for your co-operation

SURREY COUNTY COUNCIL**CABINET****DATE: TUESDAY 27 FEBRUARY 2018****REPORT OF: MRS CLARE CURRAN, CABINET MEMBER FOR CHILDREN****LEAD OFFICER: GARATH SYMONDS, ASSISTANT DIRECTOR, COMMISSIONING AND PREVENTION****SUBJECT: EARLY HELP STRATEGY FOR CHILDREN AND FAMILIES****SUMMARY OF ISSUE:**

The vision of partners in Surrey is that: Children and young people are happy, healthy, safe and confident in their future. We need to achieve this at a time when Surrey County Council is facing unprecedented funding pressures from rising demand and reductions in central government funding. Early Help, which means providing support as soon as a problem emerges to prevent issues escalating, at any point in a child's life from early years through to teenage years, has a pivotal role to play in this.

Given the challenging context, if we want to achieve our vision we need to work with partners to transform Surrey's Early Help system, through new integrated approaches to delivering and commissioning services. The Early Help Strategy 2018-22 is a clear call to action for all Surrey partners to work together to ensure our children receive the right help at the right time, increasing their resilience and ensuring they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood.

Although Surrey is an affluent county and many children achieve good outcomes, there remain children who face significant disadvantage who do less well. The Council's financial challenge, which demands £9.7 million savings from Early Help by 2020, presents a real opportunity to re-focus our resources on these children who are in greatest need. Through this bold, joint-approach, set out in our Early Help Strategy, we can turn-around rising demand for statutory services across public agencies and achieve a sustainable future for Surrey.

RECOMMENDATIONS

It is recommended that:

1. Cabinet agrees to the proposed Early Help Strategy and development of the place-based Local Family Partnership model across Surrey.
2. Cabinet agrees to delegate to the Assistant Director, Commissioning and Prevention, in consultation with the Cabinet Member for Children, decision making on any minor changes to the Early Help Strategy arising from discussions at the Early Help Transformation Board and Children and Young People's Partnership.
3. Cabinet endorse the specific high-level Early Help commitments for Surrey County Council set out in paragraph 14.

REASON FOR RECOMMENDATIONS:

The proposed new Early Help Strategy and system model, with Local Family Partnerships at its heart, will put children first, ensuring they receive the integrated Early Help they need, as soon as it is required. In this model, as partner and Council services are increasingly having to focus on families with higher levels of need, an integrated offer will be developed with other community partners taking an increasing role in meeting the more common and less acute needs. The new strategy will enable us to respond to the challenges of reduced public funding and increased demand by more effectively aligning Council resources with those of partners. This will support the longer-term financial sustainability of the Council and partners, as well as improving outcomes for children.

DETAILS:

Background

1. Early Help means providing support as soon as a problem emerges, at any point in a child's life, from early years through to teenage years. We know that it is better to identify and respond to need and indications of risk for children and families early, before these become more difficult to reverse. More than 1,000 children are now receiving Early Help each month following referral to the Multi Agency Safeguarding Hub (MASH) or step-down from Children's Services. Far greater numbers are accessing Early Help through a wide range of partners in the Early Help system.
2. Section 10 of the Children Act 2004 requires each local authority to make arrangements to promote cooperation between the authority, each of the authority's relevant partners and such other persons or bodies working with children in the local authority's area as the authority considers appropriate. The arrangements are to be made with a view to improving the well-being of all children in the authority's area, which includes protection from harm and neglect.
3. Feedback from Ofsted's latest monitoring visit on 31 October and 1 November 2017 highlighted that the Council has made improvements in Early Help. However, it also highlighted concerns that "an increase in demand for early help support has resulted in delays in the early help coordination hubs progressing referrals for the allocation of services". It is only by transforming the way we and other partners work together that we can achieve the scale of impact we need, both to improve outcomes for children and families, and to reduce demand for statutory services in Surrey.
4. Surrey County Council has been working together with partners to plan and deliver a transformation of Surrey's Early Help offer. Much progress has been achieved including: co-producing a joint vision; formation of an Early Help Transformation Board, chaired by Lead Member for Children; introducing Local Early Help Advisory Boards; and developing SCC's Family Service, bringing together professionals across a range of services. This report sets out a new Early Help Strategy, building on the previous strategy which ran from 2013 to 2017.
5. The proposed approach to Early Help takes forward the Child First: Commissioning Intentions for Children in Surrey 2017-22, agreed by Cabinet on 31st October 2017. In particular, it addresses: 'Prevent problems escalating by identifying issues early and ensuring children, young people and families needing extra help receive timely, preventative support'.

Needs and Outcomes

6. There are approximately 287,600 children and young people (aged 0-25 years) living in Surrey. The majority of these children and young people are safe, well-educated and cared for. However, within some community areas acute inequalities exist and outcomes for families in these areas can be significantly worse than others in the county. This section highlights ten key issues that have emerged from the Early Help Needs Assessment (2017) that the transformed Early Help system would need to address:
 - a. The **number of children and young people is increasing** – between 2018 and 2022 it is predicted that the number of children and young people aged 10-14 will rise by 10%. This will increase demand for SEND and Children’s Services - unless action is taken through Early Help to respond to these trends.
 - b. There are **individuals, families and communities in Surrey that have multiple, interrelated needs**, resulting in worse outcomes.
 - c. **Poverty is a root cause of inequality** in Surrey, as it is nationally.
 - d. **Domestic abuse is a recurring theme** in many referrals into the Surrey Multi-agency Safeguarding Hub (MASH).
 - e. **Poor mental health and emotional wellbeing**, affecting either children and young people or individuals in their wider family, is an underlying and growing issue in Surrey.
 - f. **Demand for SEND services is increasing**, in particular specialist services, across the county.
 - g. **Abuse and neglect** is the main reason for children needing social care support in Surrey.
 - h. **Parenting and “help setting boundaries”** are the most common Early Help requests from families.
 - i. Young people with a range of needs are **less likely to make a successful transition to adulthood** than their peers.
 - j. **Loneliness and social isolation** are factors that undermine the overall wellbeing of many of our families identified as in need of Early Help in Surrey
7. Our latest analysis tells us that there are the following numbers of children and young people (around 12%) who will require Early Help each year:
 - a. 4,000 children requiring level 2+ support (multiple needs)
 - b. 7,000 children requiring level 2 support (emerging needs)
 - c. 24,000 children who will require tier 1 universal support.
8. The Council will increasingly have to direct its resources to those children and families with the highest level of Early Help needs i.e. the 4,000 children in section 7a above. Universal level 1 services and level 2 Early Help will increasingly be provided by partner organisations in local communities
9. In our work with partners, we will direct Early Help to improve outcomes and achieve:
 - a. a reduction in the likelihood of children and young people entering care or acute and specialist services, with families receiving whole family help and support at an earlier stage of intervention;

- b. Families enabled to help themselves and to build resilience which will be protective for the future; and
- c. Families who require support having timely contact with services leading to better family outcomes.

Surrey's Early Help Strategy for Children and Families

10. In Surrey, partners have agreed the following vision for children and families.

Surrey Early Help Vision

Our Vision:

Children and young people are happy, healthy, safe and confident in their future.

For Early Help this means:

Surrey Children get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build skills they will need for adulthood.

- 11. The full final draft of the Early Help Strategy, including the Local Family Partnership model, is set out at Annex A.
- 12. It is critical that partners jointly own and deliver the Early Help Strategy, which has been developed with them. This means that the draft final strategy will need to be agreed by the relevant partnership bodies: the Early Help Transformation Board and the Children and Young People's Partnership. Therefore, at this stage, Cabinet's endorsement of this draft final strategy is sought, prior to final partnership decision. With this in mind, this paper also seeks delegated authority for the Assistant Director, Commissioning and Prevention, with the lead Cabinet Member for Children to make any minor changes sought by partners, as set out in the recommendations.
- 13. Each District and Borough already has a Local Early Help Advisory Board, which is starting to draw together partners who deliver local Early Help. Through engagement on the strategy in the next three months, these Boards will play a key role in developing local innovative proposals, drawing on the strengths of every partner. These proposals will be developed to be sustainable and are adaptable in response to the potential for further resource reductions either from Surrey County Council or partner organisations.

Surrey County Council's role

- 14. All partners will work together to align their resources to support this new partnership Early Help Strategy in Surrey. For Surrey County Council, this means the following high-level commitments:
 - Transform SCC services through integration with others at a local level;
 - Coordinate partners at county and local levels to implement the Early Help Strategy;
 - Identify children who need Early Help through the Multi-Agency Safeguarding Hub and provide case management and coordination (with others) for children and families with multiple needs;
 - Commission local, place-based preventative services with our partners; and
 - Maintain a robust joint-understanding with partners of the needs of children and families in Surrey and the impact of Early Help.

15. Given the financial context, Surrey County Council's services will need to focus on families with higher levels of need. This means we therefore need to co-produce a new system, with community partners taking an increasing role in meeting the more common and less acute need of children and families. Working together with partners we can provide an integrated Early Help offer that meets the range of Early Help needs experienced by children and families.
16. Surrey County Council will work with partners to transform services at the local level through the Early Help Advisory Boards and Local Family Partnerships. Although a key aspect of the Local Family Partnership is that it allows for local flexibility and innovation, there are some areas of practice in which it is essential to ensure there is countywide consistency. Those services commissioned by the Council will be resourced through transparent, needs-led approaches to allocate resources in districts and boroughs.
17. There are three main strands of the County Council's contribution to Early Help that form part of the Early Help transformation. These are:
 - a. Surrey Family Services;
 - b. Surrey's Children's Centres and Youth Centres; and
 - c. Externally-commissioned contracts and grants for local services.

Surrey Family Services

18. In May 2017, Family Services brought together a number of different teams and programmes, some providing Early Help and some providing other statutory and specialist services including: Youth Support Service; Community Youth Work; Family Support Programme; Children's Centres; practitioners from the Early Years and Childcare Service; and the Early Help Co-ordination Hubs to deliver more integrated Early Help. Family Services also has responsibility for a range of specialist statutory services which are not in scope of Early Help.

Children's Centres and Youth Centres

19. We have a range of buildings across Surrey that are currently used as venues to deliver Early Help to children and families. Whilst these are important, as they provide an underpinning architecture from which services can be offered locally, we also know that Early Help is more about relationships with people than it is buildings. As part of our transformation and in response to the savings that are demanded by our challenging financial context, it is therefore incumbent on us that we explore different ways of using the current Early Help buildings across the partnership more effectively and efficiently in the future, with a focus on communities with the greatest need. This aligns with the Council's overall approach to exploring the development of community hubs, where a variety of services can be made available to local residents in one place.
20. SCC currently commissions 58 children's centres, which are already delivered in partnership with schools and voluntary sector providers. In the course of 2018 the County Council will work with current providers, wider stakeholders and the public to re-shape a new children's centre offer to commence in April 2019. We want to design a model that fulfils the children's centre core purpose around health, well-being and early education, but sits outside the national Sure Start Children's Centre model so that it is more flexible to respond to local need. Our working title for these new centres is 'Family Places', but they will also need to fit with the Council's developing overall approach to community hubs, referred to above.

21. Surrey County Council youth centres and other community-facing centres could also be provided as 'Family Places', bringing greater coherence to the overall 0-25 Early Help offer. We propose that the use of all community buildings should be reviewed through local Early Help Advisory Boards, which involve a wide range of partners, to explore how to make the best use of these valuable local assets. This will create opportunities for more innovative and integrated use of buildings, in turn enabling a potential rationalisation of the local public estate where appropriate. This will be managed in line with the work on a joint local place-based approach with partners and any proposals for change to SCC services will be considered by the lead Cabinet Member for Children in June 2018, before being subject to public consultation thereafter.

Commissioned services and grants

22. Finally, SCC commissions a range of preventative and family support services from external partners, including jointly commissioned domestic abuse outreach services, primarily from the local voluntary sector. SCC's commissioning intentions for children are described in SCC's Child First Commissioning Plan 2017-22. The Early Help services will be recommissioned from 2019 as part of a joined-up pathway for families to meet local needs. The Early Help Commissioning Plan is currently being developed with partners, drawing on local priorities as identified by Early Help Advisory Boards.

Links with wider change programmes

23. There are many interdependencies between the Early Help Transformation and other change programmes ongoing across the Children Schools and Families directorate. The work to enhance Surrey's Early Help offer is an important component of safeguarding improvement and has already seen considerable progress in the ability to step-up to and step-down from Children's Services social work intervention. Work is also ongoing to align Early Help and SEND Transformation Programmes. A further significant opportunity exists through ensuring Local Family Partnerships are integrated with the health sector particularly through alignment with Sustainability and Transformation Partnerships (STPs).

CONSULTATION:

24. Between November 2016 and March 2017 Surrey County Council and the 11 District and Borough Councils led on Local Early Help Partnership Events, engaging over 1,000 practitioners and other stakeholders. These events resulted in a shared development of the vision for Early Help, the Local Family Partnership model and agreement to establish local Early Help Advisory Boards.

25. At a county level, the Early Help Transformation Programme Board, chaired by the Lead Member for Children, brings together senior partnership stakeholders on a six-weekly basis to oversee and shape key decisions relating to the transformation plans.

26. In September and October 2017, a series of workshops were held to further develop the blueprint for the Local Family Partnership model.

27. The Early Help Case for Change was considered and endorsed by the Children and Education Select Committee on Friday 17 November 2017.

28. Further partner and user engagement and subsequent public consultation will be required in 2018 to implement changes resulting from the new Early Help operating model. Any public consultation will be authorised by the Strategic Director for Children,

Schools and Families, in consultation with the Cabinet Member for Children based on proposals from District/Borough Early Help Advisory Boards and partners formed in response to the strategy.

RISK MANAGEMENT AND IMPLICATIONS:

29. The following key risks associated with change have been identified, along with mitigation activities:

Risk Description	Mitigation Activity
Wider stakeholder groups involved in the Local Family Partnerships are not engaged or committed to working collaboratively to ensure the success of Local Family Partnerships.	Partnership representation is vital at every level of the programme. The Early Help Programme Board will continue to review membership of all Local Family Partnerships to ensure full partnership representation. Early Help Advisory Boards are in place to help embed partner engagement.
The quantity of change happening across the Early Help operation leads to reduced performance across the Early Help System.	The resource available to support the change programme is regularly reviewed as is performance. Any impact on performance will lead to appropriate management action.
The future Local Family Partnership model is a new method of delivery for both Surrey County Council and the partnership. Delivery and impact may vary within each district/borough and between them	Early Adopter areas present an opportunity to learn from best practice and reduce this risk
Children's Centre change proposals meet opposition from providers and residents	Providers of children's centres have been engaged in the Early Help Transformation Programme and will be engaged in a period of co-design of the new model. Effective communication with users of children's centres will be critical to the success of the proposed changes.

Financial and Value for Money Implications

30. The Early Help operating model has been developed to ensure quality services can be delivered on a sustainable basis. Through transforming the Early Help delivery model and better integrating and localising front-line services across the partnership, it is expected that the Council can make efficiencies to deliver £9.7m savings during 2017-21 as planned. The breakdown of these savings are summarised in Table 1 below.

31. For the County Council, it is particularly important that we prevent children from reaching a level of need where they step-up to become Children in Need or Looked After Children. In addition we need to support those who step-down from statutory support to prevent re-referral. Based on national research linked to the Troubled Families programme and evidence from other authorities, modelling of the likely impact of effective and integrate Early Help can have on demand for statutory services has been undertaken. The savings included in the Medium Term Financial Plan assumes 20

children will no longer require to be Looked After and 200 will be prevented from becoming Children in Need by 2020/21. We are therefore forecasting a demand management saving of £0.8 million in 2019/20, rising to a recurring saving of £2 million by 2020/21.

32. Given the need to focus resources on higher needs and achieve a sustainable model, different scenarios are being explored with partners in relation to Children's Centres, including a 20% reduction (£2.2m) and a 50% reduction (£5.5m) in the overall budget. Local discussions are underway to model what the best local response to different funding scenarios might be. This local feedback will inform the options that are taken forward to public consultation, alongside wider proposals for change.
33. At its meeting on 6 February, alongside budget discussions, the Council approved a recommendation for the Chief Executive and Director of Finance to lead the development of a transformation programme to move the Council to a sustainable funding position for 2019/20. It is recognised that further savings may be required as a result of this programme. The proposed Local Family Partnership Model potentially offers flexibility for the future, although, as a partnership model, partners would expect to be engaged in any significant future changes.

ID	Description	2017/18	2018/19	2019/20	2020/21	2017-21
1	Recommission Children's Centres		450	1,750		2,200
2	Staffing restructure		1,234	1,234		2,467
3	Family Services non-staffing review		800	200		1,000
4	Review Supported Accommodation contracts*		500			500
5	Contain demographic growth		179	99		278
6	Raise additional income		125			125
7.	Asset-related savings			700		700
8.	Early Help Contract savings	261	187			448
9.	Children's Services reduction in demand			800	1,200	2,000
Total savings associated with Early Help agenda		261	3,475	4,783	1200	9,718

*Please note supported accommodation re-commissioning is not considered directly in this report as detailed proposals were considered by Cabinet at its last meeting on 30 January 2018.

Section 151 Officer Commentary

34. There are £9.7m savings planned to be achieved through the implementation of an integrated Early Help model in Surrey. Most of the savings will be achieved through the reorganisation of existing services and contracts. There are £2m savings relating to the new model being effective in preventing escalating demand in Children's Services.

35. There is the potential requirement for further cost reductions from 2019/20 that will form a part of the Council's transformation programme.

LEGAL IMPLICATIONS – MONITORING OFFICER

36. This report sets out a proposed strategy for transforming the way the Council provides support to children and families. The aim is to provide support at an earlier stage when a problem emerges and to prevent the need for more serious levels of intervention. It should be noted that specialist statutory services provided by Family Services are not within the scope of the strategy. To ensure that the Council meets its statutory duties it is essential that step-up to and step-down from Early Help services will be appropriately overseen and closely linked with the Levels of Need document approved by the Surrey Safeguarding Children Board. It is essential that step-up to and step-down from these services will be overseen by a social worker and closely linked with the Levels of Need document approved by the Surrey Safeguarding Children Board
37. As the programme develops, there will be a need for consultation with residents on specific proposals that involve changes to the services they receive. The public sector equality duty will also apply to these decisions, and it is intended that a further Equality Impact Assessment will be developed for Members to take into account when considering them.

EQUALITIES AND DIVERISTY

38. A programme Equality Impact Assessment has been developed which includes all the key areas of the programme and their potential impacts on residents and staff. Evidence will be gathered to develop this draft during key consultation periods with the staff and public which are planned for 2018.

COPORPORATE PARENTING/ LOOKED AFTER CHILDREN

39. Effective Early Help has the potential to reduce the negative outcomes and experiences that can lead to children coming into care and thereby has the potential to reduce the number of children in the Council's care.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

40. The new Early Help operating model supports the Council to achieve key improvements in safeguarding vulnerable children. As the parents of these children are also often known to Surrey Adult Services the programme is being developed with colleagues in Adult Services and will have additional benefits for vulnerable adults through the development of Local Family Partnerships.
41. MASH and Early Help Co-ordination Hub processes have recently been reviewed to support quality, consistency of decision-making and provide more timely access to Early Help services. The programme has been developed to enhance the services available both to prevent children requiring statutory intervention where this can appropriately be

achieved and to provide a robust Early Help network to support children stepping down from social work and other specialist services.

WHAT HAPPENS NEXT:

42. The Early Help Transformation Programme Board and District/Borough Early Help Advisory Boards will progress the development of the Local Family Partnership strategy and engage stakeholders on developing proposals for change. Key partners, including Health, Districts/Boroughs, Police, Schools and Colleges will be engaged through the Children & Young People's Partnership to agree partner commitments that will be taken forward alongside the SCC commitment to support the development of an integrated and coherent model.
43. Commitments from partners and proposals from District/Borough Early Help Advisory Boards will be brought to Cabinet in June 2018. These will set out the new integrated and coherent offer, with modelling to demonstrate how the offer will meet forecast demand for Early Help from children and families. The partner contribution will be outlined, alongside the inter-relationship with SCC services, to deliver a coherent offer across the range of needs. The paper will set out how the planned savings will be achieved, including reductions in demand for higher cost interventions, alongside options for further savings.
44. A public consultation will then be held on these proposals to inform final decisions in the Autumn.
45. Looking ahead, the impact of the new model is expected to be measured through three key measures as listed below.
 - a. Reduction in the likelihood of children and young people entering care or other acute and specialist services, where this can be prevented, with families receiving whole family help and support at an earlier stage of intervention
 - b. More families who require support have timely contact with services leading to better family outcomes
 - c. Families are enabled to help themselves and to build resilience which will be protective for the future (measured using Outcome Star family progress data)

Contact Officer:

Ben Byrne, Head of Early Help and Family Services
 Contact details: ben.byrne@surreycc.gov.uk
 01483 517000
 PA Samantha Hook 01483 519543

Annexes -

Annex A: Early Help Strategy
 Annex B: Overview of Early Help Offer in Surrey
 Annex C: Equality Impact Assessment

Sources/background papers:

Children and Education Select Committee, Early Help: A Case for Change, 17 November 2017

Surrey Children & Young People's PARTNERSHIP



Surrey Early Help Strategy 2018 – 2022

Foreword

As a community we have a responsibility to ensure children receive the help and support they need to enjoy a safe, happy, healthy childhood which provides them with a platform to move confidently into adulthood. This Early Help Strategy sets out our commitment to ensure children get the right help at the right time and describes how we as a children's partnership will achieve this for and with our children and families in Surrey.

Effective Early Help services are important, as they mean children do not suffer unnecessarily while problems escalate and by providing support early we can ensure Surrey's children achieve their potential. Early Help also makes sense economically and enables us to better manage increased demand on public services. This is particularly important in the context of current financial pressures.

Early Help transformation is already well underway. Early Help Advisory Boards in each district and borough are overseeing the roll-out of Local Family Partnerships. We already have many examples where our collaboration at a local level is making a real difference. As a partnership we have designed a strategy which clarifies our responsibilities in relation to meeting needs and enables these to be delivered in a way which is joined-up at a local level so that the experience for children and families is improved.

We have engaged widely as partners across the statutory, voluntary, community and faith sectors and we have listened to what children and families have told us they need. In delivering this ambitious strategy for Early Help the children's partnership will continue an ongoing process of engagement and consultation with children and families to co-produce the detailed plans for local implementation.

We are committed to making Surrey the best place for families to bring up children. This strategy is an important milestone in achieving this ambition. I am confident that our Early Help strategy provides the basis for us to deliver on our promise to children that when they require it they will get the help and support they need.

By getting this right we will make a real difference to children and their families in Surrey.

Councillor Clare Curran
Surrey County Council Lead Member for Children
Chair – Early Help Transformation Board

Introduction

In Surrey, most children achieve good outcomes but some, particularly our most disadvantaged, do not. This strategy is therefore both a call to action and a challenge to all Surrey partners that we need to do better, think differently and work together to transform the Early Help system in Surrey. In doing so we will build the resilience and wellbeing of children and families and empower them to realise their full potential. This is a key part of how we intend to turnaround rising demand for statutory services across public agencies in Surrey, achieving a sustainable future.

We need to achieve this in the context of growing financial pressures across the public sector and the wider Early Help system, so our resources need to be allocated effectively and avoid duplication. Statutory and council services are increasingly having to focus on those families with higher levels of need, and this in turn requires other community partners to take an increasing role in meeting the more common and less acute needs of children and families. By working together in this way, as a partnership, we will be able to meet the full spectrum of need.

This strategy will be of relevance to anybody with an interest in or duty to support Surrey children and their families. It has been developed collaboratively with partners and takes into account the views of the children and families we support.

Our ambition for Early Help in Surrey

Early Help means providing support as soon as a problem emerges, at any point in a child's life, from foundation years through to teenage years. This is based on an understanding that it is better to identify and respond to need and signals of risk for children and families before these become more difficult to reverse.

Our vision for children in Surrey:

Children and young people are happy, healthy, safe and confident in their future

For Early Help this means:

Surrey children get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build the skills they will need for adulthood.

Early Help has most commonly been used to describe problems relating to safeguarding concerns. Our shared ambition in Surrey is to widen this understanding and to include addressing health needs and special educational needs and disabilities (SEND), the problems that can lead to police and justice involvement in the life of a child or young person, and a range of other factors including debt, housing and unhealthy relationships which impinge on child and family well-being. This strategy therefore also describes the activities and opportunities to develop a holistic Early Help offer that responds to the overlapping nature of problems a child can face and can involve other care and service pathways.

Partners in Surrey are delivering an Early Help system that is based on five key principles. These principles stem from what we know from evidence makes a difference and builds upon what we have learnt from local practice (from successes and from failures) and from what children and families tell us is important to them.

The principles embodied in our Early Help approach are that it should:

- **Be child-centred** – children are seen, safe and heard. Where services are delivered to parents and carers, they should always be evaluated to demonstrate the value for the child.
- **Be local** – integrating services focused upon neighbourhoods and local communities, making services easily accessible, drawing upon local networks and knowledge, working within communities to promote change. Working to create resilient communities which support each other.
- **Enhance family resilience** – understanding the family system and working with the whole family to promote resilience. This starts with listening to families, recognising their expertise and building upon their strengths.
- **Be relational** - designing our system and services around purposeful, consistent relationships that enable change and enhance individual, family and community resilience. This involves working with children and families in a way that promotes trust and belonging. We will promote restorative approaches to resolving issues through communication and shared problem solving; doing 'with' not 'to' and seeing people as assets who have the power to find their solutions.
- **Focus on outcomes** – using evidence to understand what makes a difference and focusing on outcomes (the real changes that children and families will see in their lives) in order to ensure we are making the best use of resources and target resources where need is greatest.

What have we done so far?

In Surrey, the partnership Early Help transformation is already well underway. From the county council perspective, this meant implementing a number of key service and process changes during 2016 and, building on this, launching Family Services early in 2017. This service brought together professionals working across early years and children's centres, the Family Support Programme, the Youth Support Service and the Community Youth Work Service, in joined-up district and borough teams to provide more holistic support to local families. Alongside this, many other partners have also been working hard to reshape their own services and offers to provide more effective, more targeted and more local Early Help to families.

There are numerous examples of how the children's partnership's is joining up to provide better Early Help, One is the development of Haven's (based in youth centres) to support young people with mental and emotional health concerns. This initiative has been led by the CCGs but has drawn upon county council, Surrey and Borders Partnership and voluntary sector staffing and expertise. Another example of collaboration by partners is the broadening of social prescribing in a number of districts and boroughs to encompass support for children and families enabling direct referral from GPs into Early Help services.

As well as changes within individual agencies, we know that Early Help, particularly in a climate of constrained and reducing resources, will only be successful if we transform the way we work together. To that end, we have already undertaken the following work with partners to underpin our transformation:

- Analysing need and demand so that we can better target existing resources
- Agreeing a vision and programme for Early Help transformation
- Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time
- Establishing Early Help Advisory Boards to bring local partners to drive the transformation in Surrey's boroughs and districts and establish their Local Family Partnerships

Where are we now?

Most children in Surrey achieve good outcomes but some children, particularly those with identified vulnerabilities or from the most disadvantaged families and communities, do not. We also know that many people within our local communities are not aware of the local Early Help offer available. In some cases we have gaps in our local Early Help offer.

Alongside this, demand for services will increase if we do not do things differently. Numbers of children and young people in Surrey aged 10-14 years will rise by 10% by 2022. In addition, our analysis suggests that there will be a significant increase in future demand for SEND services and statutory children's social care support unless Early Help services are able to make a change. Our current performance information suggest that the most common reasons for requesting Early Help relate to violence in the home as well as mental ill health – both for the child and/or the parent . These are therefore increasingly prioritised in our service responses and workforce development and are foremost in our Early Help commissioning plan.

Children and their families also tell us that earlier, more consistent support is required. For example feedback from adoptive parents and special guardians (2015) includes the need for Early Intervention - the right professionals need to be involved from the beginning, and then work with the parents over time to reduce support as appropriate. There may then be instances in future where the professional needs to re-engage with the family. This is also an example of another important feature of our Early Help offer as a step-down following specialist intervention to ensure that progress children and families have made can be sustained without the need for further statutory involvement.

We know that achieving our stated ambition will require us to address a range of inter-related challenges. We have described these as:

- 1) Capacity Challenge:** We know that no single organisation can meet the demand for Early Help services in its entirety, nor should any one organisation be expected to do so. Financial pressures across the system also mean that we need to work differently if we are to increase capacity, improve outcomes for children and families and reduce demand.
- 2) Partnership Challenge:** We know that we have not managed to work together effectively enough to truly deliver our Early Help responses as a partnership. This means that the challenges facing children and families can go unaddressed for too long.
- 3) Leadership Challenge:** We know that the current Early Help system requires greater co-ordination so that it can better operate as a whole. This means families have not always been able to access a consistent and coherent Early Help offer that is locally available, prevents things getting worse and enables families to access specialist services when needed. We are changing this context but to transform Early Help we will require systems leadership from across our partnership.

In response, we want to create an Early Help system in Surrey where we see:

- 1) A reduction in the likelihood of children and young people entering care or other acute and specialist services, with families receiving whole family help and support at an earlier stage.
- 2) Families that are enabled to help themselves and to build resilience which will be protective for the future
- 3) Families who require support have timely contact with services leading to better family outcomes.

What needs to happen?

To deliver our vision and to meet the challenges outlined above, we are transforming the way we deliver services as a partnership. In the context of growing financial pressures across the Early Help system resources need to be allocated effectively. As a partnership we are able to meet the full spectrum of need, however, statutory and council services will increasingly be focussed on those families with higher levels of need. Lower levels of need will be met by universal services being delivered by partners.

Our approach across all levels of need is illustrated at Annex 1, which provides an overview of Surrey's Early Help offer.

From theory to practice – Introducing Local Family Partnerships

Over the last 18 months, partners in Surrey have laid the foundations for a re-designed Early Help System, built around Local Family Partnerships (LFPs) based within each of our 11 district and boroughs.

LFPs bring together people, resources and experience within a defined geographical area to support families who live in the local community.

This model provides a platform for partners to work together effectively, aligning our joint-resources and weaving together the considerable array of support that is available to children and families. In doing so, we will reduce duplication, make best use of our assets in response to need and increase our impact on outcomes for children and families.

Figure 2 is a visual representation of the sources of support for families that exist within communities and therefore Local Family Partnerships. The central circle represents the support available to children and families through community resources. The outer circle represents targeted interventions, which focus on particular individuals or families.



The County Council has a lead responsibility for ensuring that a cohesive and co-ordinated Early Help offer is in place with partners who make up the outer circle of targeted Early Help. The inner circle represents the network of support that is available to families within their communities. District and borough councils and their local voluntary and community partners have a particular role in this domain providing place-based leadership to ensure that the local environment, infrastructure and services are conducive to family well-being.

In this model county council resources will be directed at those children and families with higher level or multiple needs (described as 'level 2' and 'level 2+'). Universal support and what we describe as 'emerging need' will primarily be delivered by partner agencies in local communities. The level of needs service diagram attached at Annex 1 provides further detail.

The particular opportunity within Local Family Partnerships will be through developing effective local relationships between statutory and non-statutory services in the voluntary, faith and community sector. This will enable the easy movement between targeted support (outer circle) for children and families at times of particular need and back into the inner circle of preventative support (and vice versa as required). This approach provides both clarity for agencies as to where responsibility for meeting various levels of needs sits while blending an offer within a local area so that children and families experience continuity and are able to maintain relationships as their needs change.

Getting it right for Surrey Children – Working in Partnership

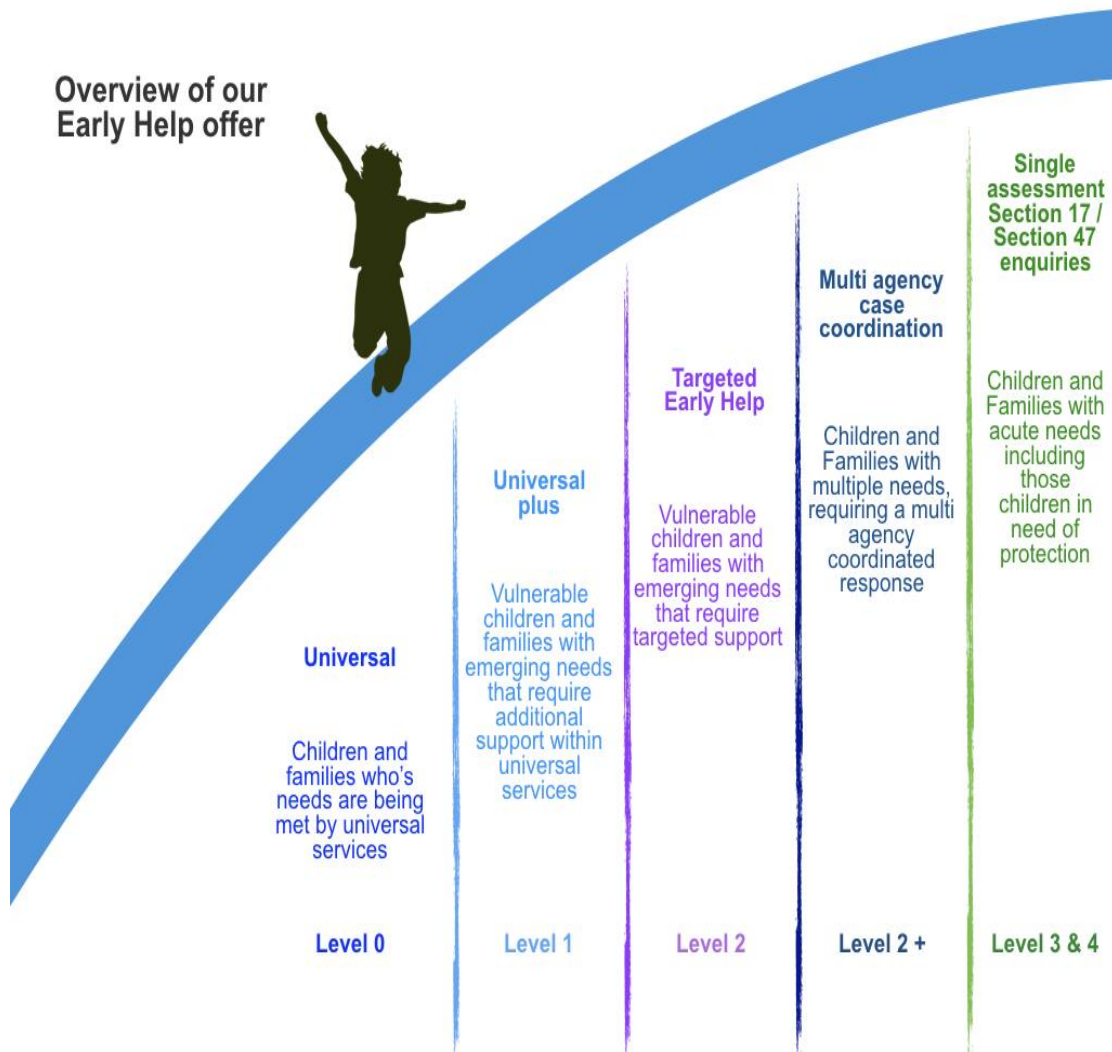
As a partnership we have already laid solid foundations to ensure we get it right for Surrey children and their families – co-producing our vision for the Local Family Partnerships which are now taking root across the county. Introducing local Early Help Advisory Boards has shown how much can be achieved by working collaboratively and learning from each other.

The proposals contained in this strategy go further, and call for a transformative change in the way in which we support children and families in Surrey. We have designed a new and more integrated way of supporting Surrey children and their families. We can now design more effective funding models and commissioning arrangements at a local level where staff and resources are deployed much more flexibly across services. Working in this way will ensure we take full advantage of the range of skills and knowledge locally.

Building on the work already completed to turn our ambition into reality will require us to work as one across the children's system and across levels of need. This will require further contributions across the partnership, with a shared focus on measuring and improving the impact of delivery through Local Family Partnerships. This will ensure we achieve improvements in outcomes for children and families by providing the right support at the right time, and reducing demand for specialist and statutory services. This strategy invites everyone with an interest in helping children and their families to make a commitment to get this right. Where leadership responsibilities are taken on, these will be discharged with the full support of others.

We have an opportunity to make a real difference to Surrey children and their families. Working as one, in partnership for children, will ensure our success.

Annex B: Overview of Early Help Offer in Surrey



Overview of our Early Help offer



Level 3 & 4

Single assessment Section 17 / Section 47 enquiries

Children and Families with acute needs including those children in need of protection

- SCC Families Borough/District Team (0-19)
- SCC Children's Services
- CAMHS

Level 2 +

Multi agency case coordination

Children and Families with multiple needs, requiring a multi agency coordinated response

- SCC Families Borough/District Team (0-19)
- Family Support Programme
- Children Centre (Outreach)
- Early Support (early years SEND)
- Family Nurse Partnership/Specialist health visiting
- Community CAMHS

Level 2

Targeted Early Help

Vulnerable children and families with emerging needs that require targeted support

- CAMHS (through single point of access)
- Education welfare
- Educational psychology
- Targeted drug and alcohol information, advice and education
- Home school link workers
- Targeted youth work

- Children Centre (targeted support)
- Voluntary sector local prevention providers
- NEET support (Family Services Rapid Engagement Team)
- Targeted parenting programmes

Level 1

Universal plus

Vulnerable children and families with emerging needs that require additional support within universal services

- Domestic Abuse Outreach
- CAMHS (through single point of access)
- Drug and alcohol information, advice and education
- Open access youth work and Surrey Outdoor Learning

- Police/D&B anti-social behaviour intervention
- Children Centre (support programmes)
- Voluntary sector mentoring and Homestart
- NEET support Year 11 & 12
- Housing: tenancy services (registered landlords)/housing options (D&B)

Level 0

Universal

Children and families who's needs are being met by universal services

- Education – schools, nurseries, colleges
- Health visiting, school nursing, maternity and GP
- Libraries/leisure services/parks/focal environmental services
- Health promotion and wellbeing activities
- Open access Parenting groups & Programmes
- Housing

- Family and child activities (including family learning/cultural activities)
- Youth provision/community centres• Job centre/focal businesses
- Children's centres and Early Years & Childcare settings
- Faith – churches, mosques, synagogues
- Local/voluntary organisations
- Police

Annex C - Equality Impact Assessment

1. Topic of assessment

EIA title:	Surrey Children, Schools and Families Early Help Strategy
-------------------	---

EIA author:	Ade Adedokun
--------------------	--------------

2. Approval

	Name	Date approved
Approved by		

3. Version control

Version number	0.1	EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Tom Newman	Programme Manager	Surrey County Council	EIA Project Support
Ade Adedokun	Project Officer	Surrey County Council	EIA Project Support and author
Abid Dar	Equality Inclusion & Wellbeing Manager	Surrey County Council	EIA Project advice and support
Ben Byrne	Head of Early Help and Family Services	Surrey County Council	EIA Authorisation
Sarah Gooding	Change and Practice Strategic Lead	Surrey County Council	Project Insight from CP4
Daryle Lowden	Senior HR Advisor	Surrey County Council	EIA Project advice and support
Nick Charalambous	Young People and Families Strategic Lead- East	Surrey County Council	EIA Project advice and support

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Early help means providing support as soon as a problem emerges, at any point in a child’s life, from foundation years through to the teenage years.</p> <p>The Early Help Strategy outlines Surrey Children and Young People’s Partnership Early Help Strategy 2018-22. It describes an Early Help system that is place-based, family focused and responsive to a range of needs.</p> <p>Surrey County Council and its partners are currently engaged in a far-reaching transformation in the way they deliver Early Help “the right help at the right time” to children, young people and their families. This will look at and seek to improve the way families receive help, support and intervention, at all levels of need in alignment with the Surrey’s Children’s Safeguarding Board.</p> <p>The collective goal is to deliver an Early help system that is local, relational and child centred. One that is focused on outcomes and equally supports the resilience of families.</p> <p>The chosen methodology by which this strategy will be delivered is through a local place-based vision which will be realised through a new local operating model called the “Local Family Partnership”.</p>
<p>What proposals are you assessing?</p>	<p>This EIA recognises that a step-change in our pace of delivery as well as ambition for long-term change is required to meet ever growing demands on services. The Early Help strategy aims to develop and deliver a system of local family partnerships across Surrey that will bring together a network of key stakeholders in a community who are involved in supporting the health and well-being of children and families.</p> <p>Whilst this strategy is about collaborative partnership around the Early Help system in Surrey, it also focuses on specific Surrey County Council commitments about what its contribution will be as part of this system to support children and families in need of Early Help</p> <ol style="list-style-type: none"> 2. In order to make our vision a reality, we will be addressing the three inter-related systemic challenges alongside achieving our outcomes. These challenges are: 3. <p>Capacity Challenge: We know that no single organisation, including Surrey County Council, can meet the demand for Early Help services, nor should any one organisation be expected to do so. Financial pressures across the system also mean that we need to work differently if we are to increase capacity, improve outcomes for children and families and reduce demand.</p> <p>Partnership Challenge: We know that we have not managed to work together effectively to truly deliver our Early Help responses as a partnership. This means that the challenges facing children</p>

	<p>and families can go unaddressed for too long, leading to worse outcomes.</p> <p>Leadership Challenge: We know that the current Early Help system is fragmented and lacks co-ordination – failing to operate as a whole. This means families have not always been able to access a consistent and coherent Early Help offer that is locally available, prevents things getting worse and enables families to access specialist services when needed.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>In actualising the Early Help strategy, many services and users will be affected. These will include:</p> <ul style="list-style-type: none"> • SCC Staff • Children and Youth Centres • Existing clusters of services and organisations • Children, Young people and their Families • SCC Family Services and Early Help • Supported Accommodation for Young People • EH Service users and Partners • Staff employed in public, private and voluntary sector organisations delivering services to children and families, particularly, staff from organisations that we procure services from.

6. Sources of information

Engagement carried out
<p>4. Specific activities that have been undertaken with partners include:</p> <ul style="list-style-type: none"> • Analysing need and demand so that we can better target existing resources. • Agreeing on a vision and programme for Early Help transformation. • Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time. • Establishing Early Help Advisory Boards to bring local partners to drive the transformation. <p>Engagements with Early Help providers took place via two workshops in each District and Borough from November 2016 engaging over 1000 practitioners and Early Help stakeholders.</p> <p>The following individuals/groups have also been engaged in the pre-consultation process:</p> <ul style="list-style-type: none"> • Trade unions (regular monthly meetings have been held and will continue during and after the consultation) • Children and Education Select Committee (November 17 2017) • Commissioning and Prevention Leadership Team • Surrey Family Services Management team and a staff engagement group <p>Formal consultation regarding the restructuring has started this January and staff can respond to the proposals via a number of different avenues:</p> <ul style="list-style-type: none"> • Send email to a dedicated consultation email address (cp4@surreycc.gov.uk)

- Submit feedback and/or alternative proposals on Surrey Says website
- Attend one of the consultation listening events
- Attend planned EIA workshop
- Regular updates from Head of Service are also be sent directly to members of staff via email inviting feedback and encouraging participation

Also, there will be various stakeholder meetings across the county which will seek to further engage with service users, partners and Surrey County Council in order to understand their thoughts on a Local Family Partnership model i.e. How the model will be implemented and configured to provide the best Early Help support.

This Equality Impact Assessment will remain a working document and will be progressively elaborated to ensure that the proposed changes conform with the council's policies relating to discrimination and equality.

Data used

The following key data was used to inform the proposal:

- Early Help Needs Assessment and District and Borough Needs analysis
- Surrey's 'Child First' commissioning plan
- Equalities and Diversity Monitoring – Green Sheet
- Early Help Case for Change Paper
- Surrey's Joint Strategic Needs Assessment: Children living in poverty
- Surrey data – census 2011
- Department for Education Improvement Notice
- Blueprint Design Workshops for the Local Family Partnerships
- CSF Commissioning Plan, 2017-2022
- Childcare Sufficiency Assessment (2013-14)
- Joseph Rowntree Foundation – Monitoring Poverty and Social Exclusion 2015

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

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

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>The Local Family Partnership model will provide a network of services where families will be supported by strong local services where statutory, community and voluntary services work together to create an environment that holds and sustains family health and well-being.</p> <p>It will organise services and teams around communities and provide tailored solutions for young people based on local needs</p>	<p>The configuration of the Local Family Partnership is still evolving at the moment. However, it is possible that implementing the new operating model might reduce the number of access points to services for those from particular age groups in some communities where there is a relatively lesser level of need. This is expected to specifically impact community based services for young people.</p> <p>The projected increase in growth, might lead to greater demand on the EH system. However, this will be accommodated and compensated for by an integrated network of services through the delivery of an efficient and effective Local family Partnership model.</p>	<p>There is an appetite for collaborative partnership in ensuring the successful realisation of the Local Family Partnership model across Surrey - Blueprint Design Workshops for the Local Family Partnerships</p> <p>Overall, there is projected growth of 3,990 in total numbers of 16 to 18 year olds in Surrey between September 2015 and 2025, which represents an increase of just under 10%. The expectation is that the growth in year 12 learners will be 2,631 across the county, with the largest growth being in Reigate and Banstead, Runnymede, Elmbridge and Woking</p>
Disability	<p>The correlation between disability and poverty cannot be over emphasised. The configuration of the Local Family Partnerships will be largely based on level of needs and therefore likely to be close to children with disabilities.</p>	<p>Reduction in budget for SCC led services including Youth work may have an impact on those children and families who currently access these services. As seen by the evidence, families with disabled children are disproportionately less well-off economically than families without</p>	<p>Of Surrey's 287,600 children population, 10% on average live in poverty. In 2015/16, 20,500 were in receipt of free school meals (FSM) and the council supported:</p> <ul style="list-style-type: none"> • 4,251 CiN • 714 looked after children²

		and their wellbeing is more negatively affected. Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres. A further assessment will be made prior to and during public consultation.	<ul style="list-style-type: none"> • 330 care leavers³ • 5,751 Children with an Education, Health and Care Plan (EHCP) <p>Children in need, who are on free school meals and/ or have special educational needs and disabilities currently have around 30% to 65% lower GCSE attainment than their average peers in Surrey.</p> <p>Deprivation increases the likelihood of childhood obesity,ⁱ whilst disadvantaged children and young people are at higher risk of developing poor mental health.ⁱⁱ</p> <p>27 percent of people in families where someone is disabled live in poverty, compared with 19 per cent of those in families where no one is disabled.</p>
Gender reassignment	None identified so far – further investigation required during engagement.	None identified so far – further investigation required during engagement.	-
Pregnancy and maternity	By moving in the direction of a ‘whole family’ Early Help approach means that early identification will be focused on the need of the child and the entire family. It will therefore provide an opportunity to readily identify pre-natal and ante-natal services that are available.	Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres. A further assessment will be made prior to and during public consultation.	The local family Partnerships will provide a platform for local professionals such as Health Practitioners to share expertise and best practice in the delivery of services i.e. pre-natal and ante-natal services - Blueprint Design Workshops for the Local Family Partnerships

<p>Race</p>	<p>The Local Family Partnership model will provide services for all children and young people irrespective of their racial background. However, further engagement needs to be done to identify what services are required by the different cohorts of children and young people and how to make the service network appealing for all young people</p>	<p>Further engagement needs to take place to ensure that the Local Family Partnerships are located and set up in a way that is appealing to all families, including those who may experience our services as hard to reach e.g. Gypsies, Roma and Travellers (GRT). Otherwise there may be a continuing negative impact for these groups.</p> <p>Reduction in resource allocation to some service delivery sites might have a negative impact on this group but this could be compensated for by an improved Early Help system that is delivered through the local family partnerships.</p>	<p>65% (27) of our care leavers in spot placements were UASC</p> <p>There are approximately 1,400 children and young people in Surrey schools who are GRT but due to drop out rates and lack of self-ascription it may be much higher. There are 10,000-12,000 Gypsies and travellers in Surrey.</p>
<p>Religion and Belief</p>	<p>The Local Family Partnership model will be carefully tailored to the local area using local knowledge and engagement and working closely to co-produce the idea with local groups. Therefore in areas where there are higher proportions of faith groups and the appropriate delivery buildings to provide services from e.g. a church, there is an opportunity for the church to be used as an asset through the Partnership model</p>	<p>Religious groups will be encouraged to be part of Local Family Partnerships. However, people who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion, e.g. a church.</p> <p>Further investigation needs to be taken during the engagement, especially through the local Early Help Advisory Boards who understand the local areas, to recognise how best to configure the Local Family Partnership network of services.</p>	<p>According to the 2011 Census, 62.7% of Surrey is Christian, 0.5% Buddhist, 1.3% Hindu, 0.3% Jewish, 2.2% Muslim, 0.3% Sikh and 24.7% no religion.</p> <p>There is a 4% difference between the percentages of people who identify as Christian in rural areas (66.2%) versus the percentage who identify in urban areas (62.3%).</p>
<p>Sex</p>	<p>Educational outcomes are significantly better for girls than boys, targeted</p>	<p>None identified so far – further investigation required during the engagement.</p>	<p>Average attainment 8 score per pupil 2015/16 – GCSE Girls: 55.2</p>

	provision may reduce this inequality in future outcomes.		Boys: 50.6
Sexual orientation	There is no identified positive impact, however, the focus on partnership working will increase our local knowledge in the district and boroughs. This may identify Early Help services targeted at children and young people with protected characteristics allowing us to signpost more effectively and enabling residents to access them quickly.	None identified so far – further investigation required during engagement	-
Marriage and Civil Partnerships	None identified – further investigation needs to be taken during engagement	None identified so far – further investigation required during engagement.	-
Carers	The whole family approach will be beneficial to young carers due to necessary support being made available to them and their parents through an integrated network of services.	Reduction in resource allocation to some service delivery sites might have a negative impact on this group but this will be compensated for by an improved Early Help system that is delivered through the local family partnerships	The local family Partnership will serve as an open door that provides information and advice and also connect whole families to a network of community resources - Blueprint Design Workshops for the Local Family Partnerships

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	There are overall benefits to all staff as a financially sustainable staffing model will be required to deliver the new strategy and	Staff who have a long length of service may not have recent interview experience and may have lower confidence.	Surrey County Council Early Retirement and Severance Policy.

	help secure the future of Surrey County Council.	Potential negative impact for members of staff who have a shorter length of service and are new entrants.	
Disability	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p> <p>Positive impacts could result from continuing with reasonable adjustments to enable disabled workers to give their best in the workplace.</p>	<p>Staff with disabilities may feel negatively impacted by recruitment processes that do not make the necessary adjustments and also introductions of systems and/or processes that are inaccessible to staff with disabilities.</p> <p>Also, if services are relocated, requiring different methods of transport.</p>	<p>Disability Discrimination Act 1995</p> <p>Social Model of Disability Policy</p> <p>2017 Equalities and Diversity Monitoring (Green Sheet) – 3.47% of staff in Early Help & Family Services have some form of disability.</p> <p>Staff may be required to co-locate with partner agencies, which may result in changes to working locations. Flexible working will be taken into account where possible. This may impact on staff with protected characteristics within Surrey County Council, organisations that we procure services from and partner agencies.</p>
Gender reassignment	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p>	Non identified for now	
Pregnancy and maternity	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p>	<p>Women away on maternity leave may return to work untrained and unprepared for the new way of working.</p> <p>Possible negative impact if services are relocated, making it</p>	<p>Surrey Family Services Management team and a staff engagement group</p> <p>Equality impact assessments from previous staff restructures within CSF</p>

		more difficult to combine parenting with work.	
Race	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	2017 Equalities and Diversity Monitoring (Green Sheet) – 5.56% of staff in Early Help & Family Services belong to the Black and Minority Ethnic group.
Religion and belief	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	
Sex	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	More females may be affected by the restructuring as they make up the majority of the staff.	HR Staff analysis Structure chart analysis, see consultation document for detailed information 2017 Equalities and Diversity Monitoring (Green Sheet) – 72.36% of staff in Early Help & Family Services are females.
Sexual orientation	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	
Marriage and civil partnerships	There are overall benefits to all staff as a financially sustainable staffing model will help secure	Non identified for now	

	<p>the future of Surrey County Council.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 30</p> <p style="text-align: center;">Carers (protected by association)</p>	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p> <p>Opportunity for some staff to relocate or to work more flexible hours, which may be more convenient for people with caring responsibilities.</p> <p>As part of this consultation, different ways of working will be considered in order to meet the needs of staff as well as business needs, which will be of benefit for carers.</p> <p>There may be an opportunity for some staff to work more flexibly, such as working part-time, location or job sharing.</p>	<p>Working hours may change - which may make it more difficult for those who they are caring for.</p> <p>Any change of working hours and location may cause disruption to carer responsibilities.</p>	<p>Surrey County Council Modern Worker Programme</p>

8. Amendments to the proposals

Change	Reason for change
Introduction of reach areas for the Local Family Partnerships	To ensure that every resident has a Local Family Partnership with which they can identify in reach areas that cover all parts of the boroughs thereby targeting and meeting the needs of the entire County.
Leadership and Coordination	To ensure a collaborative leadership system and accountability so that shared understanding of the principles and practice required to achieve the vision of the local family partnership is promoted.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
The expected improvement in outcomes for children and young people within high need cohorts and across some groups with protected characteristics.	Collaborative and co-design of services to ensure maximum benefit to local communities.	2018	Managers of provisions
Consequent reduction in access points to services in some areas that have relatively less need as a result of change to location of provision	Engagement is undertaken to ensure service delivery is in places of greatest need and accessible to population. Collaborative design of services and determination of delivery locations with Local Early Help Advisory Board and other relevant stakeholders.	2018	Ben Byrne
Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres.	Initial engagements meetings are currently ongoing with partners to share the Children Centre proposals and get their feedback. Further engagements are planned prior to public consultation and upcoming cluster meetings will also provide a platform for further	2018	Ben Byrne

	discussions and planning. Engagements will also involve the Local Advisory Boards in order for them to understand our plans around the children centres and then lead on understanding community resources and how best to optimally utilise them.		
Reduction in resource allocation might have a negative impact on those seeking support	Engagements will be undertaken with partners to better understand the available capacity in the Voluntary community and faith sector	2018	Ben Byrne
Members of staff who are pregnant or on maternity leave – may find it more difficult to adapt to new ways of working	Staff on maternity leave to be taken into consideration when implementing any new structures. Managers to ensure staff on maternity leave supported to engage with the process in an agreed way. Personal contact details to be requested to enable staff on maternity leave to be included in all communication, including personal email address, telephone number, alternative address.	Ongoing	Sarah Gooding Managers within the service
Potential negative impact on members of staff who are new entrants to Surrey County Council.	New job descriptions will be created and benchmarked against criteria to ensure that only essential criteria are used, and that recruitment or progression will be on merit and not age-related criteria (e.g. reference to the length of service).	January 2018	Sarah Gooding
People who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion, e.g. a church	Collaboration with local Early Help advisory boards who understand the local areas in order to recognise how best to configure the Local Family Partnership network of services	2018	Early Help Advisory Boards

<p>Staff with disabilities may feel negatively impacted by new ways of working that do not make the necessary adjustments and also introductions of systems and/or processes that are inaccessible to staff with disabilities.</p>	<p>All communication materials will be written in plain English and moderated by HR before being sent out.</p> <p>Different formats of communication will be used and will be available in large print for an easy read if requested.</p>	<p>Ongoing</p>	<p>Sarah Gooding</p>
--	---	----------------	----------------------

10. Potential negative impacts that cannot be mitigated

<p>Potential negative impact</p>	<p>Protected characteristic(s) that could be affected</p>
<p>Changes to locations of service provision</p>	<p>Carers, disability, gender re-assignment, pregnancy and maternity</p>
<p>More females may be affected by changes to staffing or new ways of working as they make up the majority of Family Services staff.</p>	<p>Sex</p>

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Specific activities that have been undertaken with partners include:</p> <ul style="list-style-type: none"> • Analysing need and demand so that we can better target existing resources. • Agreeing a vision and programme for Early Help transformation. • Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time. • Establishing Early Help Advisory Boards to bring local partners to drive the transformation. <p>Engagements with Early Help providers took place via two workshops in each District and Borough from November 2016 engaging over 1000 practitioners and Early Help stakeholders.</p> <p>The following individuals/groups have also been engaged in the pre-consultation process:</p> <ul style="list-style-type: none"> • Trade unions (regular monthly meetings have been held and will continue during and after the consultation)
---	--

	<ul style="list-style-type: none"> • Children and Education Select Committee (November 17 2017) • Commissioning and Prevention Leadership Team • Surrey Family Services Management team and a staff engagement group <p>Also, there will be various stakeholder meetings across the county which will seek to further engage with service users, partners and Surrey County Council in order to understand their thoughts on a Local Family Partnership model i.e. How the model will be implemented and configured to provide the best Early Help support.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<ul style="list-style-type: none"> • The Local Family Partnership model will provide a network of services where families will be supported by strong local services where statutory, community and voluntary services work together to create an environment that holds and sustains family health and well-being. • It is possible that implementing the new operating model might reduce the number of access points to services for those from particular age groups in some communities where there is a relatively lesser level of need • There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council. • In areas where there are higher proportions of faith groups and the appropriate delivery buildings to provide services from e.g. a church, there is an opportunity for the church to be used as an asset through the Partnership model • People who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion.
<p>Changes you have made to the proposal as a result of the EIA</p>	<ul style="list-style-type: none"> • Introduction to reach areas for the Local Family Partnerships • Leadership and Coordination through local governance arrangements better support place based decision making.
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Collaborative design of services and determination of delivery locations with Local Early Help Advisory Board and other relevant stakeholders. • Process used to be as transparent and accessible as possible to minimise anxiety for staff required to adapt to new ways of working

	<ul style="list-style-type: none">• Collaborative and co-design of services to ensure maximum benefit to local communities.• Staff on maternity leave to be taken into consideration when implementing any new structures.• Engagement is undertaken to ensure service delivery is in places of greatest need and accessible to the population.
Potential negative impacts that cannot be mitigated	<ul style="list-style-type: none">• Changes to locations of service provision• More females may be affected by the restructuring as they make up the majority of SCC staff.

DRAFT

This page is intentionally left blank

SURREY COUNTY COUNCIL

CABINET

DATE: 27 FEBRUARY 2018



**REPORT OF: MARY LEWIS, CABINET MEMBER FOR EDUCATION
TIM OLIVER, CABINET MEMBER FOR PROPERTY AND
BUSINESS SERVICES**

**LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER
ROSE DURBAN, STRATEGIC DIRECTOR FOR CHILDREN,
SCHOOLS AND FAMILIES**

SUBJECT: OAKWOOD SECONDARY SCHOOL, HORLEY

SUMMARY OF ISSUE:

To approve the Business Case for the expansion of Oakwood School from an 8 Form of Entry secondary (1,200 places) to a 10 Form of Entry secondary (1,500 places), thereby creating 300 additional places, to support delivery of the basic need requirements in the Horley area.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of this report, the business case for the provision of an additional 2 Forms of Entry worth of secondary places in Horley be approved.

REASON FOR RECOMMENDATIONS:

The proposal supports the Authority's statutory obligation to provide sufficient school places, relative to demand.

DETAILS:

Background

1. Reigate & Banstead is experiencing a significant increase in the demand for school places, reflecting both a rise in birth rate and increased house building and migration within the area. Births in the Borough in 2014 were 27.7% higher than births in 2002. The increased pupil cohort is now starting to make the transition into the secondary sector. As such, there is now the need to accommodate increased demand, via the expansion of local secondary provision.
2. Oakwood represents the only secondary provision in Horley and presently provides 240 places per year in Year 7.
3. Demand for secondary school places in Horley is projected to rise over the coming years, in line with the general increase across the whole of the Reigate

& Banstead Borough. Projections of future demand for school places are presented in the below table:

Year	Y7 PAN	Y7 Projection	Deficit
2018/19	240	276	- 36
2019/20	240	303	- 63
2020/21	240	304	- 64
2021/22	240	335	- 95
2022/23	240	351	- 111
2023/24	240	352	- 112
2024/25	240	352	- 112
2025/26	240	364	- 124
2026/27	240	364	- 124
2027/28	240	350	- 110

4. As can be seen from the above, there is a sustained need for additional secondary places in the area. The strategy devised to meet this need is the proposed expansion of Oakwood by two Forms of Entry, which (if approved) would reduce all of the above projected deficits by 60 places. Further plans for additional provision may be required, if the forecasts in the above table are realised in full.
5. Where possible, SCC's strategy is to expand Ofsted 'Good' and 'Outstanding' schools whilst also ensuring that there is a diverse pattern of provision, so as to provide families with some element of choice. The most recent Ofsted report on the school, from November 2013, rates the school as 'Good' and as such, the expansion of this school aligns with the council's overall strategy in this respect.
6. The project consists of internal refurbishment and adaptation works to science and design technology spaces, increasing sports changing facilities and modest new build to create additional pupil toilets in order to meet minimum requirement standards for the increased number of pupils. The works also include the opportunity to improve internal circulation routes as many are currently through teaching spaces and external routes. Fire safety enhancements to the tower block and additional hard play will also be provided.
7. The proposed internal refurbishment will not require a planning application and those works relating to the new toilets are expected to be dealt with under 'permitted development rights'.

CONSULTATION:

8. The Headteacher and school governors have been fully consulted on the expansion proposals.
9. As a Community school, the increase in admission number was the subject of a Council-led consultation process which was held for a 4-week period, between 24 April and 22 May 2017. This process engaged a range of interested stakeholders, including the school community, local residents, local admissions authorities and the Surrey School Admissions Forum. In all, 90 responses were made to the consultation, which showed a mixed response, with agreement and opposition to the proposal being broadly evenly divided. A number of the concerns expressed in the feedback were addressed in the Council's formal

response to consultation. The Cabinet Member for Education approved the expansion of the school at the Cabinet Member Meeting on 13 June 2017.

10. Additionally, an open public consultation event will be held at the school, to which all interested stakeholders will be invited.

RISK MANAGEMENT AND IMPLICATIONS:

11. There are risks associated with the project and a project risk register has been compiled, which is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

12. 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 report. These details have been circulated separately to ensure commercial sensitivity, in the interest of securing best value.

Section 151 Officer Commentary

13. The funding for this scheme is included in the 2017-20 Medium Term Financial Plan and in the proposed 2018-22 Medium Term Financial Plan.

Legal Implications – Monitoring Officer

14. Section 13 of the Education Act 1996 places a duty on the council to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area. In doing so, the council is required to contribute to the spiritual, moral, mental and physical development of the community. Section 14 of the Education Act 1996 places a duty on the council to secure that sufficient schools for providing primary and secondary education are available in its area. There is a legal duty on the council therefore to secure the availability of efficient education in its area and sufficient schools to enable this.

Equalities and Diversity

15. The expansion of the school will not create any issues that would require the production of an Equality Impact Assessment.
16. The new school building will comply with Disability Discrimination Act (DDA) regulations.
17. As a Community school, admissions to Oakwood are governed by Surrey County Council's Determined Admissions Arrangements. These admissions arrangements give the highest priority to Looked After Children (LAC) and children with exceptional medical or social needs, thus supporting provision for the county's most vulnerable children. The next order of priority employs the "sibling rule", following which priority is given to children for whom the school is the nearest to their home address. Remaining applicants are then sorted on the basis of distance from home to school. There is no proposal to amend the admissions criteria, which are fully compliant with the Schools Admissions Code.

18. The school will be expected to contribute towards community cohesion and to provide the normal range of before- and after-schools clubs provided in a typical Surrey County Council school.

Corporate Parenting/Looked After Children implications

19. This proposal would provide increased provision for primary places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any Looked After Children who have the opportunity of attending the school.

Climate change/carbon emissions implications

20. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. Any adjustments to the built form of the school will be undertaken in line with the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT:

If approved, to proceed to commence the tender process for the project, through to contract award, via delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
Oliver Gill, School Commissioning Officer – tel: 020 8541 7383

Consulted:

Mr Graham Knight, Local Member: Horley East – Reigate and Banstead
Oakwood School Governing Body
Parents of pupils attending the school
Local residents
Local Headteachers
Liz Mills, Assistant Director for Schools and Learning
Paula Chowdhury, Strategic Finance Manager – Business Services
Reigate & Banstead Borough Council
School Admissions Forum

Annexes:

None but Part 2 report with financial details attached to agenda as item 13.

Sources/background papers:

- N/A

SURREY COUNTY COUNCIL

CABINET

DATE: 27 FEBRUARY 2018



REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

**SUBJECT: FINANCE AND BUDGET MONITORING REPORT TO
31 JANUARY 2018**

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 31 January 2018 (month ten).

The Section 151 Officer stated in her report of February 2017 to Full Council on the 2017/18 to 2019/20 budget and Medium Term Financial Plan (MTFP) that the financial challenges facing the council have become even more serious in the last year. During 2017/18, the council must deliver already stretching service reduction plans of £104m to balance the 2017/18 budget, in the context of increasing demand pressures, and move towards a sustainable budget for future years. This total includes £9m savings it has yet to identify. All services must continue to take all appropriate action to keep costs down and optimise income (e.g. through minimising spending, managing vacancies wherever possible etc.).

The annexes to this report give details of the council's financial position.

RECOMMENDATIONS:

Recommendations to follow.

REASON FOR RECOMMENDATION:

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 2017/18 financial year at £1,672m. A key objective of MTFP 2017-20 is to increase the council's overall financial resilience. As part of this, the council's 2017/18 budget requires it to make efficiencies totalling £104m including £9m savings it has yet to identify.

2. The council aims to smooth resource fluctuations over its three year medium term planning period. To support the 2017/18 budget, Cabinet approved use of £11.8m from the Budget Equalisation Reserve and carry forward up to £1.6m to fund continuing planned service commitments. The council currently has £21.3m in general balances.
3. 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

4. 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 its £387m capital programme in MTFP 2017-20 and £185m budget for 2017/18.

Budget monitoring overview

5. The council's 2017/18 financial year began on 1 April 2017. This budget monitoring report covers the financial position at the end of the tenth month of 2017/18 (31 January 2018). The report focuses on material and significant issues, especially monitoring MTFP efficiencies. The report emphasises proposed actions to resolve any issues.
6. 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.
7. 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).

8. 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).
9. Annex 1 to this report sets out the council's revenue budget forecast year end outturn as at 31 January 2018. The forecast is based upon year to date income and expenditure and financial year end projections using information available as at 31 January 2018.
10. 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.
11. 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, balance sheet, earmarked reserves, debt and treasury management.
12. Annex 2 lists the progress of the Medium Term Financial Plan savings projects for 2017/18.

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. The council has a duty to ensure its expenditure does not exceed resources available. During 2017/18, the council had to plan to deliver already stretching service reduction targets of £104m, of which it identified plans for £95m of

service reductions to balance the 2017/18 budget and move towards a sustainable budget for future years. All services must continue to take all appropriate action to keep costs down and optimise income (e.g. through minimising spending, managing vacancies wherever possible etc.).

18. The council's reserves are already at minimum safe levels and these should be retained to mitigate the risk of non-delivery of significant savings targets.

LEGAL IMPLICATIONS – MONITORING OFFICER

19. 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. 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

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

WHAT HAPPENS NEXT:

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

Contact Officer:

Sheila Little, Director of Finance

020 8541 7012

Consulted:

Cabinet, strategic directors, heads of service.

Annexes:

Annex 1 – Revenue budget, staffing costs, efficiencies, capital programme.

Appendix 1 – Service financial information (revenue, capital and efficiencies), revenue and capital budget movements.

Annex 2 – Medium Term Financial Plan savings projects 2017/18

Sources/background papers:

None

SURREY COUNTY COUNCIL**CABINET****DATE: 27 FEBRUARY 2018****REPORT OF: MR TIM OLIVER, CABINET MEMBER FOR PROPERTY & BUSINESS SERVICES****LEAD OFFICER: ROSS DUGUID, ASSISTANT DIRECTOR, PROCUREMENT AND COMMISSIONING****SUBJECT: RECOMMENDATIONS FOR AWARD OF CONTRACT FOR PROVISION OF COMMERCIAL & INDUSTRIAL PROPERTIES INSURANCE SERVICES****SUMMARY OF ISSUE:**

This report seeks approval to award a contract for the provision of Commercial and Industrial Properties Insurance Cover for Surrey County Council. This provision will commence on 1 April 2018, following the expiration of the current arrangement with Zurich Municipal on 31 March 2018. By awarding a new contract to the recommended provider, the Council will be meeting its obligations to provide insurance cover for the Council and ensuring best value for money for this service.

Within this report are details of the procurement process, including the results of the evaluation process and why the recommended contract award delivers best value for money.

Due to the commercial sensitivity involved in the contract award process, all financial details have been circulated as a Part 2 report.

RECOMMENDATIONS:

It is recommended that:

A contract be awarded for the provision of Commercial and Industrial Properties Insurance Service to Protector Insurance, starting from 1 April 2018, for a period of three years with the option to extend for up to a further two years. The estimated annual value of the contract is £115,285, plus 12% insurance premium tax.

REASONS FOR RECOMMENDATIONS:

The current contract for commercial properties is expiring on 31 March 2018 and putting a new contract in place ensures there is appropriate insurance cover for the commercial property portfolio owned by the Council and its subsidiary, Halsey Garton Property Ltd.

This recommendation provides best value for money for Commercial & Industrial Properties insurance for the Council following a thorough evaluation process.

<u>DETAILS:</u>

Background

1. This contract supports Business Services' ability to provide insurance cover for Surrey County Council's commercial property portfolio which has been built over the last five years in accordance with the Investment Strategy agreed by the Council in 2013. On an annual basis the insurance company reviews the premium and advises what the insurance charge will be for the following year. The majority of the premium is rechargeable to tenants under the terms of their leases and is therefore not a net cost to the Council.

2. Due to the nature of insurance tenders being highly specialised as they require evaluating policy wording against price, the Council engaged the services of an insurance broker, Jardine Lloyd Thompson Limited (JLT) to provide expert procurement services within the highly specialist insurance market. Working alongside SCC's Insurance and Business Services team and Procurement, JLT were tasked to review existing policies and provide an insurance policy procurement service.

Procurement Strategy and Options

3. Extending the contract with Zurich Municipal was considered but it was decided this option would not provide best value. If we were to use the extension period available with Zurich, we would be at risk of further increased premiums.

4. A collaborative tender with East Sussex County Council and Brighton City Council was considered but rejected due to the difference in each authority's policy end dates. Work and analysis will be done to align start dates for insurance policies between the three councils to achieve economies of scale and a greater procurement advantage when going out to tender in the future for a new long term agreement as Orbis. The aim would be that each authority will have its own contracts, insurance policies and premiums in place but with the same shared provider. In the meantime SCC requires to award a new contract for the provision of Commercial and Industrial Properties to ensure appropriate cover.

5. The option to retender was recommended as it would give SCC the opportunity to have an insurance policy that is in line with the changes in the property portfolio that have occurred over the years. Retendering would also allow SCC to test the market and permit for more commercial & competitive bids to be submitted. This option would allow SCC to put in place a new and more appropriate insurance policy for Commercial Property that better meets current needs and requirements of SCC and its stakeholders.

Use of e-Tendering and market management activities

6. To engage with a wider range of suppliers the South East Shared Services e-sourcing portal was used to run the tender.

7. The e-sourcing portal was also used to communicate with suppliers to ensure the procurement process was as efficient as possible and transparent for both suppliers and the council.

Key Implications

8. By awarding a contract to the supplier as recommended for the provision of Insurance Services to commence on 1st April 2018, the Council will be meeting its obligations to provide insurance cover for the Council and ensuring best value for money for this service.
9. The Council, as part of the tender documentation, made available 10 years of claims history to the suppliers who expressed an interest in tendering for the services. This was necessary and vital to enable the suppliers to assess the risk and submit a bid accordingly.
10. There will be a two week mobilisation period in order to allow engagement with the successful bidder to discuss service delivery, compliance requirements and expectations.
11. Performance will be monitored through ongoing review of the policy cover and the claims service provided by the supplier in addition to supplier achievement of added value and innovation proposals put forward as part of the tender submissions.
12. The management responsibility for the contract lies with the Insurance Manager within Finance. The contract will be managed in line with the policy as tendered as part of the winning submission to which the Council is expected to sign up in order to receive the cover provided. The policy price will be fixed for the first year, subject to any additions or disposals, and then reviewed on an annual basis based on the insurance policy and claims history for the previous year.

Competitive Tendering Process

13. The contract has been tendered following a competitive tendering exercise. It was decided that the open process was appropriate as there are a limited number of suppliers in this specialist market.
14. Approval to run a tender was granted by the Sourcing Governance Board on 5th December 2017. Following this, the contract opportunity was advertised in the Official Journal of the European Union (OJEU) on 7th December 2018.
15. A full and open tender process was carried out using the South East Shared Services e-sourcing portal and ran from 8th December to 11th January 2018. The tender process was compliant with the European Public Contract Regulations 2015 and the Council's Procurement Standing Orders.
16. A project team was set up and included representatives from Insurance Services, JLT and Procurement. Representatives from Finance and Property services were also consulted.
17. Ten suppliers expressed an interest in the advertised tender opportunity and were invited to tender for the contract. They were given 34 days to complete and submit their tender.
18. A total of five tender responses were received.

19. The tender submissions were initially evaluated against financial selection criteria and then scored against the quality and commercial criteria and weightings as shown below.

Lot	Price	Policy Cover	Claims Service	Added Value
Commercial & Industrial Properties	70%	15%	10%	5%

CONSULTATION:

20. No external consultation was required.

RISK MANAGEMENT AND IMPLICATIONS:

21. Risks were appropriately identified and have been satisfactorily mitigated.
22. The policy includes termination provisions to allow the Council to terminate the policy should priorities change. The notice period for this is six months.
23. All suppliers successfully completed satisfactory financial checks.

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

Category	Risk Description	Mitigation Activity
Financial	There is only price certainty for the first year of the contract	<p>Claims increases will be closely monitored and managed by an in-house insurance team.</p> <p>The Council can terminate the contract by giving the insurer six months' notice in the event of any significant changes to the Authority introduced by Central Government or other bodies that would make the continuance of the Long Term Agreement unsuitable for the Authority.</p> <p>Additionally, the provider must provide renewal terms no less than six months prior to renewal date.</p> <p>This six months will give the Council sufficient time to retender for this service if necessary.</p>
	Insurer not financially stable leading to collapse of organisation and no insurance cover for Council	<p>Undertake annual financial checks on the insurer to whom the contract is awarded to ensure they are at least 'A' rated by Standard and Poor's or equivalent.</p>

	The excess for the insurance is not set at the right level	The Council has the option to self-insure the risk in part. It has an in-house claims handling team and has employed JLT as consultants to provide expert advice on the market and for the procurement exercise. The relevance and suitability of the chosen excess will be monitored constantly.
--	--	---

Financial and Value for Money Implications

24. Full details of the contract value and financial implications are set out in the Part 2 report.

Section 151 Officer Commentary

25. The Section 151 Officer supports the proposal to award the contract to Protector Insurance as recommended by JLT. This will result in an estimated 65% reduction in insurance premiums recharged to our commercial property tenants and a corresponding decrease in any vacant property insurance costs incurred by the Council. The portfolio is actively managed to minimise such costs and for 2018/19 they are estimated to be £6,600 or 5.7% of the total insurance costs of £115,285.

Legal Implications – Monitoring Officer

26. The procurement was in accordance with the Public Contracts Regulations 2015. It was advertised in the Official Journal of the European Union and done under the Open Procedure. This meant it was open to all insurers to apply. All bids submitted were evaluated against price and quality. The most economically advantageous tender was identified.

Equalities and Diversity

27. The need for an Equality Impact Assessment (EIA) was considered, however, a conclusion was reached that as there were no implications for any public sector equalities duties due to the nature of the service being procured, an EIA was not required. Despite this, the preferred supplier will be required to comply with the Equalities Act 2010 and any relevant codes issued by the Equality and Humans Rights Commission.

WHAT HAPPENS NEXT:

28. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award	27 February 2018
Cabinet call in period	28 February to 6 March 2018
Standstill Period	7 March to 16 March 2018
Protocol Meeting with New Insurer/Policy Signature	March 2018

Contract Commencement Date	1 April 2018
----------------------------	--------------

29. Following the Cabinet decision, Procurement will send out a successful award letter to the winning supplier.

Contact Officer:

Winnie Turay, Procurement Specialist
winnie.turay@surreycc.gov.uk, Tel: 07811 679506

Clive Pritchard, Principal Insurance Officer
clive.pritchard@surreycc.gov.uk, Tel: 020 8541 9199

Consulted:

No external consultation required.

SURREY COUNTY COUNCIL

CABINET

DATE: 27 FEBRUARY 2018

REPORT OF: MR TIM OLIVER, CABINET MEMBER FOR PROPERTY & BUSINESS SERVICES.

LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER

SUBJECT: REFURBISHMENT OF HOUSES



SUMMARY OF ISSUE:

This report considers and makes recommendations for the refurbishment of nine residential properties to either increase rental income and bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

RECOMMENDATIONS:

It is recommended that the Cabinet approves the business case for an initial investment in nine residential properties in order to bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

REASON FOR RECOMMENDATIONS:

Property Services recommends a programme of refurbishment with a view to leasing out five properties in order to generate an income stream for the Council and undertake works to a further four properties in readiness of disposal to increase capital values.

BACKGROUND:

AIMS & OBJECTIVES

1. Property Services recommend investing a sum of money to secure either a long term income stream or to add to the capital value of Surrey County Council's residential portfolio in readiness of disposal to generate a capital receipt. This will be achieved by refurbishing nine properties which are currently in an uninhabitable condition or a dated and worn condition unsuitable for letting and complete remedial work to a further Grade II Listed derelict property to prevent further deterioration.

2. The investment will:
 - Significantly reduce the amount of revenue spend required over the next few years in managing the properties and dealing with expensive responsive or planned repairs as the buildings continue to deteriorate.
 - For the rental properties: Ensure they are fit for rental and improve the marketability of the properties, helping to ensure that they attract good quality tenants and minimise void periods. Increased net rental income is higher than the costs of refurbishment.
 - For the properties to be disposed of: Enhance the capital values of the properties in readiness for disposal in the short or long term. The increased capital receipt is higher than the cost of the planned works.

OPTIONS CONSIDERED

3. In respect of the properties four options have been considered:

4. Refurbish and Let the properties

The investment to refurbish five of the properties in readiness to re-let will generate a net return after costs of 7.7%. The payback for the whole project is 7.4 years (after property costs and voids but excluding finance). Freehold values are also expected to be enhanced by a further amount.

However, the net income generated from the re-letting the remaining four houses will not be sufficient to generate a positive return on investment, but their onward sale will.

5. Dispose of the properties

In the cases of four properties, the business case to invest money for the purposes of generating a long term revenue stream does not exist. However, there is a good business case to invest to enhance the capital value in preparation of disposal of these properties, with a good return on the investment.

Improving the properties will also potentially broaden the number of interested parties in purchasing the property once the works have completed.

6. Let the properties on condition that the tenant undertakes the work

The revenue income stream would be reduced to reflect the risk and investment made by the tenant. The risk to the Council of this approach is that the works are not delivered to a good standard, nor in a timely manner or in accordance with the specification. There would be a loss of control over the refurbishments and to mitigate the risk this option would require careful on-going management by Property Services to ensure compliance. Furthermore, we risk that the tenant occupies a non-compliant property during works or that the finished works are of such poor quality that there is a risk to life or the safety of the building and may lead to prosecution. Non-compliance might require repossessing premises and having to start over again. The works at these sites are so extensive that a professionally qualified building surveyor is required to deliver the scheme. The final point to note is that the properties are currently uninhabitable and owing to their current condition we could not allow a tenant to occupy these units until they have been made safe and compliant with the law.

7. Do nothing

If left vacant, the properties will deteriorate and be an ongoing revenue liability to the Council. Vacant properties are vulnerable to vandalism and squatters and reflect badly on the Council. In addition to the ongoing revenue liability the opportunity cost will be lost.

SCOPE OF WORK

8. Excluding one property, each house will be fully refurbished to a modern and good homes standard appropriate to the property. Although the degree and amount of refurbishment required within each property will vary slightly, the type of work required includes; new bathroom, new kitchen, new carpets, plastering, redecoration, new windows, roof repairs, new doors, new boilers, gutters, electrical and gas safety certificates and insulation and the removal of dilapidated outbuildings in order to facilitate their letting and generate income to the Council. The standard of the refurbishment will be of a quality to reflect the need to:
 - Reduce revenue maintenance over time.
 - Ensure longevity of the building.
 - Strike a balance between cost and return on investment.

9. Excluding those properties identified for disposal, all properties will be let unfurnished, but there may be a necessity to provide and fit white goods in the kitchen.

10. In the case of those properties with a Listed status, the proposed schemes have been put together in consultation with the Design & Conservation Officer at the respective local authorities.

FINANCIAL MODEL:

11. Property to Rent

At present, none of the properties are capable of being let in the market. The only alternative is to dispose of the property. There is a good business case to undertake works of refurbishment and improvement in order to generate a long term income to the Council by letting the property. It is proposed that investment will generate a net return of 7.7% after all costs have been deducted.

The investment will also increase capital values by a further amount. The payback period is 7.4 years.

12. Properties to Sell

The investment in four properties will enhance the estimated capital receipt on disposal by circa 30%, after deduction of all costs.

DELIVERABLES

13. The main outputs from the project can be summarised as follows:

- An improved income stream from the letting of properties.
- Enhance the capital value of the portfolio.
- Reduced management costs attributed to holding deteriorating and vacant properties.
- Transfer of other revenue liabilities such as utilities and Council Tax to tenants.
- Surrey residents will see that the County Council is actively managing its portfolio and reducing the number of vacant properties it holds.
- Ensuring that vacant homes in Surrey become occupied.

CONSULTATION:

14. The local County Councillor Member for the Divisions within which each of the properties are located have all been notified of the proposed schemes. There is no service link with this project and therefore there has been no need to consult with other service departments.

15. District and Borough Councils have also been consulted. In the case of those properties with a Listed status, the Design & Conservation Officer at the respective local authorities has provided guidance on the proposed schemes.

RISK MANAGEMENT AND IMPLICATIONS:

16. Refurbishment Costs

The valuer and building surveyor will regularly review the scope to ensure that each project will deliver the outputs. Should the costs exceed the budget the business case will be revisited. At least three quotes will be sought for each scheme prior to proceeding with the project.

17. Rents

The rents are subject to negotiation with prospective tenants and the prevailing market. We aim to provide valuations with a maximum 10% margin of error.

18. Void Costs

The analysis allows for void periods, void costs, annual maintenance costs and replacement costs. These are estimates only and any increase in costs will have a negative impact on the return on investment unless rents also increase.

Financial and Value for Money Implications

19. The costs of borrowing has been assumed over a period of 20 years and will provide a net return of 7.7% upon letting of five properties and enhance net capital receipts by an estimated 30%.

Section 151 Officer Commentary

20. The Section 151 Officer confirms that this is a request to increase the existing capital programme has been supported by Investment Panel. The schemes to increase rental income are self-funding as the income is higher than the costs including the cost of repaying the capital. The schemes to enhance capital receipts will result in an estimated increased value. Therefore the Section 151 Officer supports the proposal.

Legal Implications – Monitoring Officer

21. Under section 123 Local Government Act 1972, the Council may not dispose of land for a consideration less than the best that can reasonably be obtained. The proposed investment should assist the Council to meet this duty.
22. Further, Regulations under the Energy Act 2011 mean that any residential property let for occupation as from 1 April 2018 must meet a minimum energy performance standard. The Council will be unable legally to let any residential property without a Certificate from an independent assessor that the energy performance of the property is at least an “E”. The government proposes to increase the minimum energy performance level over time.

Equalities and Diversity

23. There is no impact or issues arising, as a result of the Council completing the works.

WHAT HAPPENS NEXT:

24. If approved Property Services will complete surveys, finalise the design and detailed scope of work including plans, obtain any relevant consents from the local planning authority and eventually tender the work. Procurement will be involved in the appointment of the consultant and contractor. Property Services will endeavour to reduce costs where possible. Given the margins involved, the Estates Surveyor and Building Surveyor will regularly review the scope to ensure that each project will deliver the outputs
25. The project will be approached on a phased approach, with a view to commencing work on site in early 2018 and completing in late 2018/early 2019.

Contact Officer:

Clare Neave, Estates Delivery Manager, Property Services.

Tel: 020 8541 9387

Email: cneave@surreycc.gov.uk

Consulted:

Mrs Helyn Clack, Local Member.
Mr Naz Islam, Local Member.
Mr Will Forster, Local Member.
Mr John Beckett, Local Member.
Dr Peter Szanto, Local Member.
Mr Matt Furniss, Local Member.
Mr Jonathan Essex, Local Member.
District and Borough Councils

Annexes:

N/A

Sources/background papers:

N/A

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank