

## Notice of Meeting

# Communities Select Committee

**Date & time**

Thursday, 8  
February 2018 at  
10.00 am

**Place**

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

**Contact**

Andy Baird, Democratic  
Services Officer -  
andrew.baird@surreycc.gov.uk  
v.uk  
Room 122, County Hall  
Tel 020 8541 7609

**Chief Executive**

Julie Fisher

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andy Baird, Democratic Services Officer - [andrew.baird@surreycc.gov.uk](mailto:andrew.baird@surreycc.gov.uk) on 020 8541 7609.**

**Elected Members**

Rachael I. Lake (Chairman), Mr Saj Hussain (Vice-Chairman), Mr Bob Gardner, Mr David Goodwin, Miss Alison Griffiths, Mr Richard Hampson, Miss Marisa Heath, Mrs Jan Mason, Mr Cameron McIntosh, Mrs Lesley Steeds, Ms Barbara Thomson and Mr Keith Witham

## AGENDA

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

### 2 MINUTES OF THE PREVIOUS MEETING: 7 NOVEMBER 2017

(Pages 1  
- 12)

To agree the minutes of the previous meeting as a true and accurate record of proceedings.

### 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 QUESTIONS AND PETITIONS

To receive any questions or petitions.

#### Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*2 February 2018*).
2. The deadline for public questions is seven days before the meeting (*1 February 2018*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

None to report

### 6 SURREY PERFORMING ARTS LIBRARY - UPDATE ON DEVELOPMENT OF OPTIONS FOR THE FUTURE

(Pages  
13 - 40)

**Purpose of the report:**

To provide Select Committee with a progress update on options for the future of the Surrey Performing Arts Library (SPAL) and the risks and benefits of the options, so that a recommendation of Select's preferred option can be made to Cabinet.

**7 ANNUAL SCRUTINY OF SURREY COMMUNITY SAFETY BOARD**

(Pages  
41 - 116)

**Purpose of the report:**

The Police and Justice Act 2006 requires local authorities to undertake annual scrutiny of Community Safety Partnerships (CSPs). Subsequent guidance suggests (but does not mandate) that in two tier authority areas district/borough and county councils should work together to develop a collaborative approach to the scrutiny of community safety issues.

In Surrey, district and borough councils fulfil the duty to scrutinise local community safety partnership plans. Surrey County Council's Communities Select Committee will therefore scrutinise the work of the overarching strategic Community Safety Board (CSB).

The Chairman of the Communities Select Committee is asked, based on the priorities of the Community Safety Board, to choose a single issue that could be explored in greater depth. This year, that issue will be Surrey's Prevent Strategy which will be considered fully by the Communities Select Committee at its meeting in September 2018.

This paper sets out the responsibilities of the Community Safety Board and informs the Committee of county-wide priorities and activity that has taken place to address them during 2016/17.

**8 UPDATE ON THE SURREY FIRE & RESCUE SERVICE INTEGRATED RISK MANAGEMENT PLAN MEMBER REFERENCE GROUP**

(Pages  
117 -  
122)

**Purpose of the Report:**

To provide an update on scrutiny that has been undertaken into the Surrey Fire and Rescue Service's (SFRS) Integrated Risk Management Plan (IRMP) as conducted by Members of the Communities Select Committee. Surrey Fire and Rescue Authority published its refreshed Public Safety Plan (the SFRA IRMP) in 2016 outlining its aims and priorities over the next ten years. Following from the proposals set out in the plan the Service is reviewing its response standard and how it responds to incidents. The Service has recently commenced a trial of some new tools and initiatives designed to improve SFRS's efficiency, do it is timely that the Communities Select Committee receives an update from the Members Reference Group.

**9 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**

(Pages  
123 -  
126)

The Committee is asked to review and approve the Forward Work Programme and Recommendations Tracker and provide comment as required.

## 10 DATE OF THE NEXT MEETING

The next public meeting of the committee will be held at 10am on 7 June 2018.

**Julie Fisher**  
**Acting Chief Executive**  
Published: Tuesday, 30 January 2018

### **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 with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and 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*

**MINUTES** of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.00 am on 7 November 2017 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 8 February 2018.

**Elected Members:**

- \*Rachael I. Lake (Chairman)
- \*Mr Saj Hussain (Vice-Chairman)
- \*Mr Bob Gardner
- \*Mr David Goodwin
- Miss Alison Griffiths
- \*Mr Richard Hampson
- Miss Marisa Heath
- \*Mrs Jan Mason
- \*Mr Cameron McIntosh
- \*Mrs Lesley Steeds
- \*Ms Barbara Thomson
- \*Mr Keith Witham

\*= In attendance

**Substitute Members:**

None

**In attendance**

Kathryn Adamson, International Association of Music Libraries, Archives and Documentation Centres (IAML)  
Barbara Eifler, Executive Director, Making Music  
Peter Milton, Head of Cultural Services, Surrey County Council  
Steve Ruddy, Head of Buckinghamshire County Council and Surrey County Council Joint Trading Standards Service  
Denise Turner-Stewart, Cabinet Member for Communities, Surrey County Council  
Mark Welling, Chair, Friends of Surrey Performing Arts Library (FOSPAL)  
Rose Wilson, Lead Manager Surrey Library Service, Surrey County Council

**10 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Marisa Heath.

**11 MINUTES OF THE PREVIOUS MEETING: 7 SEPTEMBER 2017 [Item 2]**

The minutes were agreed as an accurate record of the Communities Select Committee meeting held of 7 September 2017.

**12 DECLARATIONS OF INTEREST [Item 3]**

There were none.

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

A public question was submitted by Mr Roger Miller, a response to this question was tabled at the meeting and is attached to these minutes as Annex 1.

Mr Miller indicated that he would like to ask a supplementary question and the Chairman informed him that as the question related to the Surrey Performing Arts Library, this would be taken at the beginning of item 6.

### **14 REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) UPDATE 2017/18 [Item 5]**

#### **Declarations of interests**

None

#### **Witnesses**

Steve Ruddy, Head of Buckinghamshire County Council and Surrey County Council Joint Trading Standards Service

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

1. The report was introduced by officers who highlighted that responsibility for scrutinising Surrey County Council's (SCC) use of the Regulation of Investigatory Powers Act (RIPA) was delegated to the Communities Select Committee as outlined in the Council's Corporate Policy. Members were advised that RIPA did not grant SCC any additional powers when conducting surveillance but rather was designed to regulate those powers which already existed to ensure that they were only used when necessary and were exercised in a proportionate manner. The Select Committee was informed that Trading Standards investigated a variety of activity that was either criminal or considered not to be consistent with ethical practice. Officers only sought authorisation under RIPA to conduct surveillance of suspects when other options for investigation had been exhausted.
2. Attention was drawn to some amendments that were proposed to SCC's Corporate Policy on the use of RIPA. Officers highlighted that social media was an increasingly popular marketplace for buying and selling a wide range of goods which meant that it was important to have clear guidelines when conducting surveillance on suspects' social media accounts. SCC's Corporate Policy had therefore been updated to incorporate the use of surveillance on social media accounts to ensure that RIPA authorisation was sought when necessary. The Committee was further advised that the role of Senior Responsible Officer for RIPA had been transferred to the Strategic Director for Environment & Infrastructure which had also been reflected in the updated Corporate Policy due to be signed off by Cabinet.
3. Members welcomed the report and highlighted the importance of RIPA as a precaution in ensuring that individuals' right to privacy was not infringed.

The Committee gave its support to the Corporate Policy stressing that it was clear and easy to read.

**Recommendations:**

The Communities Select Committee:

- i. considered the use of RIPA by Surrey County Council during 2016/17; and
- ii. supported the proposed additions to the Corporate Policy

**15 SURREY PERFORMING ARTS LIBRARY - OPTIONS FOR THE FUTURE [Item 6]**

**Declarations of interests**

None

**Witnesses**

Kathryn Adamson, International Association of Music Libraries, Archives and Documentation Centres (IAML)

Barbara Eifler, Executive Director, Making Music

Peter Milton, Head of Cultural Services, Surrey County Council

Denise Turner-Stewart, Cabinet Member for Communities, Surrey County Council

Mark Welling, Chair, Friends of Surrey Performing Arts Library (FOSPAL)

Rose Wilson, Lead Manager Surrey Library Service, Surrey County Council

**Key points raised during the discussion**

1. The item was introduced by the Chairman of the Communities Select Committee who highlighted that the future of Surrey Performing Arts Library (SPAL) had garnered significant public interest and stated that residents had been vocal in their support of SPAL. She emphasised that Select Committee Members were not being asked to consider the closure of SPAL but rather options for how it could operate in the future. Members were further advised that they were not being asked to comment on the consultation regarding the future of SPAL conducted by SCC and requested that the substance of discussions therefore remain focused on the proposed options contained within the paper and other opportunities for reducing costs and generating revenue.
2. A public question was submitted by Mr Roger Miller to which a response was tabled at the meeting. Mr Miller asked a supplementary question requesting further information on plans to move the SPAL collection from where it was housed to other libraries in Surrey should that be option decided on by the Council. He stressed that a number of performing arts groups were relying on borrowing materials from SPAL for pre-arranged performances and so it was vital that any disruption was kept to a minimum. The Chairman advised Mr Miller that this would be explored in detail with officers during the course of the discussions on the item.

3. An introduction to the report was provided by officers from SCC who outlined the reasons why it was necessary to reconfigure SPAL. They highlighted that SCC was committed to continuing the service provided by SPAL but stressed that it could not be sustained in its existing format due to the significant financial pressures facing the Council and that £180,000 had to be achieved by 1 April 2018. The Committee was informed that the Council's preferred option was that SPAL continued as a single collection transferred to the management of a charitable trust but emphasised that the Council would need to satisfy itself that any trust which did come forward had the finances to support the collection. Officers further indicated that splitting music and drama into two collections and placing them in existing libraries was the most realistic option and that it had the added benefit of making SPAL's collection accessible to a more diverse range of groups at a time when the number of visitors to the library was dropping. The majority of those who responded to the user survey conducted by SCC regarding the future of SPAL had also indicated that they would continue to borrow items if the collection was placed in different libraries.
4. The Committee was informed that the Library Service was ready to implement either of the options contained within the report. A project group had already been established and had considered the space available across all of Surrey's libraries to ensure that the SPAL collection could be successfully accommodated and to ensure that it could be relocated in a way that would minimise disruption to borrowers. Contact had also been made with both Hampshire's and Westminster's performing Arts Libraries to review their operating models to assess whether they could be applied to SPAL.
5. Discussions turned to the Interlibrary Loan system which had placed a significant financial burden on SCC on account of the majority of requests to loan from SPAL coming from outside the county. Members acknowledged the importance of the Interlibrary Loan system in enabling Surrey residents to borrow from libraries across the country but expressed concern that Surrey Council Taxpayers were subsidising those borrowing items from other parts of the country. Officers highlighted that the Interlibrary Loan system for SPAL was different to that used for book requests by the main library service, and withdrawal from the SPAL Interlibrary Loan scheme would not impinge directly on the rest of the library service. However careful thought would need to be given to withdrawing from the Interlibrary Loan system used by SPAL as this could have a detrimental effect on Surrey residents who needed to borrow performing arts materials
6. The Executive Director of Making Music read a statement to Committee Members regarding the future of SPAL and emphasised that it was an important part of the ecology of lending that supported a range of musical groups in Surrey. She also highlighted the danger of using visitor numbers as a measure of how popular SPAL was as individuals will often borrow on behalf of a large number of people. Attention was drawn to the national picture where a number of local authorities had found operating models that enabled their performing arts libraries to remain financially sustainable such as in Nottingham where the library had increased charges for loaning out items. Members were, however, advised that costs levied by SCC would have to be manageable. The Committee was

informed that Making Music's preferred option was for a charitable trust to assume responsibility for the collection.

7. A statement was delivered to the Committee by a representative from the International Association of Music Libraries, Archives and Documentation Centres (IAML) who reiterated that footfall to SPAL was not a sound basis for determining its popularity among residents. As well as individuals borrowing large number of items on behalf of others, the number of people through the door at SPAL does not take into account those who order materials such as books or scores to pick up from other libraries. The Committee was advised that increasing borrowing charges too much could create a barrier to borrowing for those who were less well-off. Members were informed that SCC could consider working with other local authorities to develop a regional approach to lending performing arts equipment and resources which could provide a sustainable solution.
8. The Chairman of Friends of Surrey Performing Arts Library (FOSPAL) addressed the Committee highlighting that FOSPAL's preference would be for a charitable trust to take responsibility for the SPAL collection. The Select Committee heard that the items contained within the SPAL collection had been accumulated through a combination of investment by the Council as well as a donation from individuals and charitable organisations which meant that it should be considered an asset of the community at large rather than a collection owned by the Council. FOSPAL understood the considerable financial challenges which confronted the Council and that some sort of change was necessary to the service as a result. Members were informed that a number of the cost-saving measures and proposals to increase income generation could have been implemented already but counselled against withdrawing from the Inter-Library Loan System on account of the benefits that it provided to Surrey residents. The Committee was advised that FOSPAL supported the proposed option of transferring responsibility for SPAL to a charitable trust and urged the Council to explore this possibility in greater depth. Splitting the collection in two and placing them in separate libraries would initiate the end of SPAL as performing arts collections required investment for them to grow and to continue to be useful for borrowers.
9. Discussions turned to the location of SPAL at Denbies Vineyard and Members inquired as to whether SCC would continue to pay the lease on the site at Denbies after the collection was relocated. Officers confirmed that the Council had agreed a lease with Denbies until 2021 and so would retain the site for a period of time after it had been vacated by SPAL. Members were, however, informed that the costs of renting the site at Denbies was not calculated within the Library Service's budget but instead sat within the Property Service Team's budget. Members suggested that the library remain within Denbies until the future of SPAL had been satisfactorily resolved as the Council would continue to pay rent on the site anyway. Attention was drawn to SCC's Medium Term Financial Plan (MTFP) which required significant savings within the Library Service's budget for 2018/19. Maintaining the service within Denbies beyond the end of the 2017/18 financial year was not possible given the required savings and the wider financial challenges which the Council was facing.
10. Witnesses highlighted the need to develop a more commercial operating model for SPAL, one that would increase revenue generation and reduce

costs. Members suggested that SCC could work with other local authorities to develop a performing arts library which acted as a regional hub for the South East and indicated that an approach could be made to Central Government to support this model. Concerns were expressed regarding the extent to which it would be possible to set up a regional performing arts library. All local authorities were facing their own financial pressures and it was therefore unlikely that they would have capacity to fund a performing arts library service based in Surrey. Any talk of the Government making a financial contribution to the formation of a regional hub was also considered to be unrealistic.

Mr Bob Gardner left the meeting at 12.00pm

11. Attention was drawn to the considerable budgetary pressures that were confronting the Council in the context of which SPAL could not be considered a priority on account of its statutory responsibilities particularly given that a third of those consulted on the future of the library hadn't borrowed an item in over a year. It was advised that savings of £180,000 were required to the library service's budget to take effect in 2018/19 and that the focus should remain on identifying an option that would enable the Council to achieve these savings as were outlined in the MTFP.

Mr Bob Gardner returned to the meeting at 12.05pm

12. Further discussions took place regarding efforts that had been made by SCC to identify an organisation to assume responsibility for SPAL. The Committee highlighted that a charitable trust would have more flexibility than SCC in how it operated the service and would be able to do so in a more commercial, cost effective way. This included the ability to seek commercial sponsorship and to secure support from funding bodies such as the National Lottery which the Council was unable to do. Members stressed the need to ensure that any organisation that put itself forward to take over SPAL was subject to a stringent financial assessment. The Chairman of FOSPAL highlighted that user groups had not been engaged by SCC in efforts to find an organisation to assume responsibility for SPAL. He emphasised that FOSPAL was not the right organisation to take control of the library's collection but indicated that it could help to identify a charitable trust or another organisation that could take on this responsibility. The Committee requested that officers establish a forum with user groups to investigate the viability of Option 2.
13. The discussion turned to option 1 proposed within the report whereby the SPAL collection would be split between into individual music and drama collections and relocated to separate libraries within Surrey. Witnesses highlighted that maintaining the SPAL collection was not like looking after a normal collection and that specialist librarians were required to ensure that loans were issued and returned correctly. Without specialist librarians maintaining the collection it was likely that materials could be damaged or go missing which, without continued investment from SCC, would mean that the usable collection would gradually dwindle. The Committee expressed a preference for Option 2 over Option 1 because of concerns of the impact on the collection in Option 1
14. Members identified some immediate steps that could be taken by officers in order to lower the costs associated with running SPAL. It was

suggested, for example, that the Service could help to reduce staffing costs by making greater use of volunteers to run SPAL. The Committee also highlighted the importance of reviewing the borrowing fees charged by the library which would enable SPAL to generate increased revenue and help to offset some of the costs of running the service. Members agreed that an update should be provided to the Select Committee at its meeting on 8 February 2018 detailing progress made by officers, in conjunction with the, user group forum in identifying a charitable trust to run SPAL. The report should also detail the implications that reduced staff costs, increased borrowing fees and a more effective IT system could have on the finances of SPAL. Concern was expressed that the report to the Select Committee did not contain the most up to date budget figures for the library service and Members asked that these be provided for the meeting on 8 February 2018.

15. The Cabinet Member for Communities SPAL thanked Members, witnesses and those in attendance at the meeting for reflecting the strength of feeling that existed regarding SPAL. She reiterated the Council's commitment to preserving the collections stated that the Council would work with user groups to investigate the viability of Option 2.

The meeting was adjourned by the Chairman from 1.20pm to 1.35pm.

**Recommendations:**

The Communities Select Committee recommended that:

- i. further evaluation work takes place in relation to costing a new IT system better suited to the specific needs of a performing arts library such as the system currently in use in Nottingham;
- ii. the Library Service carries out further analysis of the current ILL systems and propose a range of changes which would improve the financial viability of the performing arts aspect of the ILL service and also evaluate the impact of withdrawing from the system;
- iii. the service produces and implements a range of revised pricing for SPAL services which can be implemented in shorter and longer timescale;
- iv. officers review staffing costs to secure immediate savings and to investigate the use of volunteers;
- v. establish a forum to investigate the viability of Option 2.
- vi. Option 3, closure of the service, is removed from the list of options.
- vii. officers report back to the Communities Select Committee at its meeting on 8 February including up to date budget figures to highlight progress on the recommendations and to develop recommendations for the March meeting

**16 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME  
[Item 7]**

**Declarations of Interest: Declarations of Interest:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

1. The Committee noted that an item on the future of Surrey Performing Arts Library would be added to the Communities Select Committee meeting on 8 February 2018.
2. Members discussed the item on the Armed Forces Covenant which was being scoped by officers. The Committee felt that scrutiny would not add value to the Covenant and it was agreed that this item should be removed from the Committee's Forward Work Programme.

**17 DATE OF THE NEXT MEETING [Item 8]**

The Committee noted that its next meeting would take place on 8 February 2018.

Meeting ended at: 1.45 pm

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**Chairman**

## **Questions to Communities Select Committee – 7 November 2017 from Mr Roger Miller**

### **Question 1**

In paragraph 7 of the report there are references to the numbers of visitors to the library and the numbers of issues. These seem to illustrate one of the important aspects of the service provided by Surrey Performing Arts Library (SPAL) which is that a considerable number of people benefit from each visit. I would like to ask why an adjustment should be made for multiple issues when making the comparison with other libraries. Also, is any allowance made for the fact that loans of music for example tend to be for longer periods than people might borrow a novel?

### **Response**

As you will be aware, multiple sets, particularly for music groups, are reserved up to six months in advance and so are out of circulation for longer periods of time than general non-fiction stock. The issue figures include both multiple copy sets and loans of single items (books/DVDs on Shakespeare, dance, history of film etc) so when looking at the Surrey Performing Arts library figures, the service has to factor in several elements - longer and standard loan periods, multiple copy sets and individual general non-fiction stock.

Within the library network the service also offers other services, which are similar to the use made of SPAL by performance groups i.e. material collected by one person for use by a larger group - e.g. reminiscence professionals who borrow material for group use, and reading groups. The service recognises and understands the wider use and impact of copies by performers and on audiences, but in terms of looking at use and maintaining collections, it is important to look at the range of titles used, as well as simply the volume of copies - the unadjusted figure is included in paragraph 7 so people can see the volume of copies borrowed.

### **Question 2**

In paragraph 10 there is a statement that Surrey is underwriting the cost of lending to other organisations by £80,000 a year which is over 53% of SPAL's net budget. Where is this represented in the budget figures in annex 2?

### **Response**

The costs of providing the inter library loan service are integral parts of two elements mentioned in Annex 2 - namely "general expenditure" which covers the courier and related costs and "staffing". The service is administratively complex and staff intensive (SPAL staff estimate that up to 60% of their time is expended on this activity). Surrey lends to other authorities much more than it borrows, making it a net lender, and while costs of borrowing materials for customers are partially offset by the hire charges paid by Surrey residents on incoming items, the service suffers a loss from the costs of sending so many items to other authorities under the current inter-lending arrangements.

### **Question 3**

In annex 4 there is a statement that 11.5% of those who responded to the survey were under 45 compared with 62.4% of that age group within the overall library membership. This difference is noted as a concern. Could it be that retired people who are members of groups tend to take on tasks such as acting as choir librarians rather than their fellow members who are at work? Exactly why is this 'imbalance' a concern?

### **Response**

The survey breakdown of respondents was:-

55% group members  
20% group representatives (e.g. choir librarians)  
25% individual borrowers

The service does appreciate your point that older people, retired or not at work may take up administrative or support roles to their groups to relieve the burden on younger members. However, the majority of responses came from those who are members of a performance group for whom it is a leisure time activity. This suggests that SPAL serves those more mature performance groups. The service is aware of the swell and interest in a cappella and group singing (The "Naked Choir" series which has produced great groups such as Sons of Pitches and the recent Eurovision Choir of the year competition which all featured younger people and is concerned that such a groundswell doesn't seem to be represented in the SPAL membership). Given the 19% decline in use over the last five years, it would be good to see more young people's groups using SPAL and receiving the wellbeing benefits of being involved. Our reference to this "imbalance" being "a concern" was therefore not negative or dismissive - but more a marker that this statistic might require more consideration in case it was an indication that there is arts development work to be done to ensure the popularity of music across all age groups.

### **Question 4**

Is it the plan to split up single copy items between different libraries rather than keeping them in one place?

### **Response**

The user survey has informed the thinking about the way forward for Option 1. The single copy material relating to performing music e.g. single scores, miniature scores etc will, in all likelihood, remain with the multiple copy music sets as an entire collection, and the audition pieces and playsets are likely to remain as an entire collection.

### **Question 5**

If SPAL is to be made cost neutral by April 2018, which will probably involve the implementation of Option 1 in the short term, how is this going to be achieved without disruption to the service and consequent disruption to the activities of groups who have made arrangements to borrow material?

**Response**

The service is mindful of this and will work to keep that disruption to the absolute minimum for users of SPAL in any transition.

**Mrs Rachael I. Lake**  
**Chairman – Communities Select Committee**  
**7 November 2017**

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SURREY

## Communities Select Committee

February 8 2018

### Surrey Performing Arts Library- Update on Development of Options for the Future

**Purpose of report:** To provide Select Committee with a progress update on options for the future of the Surrey Performing Arts Library (SPAL) and the risks and benefits of the options, so that a recommendation of Select's preferred option can be made to Cabinet.

#### Introduction:

This paper updates the Communities Select Committee about progress on options to keep performing arts library services available while achieving the required budget saving of £180,000 from 1 April 2018. Key options include relocating the collections in main libraries, finding an established organisation to take on the collections while retaining access to it by Surrey residents, or the establishment of a charitable organisation which would build a future for it independent of Surrey County Council (SCC). The option to close the service has been removed.

A report outlining proposed options for the future of Surrey Performing Arts Library (SPAL) was considered by the Communities Select Committee at its meeting on 7 November. Following extensive discussions, the Committee made a series of recommendations to officers which included requesting that a report be considered by the Select Committee at its meeting on 8 February 2018. This report therefore also provides an update on the recommendations made by the Communities Select Committee

#### Financial context

Since 2010 the Library Service has reduced its budget by £1.2 million and absorbed £1 million pounds of financial pressures while keeping 52 libraries and the Surrey Performing Arts Library (SPAL) open at a time when libraries across the UK in general, and performing arts libraries in particular, are closing.

SCC will have significant budget pressures in the next financial year.

In the Library Service, including the £180,000 from SPAL, further significant budget savings must be achieved over the next two years.

## Update on Progress Against Recommendations

**Recommendation i:** Further evaluation work takes place in relation to costing a new IT system better suited to the specific needs of a performing arts library such as the system currently in use in Nottingham

**Action:**

1. A group of library staff visited the Nottinghamshire Performing Arts Library (NPALS) in November and examined the system comparing it to the current system and the weaknesses which need solving- in particular, a poor customer experience, poor online presence, time consuming administrative procedures and time consuming Inter Library Loan procedures. The service would like to express its thanks to the NPALS staff who were very helpful. The current Surrey SPAL stock levels are four times that supported by the NPALS system. While some parts of the system were a positive improvement, concerns were identified from the SCC perspective.
2. The current NPALS system was designed and is used purely for multiple copy sets of music and drama materials loaned to group borrowers. As well as a group membership, SPAL also offers an individual membership, and single item general stock on film, dance, and other aspects of the performing arts. Single copy material does not form part of the NPAL stock but is held at Nottingham central library catalogued and used separately on the main library system.
3. The NPAL system is not compatible with other systems. Certain areas are customisable, others require development or may be hard coded and therefore unchangeable. Any changes would attract a development charge. While not rejecting the NPALS system completely, the service is now talking to SCC's IT & Digital department about the issues involved and also widening its research to look at options in use at other authorities. There would need to be considerable time and effort involved in transferring Surrey stock to the system, (although an element of volunteer help with this is not out of the question) so the return on the investment would need to be significant.
4. It should be noted however that the representatives of the Friends of the Performing Arts Library (FOSPAL), Making Music, and IAML (International Association of Music Libraries) are more confident that the NPALS system would be suitable for an independent model and use of this system is proposed in their statement as outlined in Annex 4.

**Recommendation ii:** the Library Service carries out further analysis of the current Inter – Library Loan (ILL) systems and propose a range of changes which would improve the financial viability of the performing arts aspect of the ILL service and also evaluate the impact of withdrawing from the system

**Action:**

5. Revised charging has been put in place for Inter Library Loans (ILL) as an initial step in improving expenditure/income balance and reflecting more realistically the value of the service and the level of resource required to provide it from 1 February 2018. The current procedures have been streamlined where possible. The factors which hinder greater streamlining are the lack of a national live database for music and drama sets and the library's current IT system which does not cater well for tracking or lending material borrowed from outside the county. Fuller details can be found in Annex 1.

6. Withdrawal from ILLs could take place in two ways, the first being stopping obtaining items for users which is not in stock in SPAL and not lending out items to other authorities. This would impact on current Surrey users who have expressed the importance to them of the ILL system in obtaining a wide range of materials. Also Surrey withdrawing from its position as a significant net lender would have an impact on libraries outside Surrey. As performing arts libraries continue to close, the pressure on Surrey will strengthen unless national effort can be made to improve the efficiency of the system and share resources more effectively. An element of future income on rentals would be lost.
7. Secondly, withdrawal from the schemes described in the Annex might bring a business and market benefit in being able to offer a loan service directly to anyone within the country with better cost recovery for Surrey as a net lender. Immediate consequences would be the return of 9,500 copies of music to the relevant ILL co-operative (SEPSIG), but this could be managed. Further work on how this model would fit into and compare with the current market needs to be done.

**Recommendation iii:** The service produces and implements a range of revised pricing for SPAL services which can be implemented in shorter and longer timescale

**Action:**

8. Interim price rises have been introduced from 1 February 2018 as shown in Annex 2. Key changes include increased subscription rates with greater differentiation between Surrey and outside Surrey groups, and increased charges for sets, reservations and late returns.

**Recommendation iv:** Officers review staffing costs to secure immediate savings and to investigate the use of volunteers

**Action:**

9. It has already been stated that the current general computer and financial systems are not the most effective for this specialist service and makes administrative tasks more time consuming. SPAL is also a net lender to other authorities generating workload pressures. This combination means historically SPAL has had a higher level of staffing (including two full time specialist librarians) than comparative sites such as NPALS- which deals only with multiple copy sets, has one quarter of SCC's stock, half SCC's number of groups to deal with and is open for fewer hours. As previously noted, work on finding a better computer system is ongoing.
10. The departure of some staff from SPAL has given an opportunity to staff the unit differently on a temporary basis and the budget figures to date are shown in Annex 3 with the 2017/18 costs showing a projected reduction of £40,000.
11. The temporary staffing arrangements at SPAL demonstrate that staff costs can be reduced and suitable tasks are available for volunteers both in supporting manual work and administration and volunteer advisory roles which can be blended in to whatever new model is finally put in place. Volunteer roles are being developed in line with library policy and procedures but an independent body would have greater freedom in how volunteers are used. It is clear that other authorities have time limited and less expensive ways of dealing with music and drama enquiries which can be replicated in Surrey and would not require two full time librarians. Provision of specialist advice at set times, via helpline, email or on duty volunteers with specialist knowledge will be investigated.

12. Of the specialist posts one has been deleted due to voluntary redundancy and the other is currently filled by a manager. The levels have been readjusted so the staffing has been reduced from 5.67fte to 3.67fte (with two of the current staff on secondments into SPAL) and training put in place to support the staff. The Service has had no negative feedback from the public about a lack of librarian support. There is also a possibility that there could be some buying in or sharing of advisory facilities or indeed charging for some higher levels of advice. The staffing for SPAL is continuing to be provided at a basic operational level pending the Cabinet decision in March. It should be noted that the current operating arrangements for Option 1, to achieve the cost saving do not specifically contain a staff cost for specialist advice.
13. Although users state that they would prefer specialist help, analysis of enquiries does not demonstrate frequent complex enquiries and suggests that many enquiries can be satisfied by trained operational staff. This would also be helped by an improved computer system with better and simpler searching facilities.

### **Recommendation v: Establish a forum to investigate the viability of Option 2**

#### **Action:**

14. Following on from the meeting of the Communities Select Committee on 7 November 2017, a Forum to investigate the viability of Option 2- an independent future for SPAL was formed, including representatives from Friends of Surrey Performing Arts Library (FOSPAL), Making Music, International Association of Music Librarians (IAML) and officers from Cultural Services. Since November it has met several times to investigate the viability of Option 2 and the working group has discussed a range of options for the future of SPAL, put together a financial model for use with potential partners, and kept up to date with the work the Library Service has been doing on Option 1 and in looking for an organisation to take over and run SPAL.
15. It was not an explicit task or purpose of the Forum to establish an operational model for the future delivery of SPAL but during the process of considering the viability of Option 2 (due to their concerns about aspects of Option 1 arrangements) Making Music, IAML, and FOSPAL- who had not previously submitted an expression of interest individually or collectively, as a result of earlier dialogue with them or during the user survey period, decided to establish a charitable organisation (NewSPAL). The new entity would not be based on the existing organisation but would be a new standalone structure with representatives of the said organisations among its initial trustees. The risks and benefits of this option are covered later in this report.
16. Hosted by FOSPAL, Making Music and IAML, a public meeting was set up on 13 January for SPAL users and stakeholders to attend during which Forum members and SCC officers updated SPAL users and stakeholders on progress made on the various options and their risks and benefits.

#### **Benefits and risks of the options**

- **Option 1- relocate the collections in two main Surrey libraries**
- **Option 2a- collections move into the care of a relevant pre-existing organisation allowing public access**
- **Option 2b- SPAL is provided and managed by a newly formed independent organisation.**

## **Option 1- Relocate the collections in two main Surrey libraries**

17. Postcode mapping of SPAL users at the time of the survey showed concentrations of users in the following geographical areas:
  - a) Immediate Dorking area
  - b) Leatherhead/Fetcham/Epsom/Ewell
  - c) Redhill/Reigate
  - d) Guildford/Godalming.
18. West Sussex users are spread throughout the county with concentrations around the south coast (Shoreham to Bognor) and the Horsham area. There is also use within immediately neighbouring London boroughs.
19. Officers have reviewed main libraries in Surrey in these areas to identify space where each collection can be placed in the public area of the library providing access whenever the library is open and where collections can be browsed easily as they can now. Although of those surveyed, the majority said they would prefer the collections to stay together, they also said they would continue to use the service if they were relocated in this way.
20. There is no evidence that the collections and their users interact with each other in any way despite currently sharing a building. Requirements for easy loading and parking have been taken into account.
21. Option 1 would see the following retained in the music collection location. Music multiple copy sets, song albums (scores) tutors by instrument, songs/scared/choral, opera/operetta/musicals, instruments (total), chamber music, miniature scores, full scores, collected editions, single scores, jazz.
22. In the drama collection would be: Drama multiple copy sets, playsets, audition pieces, single copy plays, Shakespeare material in book form.
23. The remaining general interest related book stock would be integrated into library stock across the network, including music in general, opera, musical theatre, drama criticism, history of theatre, dance, film, TV and radio.

### **Option 1 Benefits**

24. The key benefit of this option is that it is the most controllable option and one which can definitely be carried out in a shorter timescale to achieve the full savings. It will not require the Library Service, which already has a substantial amount of budget savings to achieve, to fund the £180,000 savings from 1 April 2018 while other options which are slower to deliver are completed, which will have a negative impact on the wider service.
25. It will retain the collections in the care of SCC which stands out from other counties in its materials provision for the performing arts and on which other authorities depend, and will give the minimum disruption to users as the two collections can be moved at separate times, and at the quietest period for users who can be given maximum notice. The collections will only be unavailable to users for a short time as all elements of the project are under SCC control, shelving and the rolling stack can be moved and re-used keeping costs down. A considerable amount of work has already been done by the service on the practicalities of this option. Given the budget pressures SCC is under this

option is the most reliable and timely way of achieving the required £180,000 reduction from 1 April 2008.

26. A key strength is that, in principle, although the service may be run differently, there will be the capacity to continue the ILL service, local pickup of materials from Surrey libraries and maintain the delivery link to West Sussex. There is also a possibility that with exposure to a driven footfall to the main library, use could be encouraged to expand from currently under represented age ranges and types of performance.

### **Option 1 Risks**

27. The challenges of this option at present are that the SPAL service will still be subject to the pressures and uncertainties of local government funding in future years. Also, marketing and advocacy on an ongoing basis need to be set up to promote the service more pro-actively than previously as the review showed that use has been declining and organisations such as Making Music have pointed out the service is under promoted and publicised. In addition, it has to be recognised that no high level specialist time would be provided which may result in some initial drop in user satisfaction although this is not appearing under the current temporary arrangements. Enhanced training would be given to staff in these locations. It would also be possible to produce more user guides and self-help tools which assist in the more self-service approach and the use of volunteer advisors similar to those already deployed in the service for local history could be deployed. Furthermore, there is still hope that the IT system can be improved either by purchase of a new system or via the main library service's IT contract which is in the process of renewal.
28. For clarification, while SCC would not plan to make any new stock purchases during 2018-19 while the collection is moved to new locations, from 2019-20 it would plan to support stock purchase for these collections at an appropriate level.

### **Option 1 - Summary**

| <b><u>Benefits</u></b>  | <b><u>Risks</u></b>  |
|---|--|
| Lowest financial risk for SCC & libraries                                 | Retained within SCC may be subject to further budget pressures |
| Full saving delivered in short timescale                                  | Temporary loss of use and income while users adjust            |
| Most controllable delivery  | Will need marketing to increase use                            |
| User survey said users would still use collections if they moved          | Possible drop in user satisfaction                             |
| Locations available where user questionnaire shows clusters of SPAL users | Improved IT system to increase efficiency still in progress    |
| Minimal disruption to users   | Higher costs for Inter library loans                           |
| No reduction in opening hours or browsing                                 | Pressure on Surrey to lend to other authorities increases      |
| Low moving costs  |  |
| Maintains local collection of items from Surrey libraries                 |  |
| Maintains ILL system for users  |  |
| Collections and pricing remain in control of SCC                          |  |

|   |
|---|
| <b>Option 2a - Collections move into the care of a relevant pre-existing organisation with public access.</b> |
|---|

29. The Library Service has completed a range of actions aimed at identifying whether any pre-existing organisation such as a university, educational institution or other body would be willing to take on the full collection and have the facilities to keep it easily accessible to the public. This was done by giving an option in the user survey for people to flag up if they were interested in helping build a future for SPAL. The second approach was to develop a list of suitable organisations which were directly approached. Any leads were followed up concluding with three being given serious consideration. Networks of contacts were also used to explore as wide a range of organisations as possible.
30. After discussions and site visits it became clear that some organisations were not viable options either because they did not wish to take a sufficient part of the collection, had access issues- either physical or term time only access, or had development plans which were in a timescale considerably longer than were feasible in terms of the budget pressures.
31. Following this work one strong lead is still progressing with more detailed discussions being held about the nature of the arrangements, on what terms the collection would be held, how the service would be housed, managed and made available to the public as well as what the future business plans for the organisation would be.

### **Benefits of Option 2a**

32. The benefits of this option are that, while it is unlikely to be completely achieved by 1 April 2018, providing the nature of the arrangements can be agreed fairly quickly it is likely to be faster and less uncertain to work with a larger, resourced, pre-existing organisation than a completely new organisation starting up, due to premises, management, staff support, business planning and marketing ability already being in place. The collections would also benefit in use from a new range of users brought by the students at the location and the different community in which it would be based with a good range of relevant performing arts related students and organisations in close proximity and business planning which includes increasing community involvement. The operating model would also include an element of volunteer help which would also be of positive benefit.

### **Risks of Option 2a**

33. As discussions are ongoing, in terms of achieving the full year's saving this option retains a level of risk at this stage particularly around failure to secure a suitable agreement, confirmation of premises or potential requests for transitional support which are, as yet, unknown. Further progress in the next few weeks should indicate a realistic timescale which would also indicate any financial pressures from the £180,000 saving but if this remains an option to pursue then a time limit would have to be set for its completion in order to reduce the financial risk. The indicative timeline suggests that the transfer would take place in the medium term while suitable receiving premises were arranged. An interim service to SPAL users would be provided until the new service became operational.

## **Option 2a - Summary**

| <b>Benefits</b>  | <b>Risks</b>   |
|--|--|
| Established organisation has premises and staff in place which should speed up transfer and reduce financial risk to SCC | Timescale would not be from 1 April so budget pressure on library service          |
| Transitional costs should be less than 2b due to above   | Time limit on completion of transfer would need to be set to minimise risks to SCC |
| Business and marketing skills in house   | Completion of move may take longer than planned                                    |
| Synergy between current and new users and new location may stimulate use and extend reach                                | Business plan may change over time causing relocation and other changes            |
| Would increase hours of access compared to 2b  | Organisation sets own pricing  |
| Volunteer cohort likely to be available  | May not provide inter library loan service   |
|  | SPAL users may not like shared premises  |

## **Option 2b- SPAL is provided and managed by a newly formed independent organisation.**

34. The Forum representatives from FOSPAL, Making Music and IAML have jointly put together a statement which includes a proposal for a charitable organisation to run a new independent performing arts library (NewSPAL). They also state their fundamental view which is that a service such as SPAL should be provided by SCC. Further details can be found in Annex 4.
35. They have formally set up a Charitable Incorporated Organisation (CIO) called NewSPAL with initially seven trustees including, at this stage, the Forum representatives. It is proposed that the CIO would take over the collections, find premises, staff and volunteers, implement the NPALS computer system and over two years expand its customer base significantly and become financially independent.
36. The newly formed organisation (CIO) would not be operationally ready until March 2019. The Medium Term Financial Plan budget reduction will be made from the libraries budget from 1 April 2018. In order to provide continuity of service for users the option would require SCC to continue run SPAL (without relocation from Denbies - as per Option 1) for a further year. Because of the need to make the budget saving the costs of running SPAL would need to be reduced to as near cost neutral as possible to avoid a budget pressure. This would require reducing opening hours for this year to 18 hrs per week; a minimal staff and limited ILL service. This, with new pricing structure, would allow a basic service (more limited than Option1) to be maintained with a deficit of around £10,000 per year.
37. The CIO option relies on SCC investing £83,000 in set up costs for NewSPAL and the CIO would require subsidies of £30,000 and £15,000 in its first and second operating years.

## **Benefits of Option 2b**

38. An independent future for SPAL is an option which has support among the users and FOSPAL, Making Music and IAML who see it as a way of securing its existence in the future free from pressures on local government spending and led by its users. Being

independent and operating as a charity supported by charging for the services it provides gives it freedoms in fundraising, trading and gaining financial support in ways that SPAL cannot currently do. It also could harness the time and skill of its members to be advocates and market the service to build use.

### **Risks of Option 2b**

39. In addition to the risks analysis below, it is not clear whether or not the new organisation could operate an ILL system. Technically it can in that the British Library has agreed such an organisation could set up an account with it but there would be issues with regards to costs, charges, workload and transport which could impact on its users. Like all organisations which would rely heavily on volunteer help, the ability to recruit and retain the right kind of volunteers would be a risk.

### **Option 2b Summary**

| <b>Benefits</b>   | <b>Risks</b>  |
|---|---|
| Following transition year and set up costs SCC would have no further financial responsibility for NewSPAL and it would be outside of local government budget pressures                          | Seeks initial SCC investment of £83,000 to ensure sound set up within one year. Risk to financial viability of the service in the longer term due to move to digital music services |
| Charitable vehicle means additional funding sources will be open to NewSPAL   | Requires SCC to reduce service and manage SPAL on reduced costs/increased prices for one year to mitigate impact of not making £180,000 saving from 01 04 18                        |
| SPAL collections remain together and available with dedicated staff and premises  | CIO needs to find operational costs subsidy of £30,000 in year 1 and £15,000 in year 2  |
| Continuation of service in independent form may be well received by users and wider public. User involvement and volunteering in running and supporting the service could have positive effects | Business model relies on increasing pricing and increasing number of customers to raise income  |

### **Conclusions**

40. **Option 1** - At present it is clear that Option 1 can be implemented in the shortest timescale if this is the decision by Cabinet in March. There is minimal risk to SCC or service users, as SPAL- albeit operating on a different management basis, would remain operational within SCC and substantially meeting the needs and requirements of users and with the budget savings achieved. Feedback from the user survey indicated that the majority of SPAL users would still use the collections if they were moved and the option to collect at their local library would remain. This option is relatively risk free to SCC and would allow the delivery of the full savings early on in 2018.
41. **Option 2a** – As stated there is more work to be done with the potential academic partner- including more detailed scoping of the physical provision, legal arrangements etc- but at present this option remains in scope and work will continue with the potential partner to bring the scheme to a point where a decision can be made at Cabinet in

March. There is an element of risk in this option, in terms of timescales and potential transitional costs but would not require finding of new property

42. **Option 2b** - . There is an inherent risk associated with any new organisation taking over and operating the service particularly if it is not part of a larger and resourced pre-existing organisation. There is a potential risk when the organisation is standalone – existing solely for the purpose of operating SPAL and with a business plan totally dependent on a trading proposition. As with any start-up/new organisation there would be an element of risk regarding its performance and ability to deliver from year 1. It should be noted in the proposal in Annex 4 that as it is not being proposed until March 2019 there is a requirement for a one year postponement for development of arrangements before it would be operationally ready for transfer from SCC. SCC would have to finance the cost of SPAL in this further period which would be an additional budget pressure on the service and there would be no guarantee that at the end of the development stage this organisation would take over SPAL. Also the considerable investment in transitional costs required from SCC, the impact on users of the reduced service instigated to mitigate the impact of not making the savings in 2018-19 and the risk that the CIO could not move ahead or fail needs very careful consideration

|                         |
|-------------------------|
| <b>Recommendations:</b> |
|-------------------------|

It is proposed that the Communities Select Committee recommends that:

- i. the Library Service continues its work on finding an improved IT system, staff and operating efficiencies for SPAL;
- ii. the Library Service continues to work up its plans for option 1 and its implementation;
- iii. the Library Service continues to have discussions with a current potential organisation on the transfer of SPAL (option 2a) and noting that the transfer would be a potential longer term solution conclude discussions on a planning timescale in time for a recommendation to Cabinet if this remains a viable option;
- iv. the Library Service has discussions with the CIO trust body on the potential transfer of SPAL (Option 2b) and, noting that there are potential implications to SCC regarding the attainment of the MTFP savings in 2018/19 and a requirement for investment to facilitate it, confirm the full cost implications to SCC of this model in time for a recommendation to Cabinet regarding this proposal; and
- v. the Library Service draws up a shortlist of criteria to be the guiding principles (best on-going user arrangements for access to SPAL services; least cost/risk to SCC finances etc) to be the basis on which the final recommendation will be made in the report to Cabinet.

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

- The service is to progress discussions with legal, HR and stakeholders to define what legal and operational matters have to be clarified and included in any transfer or relocation arrangements, including those with bodies such as Making Music, SEPSIG, British Library etc. and the roles and responsibilities and service offers that would be required by future operators of the service.
- Impact of new prices will be monitored.
- The forum will meet again on February 20 to review Select's recommendations and progress on the options.

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**Report contact:** Peter Milton, Head of Cultural Services

**Contact details:** [peter.milton@surreycc.gov.uk](mailto:peter.milton@surreycc.gov.uk) Tel: 07837 557742

**Annexes:**

Annex 1- Inter Library Loans

Annex 2 - Interim price rises

Annex 3 - SPAL budget figures 2017-18

Annex 4 - Statement from FOSPAL, Making Music and IAML

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## Inter Library Loans

### Overview

1. Library authorities participate in long standing reciprocal loan arrangements (ILL schemes) ILLs are considered only if the stock requested is not sufficiently popular to be bought for the Surrey Performing Arts Library (SPAL) own stock or to provide additional copies for material already in stock which may be out on loan.
2. A major drawback of the ILL scheme is the lack of a national, live database for finding who has items or a computerised system for reserving and moving multiple copy music and drama sets around the country. This is recognised as a national problem. There is a voluntary national database called “Encore” which deals with music only, which does not help for drama and relies on authorities updating it. On the positive side ILLs widen out what is available and buying items and adding them to stock is also labour intensive.
3. Each library authority holds a credit/debit account with the British Library and payment for loans is in the form of British Library vouchers. The account works similarly to a Paypal account in that all money transfers are completed electronically and do not appear as part of the budget. As SPAL is a net lender the account does not go into debit.
4. This reciprocal arrangement means that courier costs in sending material to an authority will be paid for by the lending authority and courier costs in returning material to the home authority are paid by the borrowing authority. Other costs are made up by a “fee” which is paid in the form of British Library (BL) vouchers. The number of vouchers required for each complete transaction (therefore the charge) varies from authority to authority.
5. Within the country there are several “groupings”- library authorities which have come together as a regional interest group working together to support each other. Some authorities no longer have a Performing Arts library service e.g. West Sussex, West Berkshire, and either use the ILL service to satisfy the needs of their performance groups or make no provision for the groups in their area.
6. As public funded PAL services diminish throughout the country due to increasing costs and reduced public library budgets, SPAL is one of the largest remaining and its stock is therefore heavily used by other authorities. This is sometimes to the detriment of Surrey residents as stock becomes unavailable and the Service has to borrow in the sort of material that has been lent outside Surrey.

### The Current Service Offer

7. SPAL participates in several Inter library loan schemes which are generally groups of library authorities which have banded together for mutual benefit. The two that are the main sources of ILL for borrowing material for SPAL registered groups are.

8. **SEPSIG (South East Special interest group)** - SEPSIG authorities make no charge to each other for borrowing/lending and so no BL vouchers are exchanged. SEPSIG operates on a member subscription basis, currently £300 p.a.
9. **CONARLS** – make a borrowing/lending charge which can be variable.
10. Any borrowing or lending outside these schemes will incur a heavier cost in terms of BL vouchers. The ILL service is currently available for Surrey groups only to borrow multiple copy sets.

### **Borrowing material for Surrey based groups**

11. When asked to obtain material not in SPAL stock, or of which we have insufficient copies, SPAL staff will use SEPSIG and Herts as their first port of call. The courier costs into Surrey are covered by the lending authority, which means that SPAL pays the return courier costs but does mean that we gain income through the hire costs charged on the material.

### **Lending material to other library authorities**

12. SPAL lends material to library authorities across the country. Any loan to a SEPSIG member is free of charge. When asked to lend material, SPAL may make a charge in BL vouchers if the authority is not a member of SEPSIG. The charge will vary depending on whether the authority belongs to CONARLD (attracting a lower charge) or not. Again courier costs are paid on one leg of the journey, but there is a potential loss of income as the material is unavailable for loan to Surrey fee paying customers

### **Process**

13. Due to the absence of a national computerised system the administrative process is cumbersome and time consuming. It is usually done by email and involves tracking the individual requests and responses from individual authorities so is done over a period of several days.
14. Some of the processes have been refined to reduce the time involved. However the library management computer system we currently have is not able to support the service in a way which means time and staff effort can be reduced much further. Nottingham's software would go part way towards helping resolve these issues.

### **Income Expenditure and Cost Recovery**

15. Expenditure is incurred in the following areas:
  - Material being sent outside Surrey is transported via a courier service
  - Staff time to process the request both borrowing and lending
  - Potential loss of hire charges for items loaned to other library authorities
16. Income is received through the following:
  - Hire charges received on material borrowed by our groups
  - Lending fees charges to borrowing authorities (BL vouchers)

- Income in the form of additional stock is received from SEPSIG if SPAL is amongst the top 3 lenders in the scheme. Should SPAL withdraw from the scheme this material has to be returned to SEPSIG.
17. SCC figures show that SPAL is a net lender. 98.85% of items going out on ILL is music. In a typical month we loan 1886 items to other authorities and borrow 808 items from other authorities.

### **Options for improving expenditure/income balance on ILLs**

18. The 1964 Public Libraries and Museums Act does not allow authorities to make a profit on this service so options are limited.
19. The current courier costs were achieved through a reduction in the level of service bought from the courier. There may be potential to reduce these costs further by looking at other methods/contracts for transporting materials
- A. Lending material to other authorities operating within the ILL schemes:
- i. SEPSIG/Herts- the terms and conditions for lending/borrowing between the subscribing authorities are set at zero so terms of membership and charges cannot be arbitrarily set by one authority.
  - ii. Some authorities already charge quite heavily e.g. Liverpool. SPAL's reaction to this was to cease using that authority. Raising BL vouchers to the borrowing authority could result in SPAL pricing itself out of that market but could also be a means of controlling or suppressing the market.
  - iii. Charging borrowing authorities any courier costs would prove too expensive to administer, particularly for SEPSIG/Herts
- B. borrowing from other authorities:
- i. Pass on full costs of borrowing to the group. SCC will be increasing charges in February and the total charge will consist of a fixed element for the reservation (£15) plus the initial costs of BL vouchers and courier costs. As prices have been held for several years, this initial increase will not represent full cost recovery but is a step in that direction and one designed to retain market loyalty.

### **Withdrawal from the ILL schemes**

20. The user survey and comments from FOSPAL and Making Music strongly suggest that the ILL service is vital. The underlying message is that groups like to be able to borrow what they require, in the quantities they require, when they require.
21. Should storage space or finance be unlimited or groups be content to perform material already available from stock, then SPAL would not need to use the ILL system. It is possible to withdraw from the schemes i.e. neither lend to nor borrow from other library authorities.
22. An immediate consequence would be the return of the SEPSIG funded material leading to a slight lessening of the stock available (around 9,500 items). In addition, the inability to borrow from other authorities may lead to dissatisfaction from Surrey groups and a

loss of income if groups go to competitors. Several respondents to the user survey also commented that, should they have to borrow from commercial companies, their group might cease to function.

23. A potential benefit might be the ability to offer a direct delivery service to anyone within the country. This potential income stream has to be balanced against the associated increase in workload. The library service is talking to a number of authorities which operate differently.
  
24. The expectation is that the library service, should option one be implemented, would continue to strive to maintain and improve the efficiency of an ILL service which is supported by the ability of SPAL users to collect requested items from any library in the County, as well as SPAL. It is not clear what the capacity would be for an ILL service to be maintained under option 2 outcomes until more operational details become available.

### **Interim price rises**

Below are at a glance details of the changes in charges. The new charges come into force on 1 February 2018.

|   |                              | Surrey based |          | Outside Surrey |        |
|---|------------------------------|--------------|----------|----------------|--------|
|   |                              | current      | New      | current        | New    |
| Annual subscription   |                              | £26          | £45      | £33            | £57    |
| Hire charges, per calendar month, per set   | Vocal scores (set 20)        | £5           | £9       | £8             | £14    |
|   | Packages vocal sets (set 20) | £4           | £7       | £6             | £10.50 |
|   | Orchestral sets              | £9           | £16      | £11            | £20    |
|   | Playsets                     | £4           | £7       | £5             | £9     |
| Reservation fees (material in PA stock)   | Play sets per title          | £4           | £6       | £4             | £9     |
|   | Music sets per title         | £4           | £8       | £4             | £12    |
| Reservation fees for material borrowed from library authorities outside Surrey (also known as Inter Library Loans or ILLs). | Reservation                  | £4           | £15      | n/a            | n/a    |
|   | ILL fee                      | variable     | variable |                |        |
| This service is available to Surrey groups only.  |                              |              |          |                |        |

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**Annex 3**

|                               | out turn<br>2014-2015 | out turn<br>2015-2016 | out turn<br>2016-2017<br>£ | actual at<br>29 January<br>2018<br>£ | Projected<br>2017-2018<br>£ |
|-------------------------------|-----------------------|-----------------------|----------------------------|--------------------------------------|-----------------------------|
| <b>Staffing</b>               | <b>148,994</b>        | <b>153,903</b>        | <b>160,301.00</b>          | <b>99,268.00</b>                     | <b>116,748.00</b>           |
| Stock                         | 40,841                | 33,473                | 30,243.00                  | 4,309.00                             | 5,000.00                    |
| Other costs                   | 11,278                | 9148                  | 8,797.00                   | 5,780.00                             | 9,741.00                    |
| <b>total expenditure</b>      | <b>201,113</b>        | <b>196,524</b>        | <b>199,341.00</b>          | <b>109,357.00</b>                    | <b>131,489.00</b>           |
| <b>total income</b>           | <b>(76,027)</b>       | <b>(71,567)</b>       | <b>(66,485)</b>            | <b>(53,721)</b>                      | <b>(64,465)</b>             |
| <b>total net expenditure</b>  | <b>125,086</b>        | <b>124,957</b>        | <b>132,856</b>             | <b>55,636</b>                        | <b>67,024</b>               |
| Direct property costs         | 42,000                | 84,904                | 93,173.00                  | 93,173.00                            | 93,173.00                   |
| <b>Direct cost to SCC</b>     | <b>167,085</b>        | <b>209,860</b>        | <b>226,028.00</b>          | <b>157,200.00</b>                    | <b>158,177.00</b>           |
| Central & corporate recharges | 81,637                | 84,904                | 38,120.00                  |                                      | 38,120.00                   |
|                               | <b>248,722</b>        | <b>294,764</b>        | <b>264,148.00</b>          | <b>157,200.00</b>                    | <b>196,297.00</b>           |

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## REPORT ON EXPLORING OPTION 2 FOR SPAL

as recommended by SCC Communities Select Committee (07/11/2017)

*Authors: non-SCC Forum members Barbara Eifler, Chief Executive, Making Music; Mark Welling, Chairman, FOSPAL; Anna Wright, President, IAML (UK & Ireland)*

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### Introduction

Making Music, representing leisure-time music groups in the UK; FOSPAL, the friends' organisation for SPAL; and IAML (UK & Ireland), the membership organisation for music libraries and librarians, were asked by the Communities Select Committee to join a forum with officers from SCC to explore what an 'Option 2' might look like for SPAL. 'Option 2' would see the currently council-run SPAL being run by an external body.

### Current situation

#### Current Surrey Performing Arts Library (SPAL)

SPAL is one of the three largest specialist performing arts libraries in England.

#### Service outline:

- SPAL provides music sets, drama sets, single copies of scores and sheet music, books on music and drama, CDs and DVDs, at a location near Dorking leased from Denbies Wine Estate
- Currently the service opening times are 33.5 hours a week
- Advance reservations are possible
- ILL (Inter Library Loans (from and to other library services)) are possible

#### Current user numbers:

- Subscribing user groups (music): Surrey 239, non-Surrey 155 (Oct 2017)
- Subscribing user groups (drama): Surrey 98, non-Surrey 78
- Active user groups (music) 2016/7: Surrey 186, non-Surrey 110 (October 2017)
- Active user groups (drama) 2016/7: Surrey 88, non-Surrey 64
- Individual borrowers (one or more transactions in previous 12 months) (Aug 2017) across all disciplines: 1043

## **Wider context**

The services provided by SPAL on last full year figures represent 1.85% of overall Surrey Libraries costs; less than 0.013% of SCC's total budget; contribute 4.9% to Surrey Libraries income (more after interim charge increases are implemented in February 2018); and cost Surrey residents less than 18p per head per annum.

The provision of SPAL services contributes to SCC's corporate strategy 2017-2022, especially under the heading of 'Wellbeing', given the well-researched significant contribution made by participative arts activity (such as the music and drama groups supported by SPAL) to the physical and mental health of individuals, and in particular to young people, older people and vulnerable groups of people. SPAL also contributes towards the strategy goal of enhancing residents' experience in Surrey, supporting volunteer-led, self-funded community music and drama groups, which have a considerable impact on making a place desirable for residents and businesses and helping community cohesion. Groups also have a positive economic impact on Surrey, employing professionals and spending with local businesses (e.g. venues, printers etc.).

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## **Option 2 – outline**

### **Background**

Originally, SCC proposed three options. Of these, Option 3 (total closure) was rejected following the consultation and CSC meeting. Option 1 is proposed by SCC officers and its main characteristics are:

- Music sets and individual scores in one location
- Drama sets in another location
- Other materials dispersed throughout Surrey libraries (books on music/ drama/dance; CDs; DVDs)
- No dedicated premises
- No dedicated staff
- Potentially (but subject to budget) purpose-designed IT system allowing online interaction with users
- No dedicated stock replacement/investment (other than as part of general libraries stock budget)

It is our opinion, and that of over 65% of respondents to the consultation, that this option would not provide an adequate or future-proof solution for SPAL: diminished service, absence of knowledgeable staff, degraded stock with no provision for replacement or acquisitions and an absence of marketing are likely to lead to drop-off of users and income. Combined with continued pressure on SCC's libraries' budget, we do not consider this to offer a sustainable future.

It is against this background that we came to the reluctant conclusion that Option 2 (a SPAL run by a charitable body independent of SCC) would represent the only truly sustainable solution for this service.

### **Who could run an Option 2?**

Originally, we understood that SCC had been approached with offers from organisations which might take on the running of SPAL and that our role on the forum was helping officers and potential external providers to ensure such an independent SPAL was fit for purpose and what users needed.

As meetings progressed, we came to realise that potentially none of the conversations with external partners would lead to a successful outcome. Reluctantly, we - supported by users – therefore created an Option 2 vehicle ourselves. A Charitable Incorporated Organisation (CIO) called NewSPAL with six trustees, including the authors of this report, has now been successfully registered with the Charity Commission, charity number 1176729. A seventh trustee (already identified) with drama user experience will be appointed on 20 February.

Within two months of the Select Committee meeting, we have found ourselves moving from what we thought were advisory roles in a forum with SCC officers to creating a full Option 2 ourselves. What follows is therefore necessarily a basic outline, but one we think demonstrates that a credible Option 2 is possible and ready to be taken forward as soon as political approval is given.

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## **CIO Option 2 proposal**

### **Operational assumptions**

- NewSPAL will have to operate on a full cost recovery basis as soon as possible
- The entire collection to be kept together as it is now and managed as one single entity
- Use of proven Nottingham software system to manage NewSPAL interaction with users and reduce administrative costs and need for staff time

- Promotion of the service to (potential) users, including outside of Surrey
- Inter Library Loans (ILLs) – if continued (**CHALLENGE NO 4**) – to be on a full cost recovery
- Lending beyond Surrey residents as an important part of the business model

#### PREMISES

NewSPAL will need dedicated premises (though not at Denbies except (perhaps) as part of a transition arrangement). These will need to be at an affordable price and accessible to the public for collection and drop-off of materials and for limited browsing. The size needed (square metres of usable space) is between 385 (minimum), 440 (comfortable) and 520 square metres (preferred).

However, a CIO delivering public benefit as a charity by keeping charges low and making the service as accessible as possible to the widest range of users is unlikely to be able to afford a full commercial price for premium premises such as Denbies (**CHALLENGE NO 1**).

#### POSSIBLE TIMELINE (**CHALLENGE NO 3**)

- 8 Feb 2018 Communities Select Committee recommendation
- 27 March 2018 Cabinet decision
- April – June 2018: agreement between SCC and NewSPAL negotiated and signed
- July – August 2018: new IT system purchased, new premises found
- September – November 2018: stock audited/cleaned, added to new IT system
- January 2019: move to new premises; payment system set up; staff recruited
- Staff and users trained in new systems
- NewSPAL launches March 2019
- **Transition period = April 2018-March 2019**
- **Yr1 = 2019/2020; Yr2 = 2020/2021; Yr3 = 2021/2022**

#### OPENING HOURS

Assumed for this proposal 18 hrs per week (two mornings, two afternoons, one evening, part of Saturday).

#### STAFF

NewSPAL will need dedicated staff (though fewer than now). This proposal is based on 0.6 FTE of a professional music librarian post and 0.8 FTE of a support post. We believe this is the minimum level of paid staffing (regardless of any additional volunteer support) which would enable NewSPAL to be sustainable.

#### CHARGING STRUCTURE

- Music groups to pay as you go, monthly, per item (to maximise efficient use of stock and income)
- Drama groups to pay by annual subscription (reflecting the different pattern of usage for drama sets)
- Charges to individual users by modest annual subscription (applicable to borrowing of individual books, other materials, chamber music, instrumental music etc.)

#### IT SYSTEM

Adoption of the proven Nottingham purpose-built IT system for catalogue searching, reservations, admin etc. with an online payment system would be the obvious and most cost-efficient model for NewSPAL.

#### DELIVERY OF MATERIALS

- Pick up in person from the NewSPAL premises
- Courier delivery to anywhere in the UK (cost covered by user, whether individual or otherwise)
- Potentially via ILLs (subject to full cost recovery arrangements being agreed)

#### STOCK RENEWAL

No budget is currently included for stock binding, or replacement and acquisition of stock. FOSPAL has agreed that for Years 1-3 it will fundraise to provide funds for this crucial ongoing capital investment. Stock is also likely to become available (at low/no cost) from other closing performing arts libraries.

#### POTENTIAL USER NUMBERS

Surrey music groups: Making Music has 161 member groups in Surrey; based on DCMS/ACE data from 2008 (Our Creative Talent), Making Music covers an estimated 30% of all existing groups. That would mean approximately 536 groups in Surrey (more than double the number of groups currently registered with SPAL).

Outside Surrey music groups: Making Music has 2771 music groups in membership elsewhere in England (plus Scotland, Wales, NI); on the same data set quoted above that would mean at least 9237 groups in England, in addition to the 536 in Surrey, are at least potential users of NewSPAL.

NewSPAL will never sign up 100% of all music groups in the UK; however, the numbers above indicate that there is a large pool of potential users which may currently be untapped.

## **CHALLENGES**

### **No 1: Premises**

We have started investigating potential solutions and are now confident we can solve this by early 2019.

- Denbies Wine Estate where SPAL is currently located is not suitable in the long term. Current lease conditions as agreed by SCC until 2021 are unaffordable for NewSPAL. However, this means there is no additional cost to SCC in hosting SPAL at Denbies for the transition period (Apr 2018-Mar 2019)
- We have been informed that there are no suitable premises owned by SCC currently available which could be leased to NewSPAL.
- We have a statement from the Chief Executive of Woking Borough Council that they would be open to discussions and envisage being able to help find at least an interim solution for NewSPAL in Woking.
- We understand that SCC officers have a potential premises partner for NewSPAL in mind but we have not yet been put in contact.
- We have further contacts and ideas we are hesitant to explore until we have a steer from CSC and/or a decision from Cabinet as to whether they are committed to the delivery of the outlined Option 2.

### **No 2: Set-up costs**

We are appending a separate budget for the transition and set-up period (separate from operational budget). The investment is estimated at £83,822 in addition to the running costs during the transition year (2018/2019).

In addition, NewSPAL would need subsidy of approximately £30k and £15k respectively for operational years 1 and 2. It is anticipated that this subsidy would be raised from a source other than SCC (e.g. via free or subsidised use of premises).

This investment of £83k plus the one year transition are necessary to ensure that NewSPAL becomes self-sustaining as quickly as possible and is set up well enough not to fail.

### **No 3: Timeline**

We first heard of the proposed consultation on the future of SPAL in August 2017 and were told a solution had to be in place by 1 April 2018. We have consistently expressed the view that this is not realistic; indeed Cabinet won't now take a decision until 27 March.

Our proposed timeline is achievable, but it would mean SCC only achieving part of its proposed budget saving on SPAL in 2018/9, with the rest achieved from 1 April 2019. Savings for SCC still running SPAL in the transition year 2018/9 (compared to the current SPAL budget) would be achieved by increasing charges (already set up), reducing opening hours and restricting public access for browsing.

### **No 4: Inter Library Loans (ILLs)**

The challenge here is how to make the widest possible range of materials in the performing arts (wherever and by whomever held) available and accessible to individuals and community groups in Surrey. NewSPAL (as an independent library) could register with the British Library and continue to provide ILLs; however, we have not yet decided if that would be manageable initially or indeed the best possible solution (versus, e.g., bilateral agreements with other major providers).

## OPERATIONAL BUDGET FROM 1 APRIL 2019

| <b>EXPENDITURE</b>   | <b>Year 1/2/3</b> |                               |                 |
|--|-------------------|-------------------------------|-----------------|
| Staffing - 0.8 FTE, support/non-librarian  | £18,610           |                               |                 |
| Staffing – 0.6 FTE, professional music librarian   | £20,373           |                               |                 |
| NIC/Pension costs  | £4,305            |                               |                 |
| Management fee (operations/finance etc.)   | £4,000            | annual fee                    |                 |
| Staff travel   | £200              |                               |                 |
| Training   | £500              |                               |                 |
| Furniture  | £500              |                               |                 |
| Stationery   | £150              |                               |                 |
| Library Management System software fee (Notts)   | £4,000            |                               |                 |
| Computer consumables (ink and paper)   | £840              |                               |                 |
| Computer support   | £500              |                               |                 |
| Marketing  | £500              |                               |                 |
| Tel/broadband charges  | £1,800            |                               |                 |
| Insurance  | £3,600            |                               |                 |
| Postage  | £300              |                               |                 |
| Subscriptions to organisations   | £500              |                               |                 |
| petty cash   | £300              |                               |                 |
| Stock (inc binding, online resources)  | £0                | to be fundraised<br>by FOSPAL |                 |
| Stationery (jackets etc.)  | £0                | to be fundraised<br>by FOSPAL |                 |
| Day to Day Maintenance   | £480              | rubbish etc.                  |                 |
| Security Alarm Maintenance   | £960              |                               |                 |
| Utilities  | £4,800            |                               |                 |
| Rates  | £5,000            |                               |                 |
| Cleaning and Domestic Supplies   | £4,000            |                               |                 |
| Secure waste   | £200              |                               |                 |
| Rent (based on 428 sq m GIA at £70 psm)  | £29,960           |                               |                 |
| <b>Total expenditure</b>   | <b>£106,478</b>   |                               |                 |
|  |                   |                               |                 |
|  |                   |                               |                 |
| <b>INCOME</b>  | <b>Year 1</b>     | <b>Year 2</b>                 | <b>Year 3</b>   |
| based on av. last 3 years; charges +20%; groups<br>& sales standstill in Y1; growth in Y2 and Y3 | £80,741           | £88,815                       | £106,578        |
| <b>Total income</b>  | <b>£80,741</b>    | <b>£88,815</b>                | <b>£106,578</b> |
| Surplus/deficit  | -£25,737          | -£17,663                      | £200            |
|  |                   |                               |                 |
|  |                   |                               |                 |
| <b>Subsidy required</b>  | <b>£25,737</b>    | <b>£17,663</b>                | <b>-£200</b>    |
| <b>Option for covering shortfall in years 1 &amp; 2</b>  |                   |                               |                 |
| premises subsidy: yr 1 100%; yr 2 50%; yr 3 0%   | £29,960           | £14,980                       | £0              |
|  |                   |                               |                 |
|  |                   |                               |                 |
| <b>TOTAL FOR YEAR PROFIT/LOSS</b>  | <b>£4,223</b>     | <b>-£2,683</b>                | <b>£200</b>     |

## TRANSITION PHASE AND BUDGET

There are four strands to the transition phase.

### HANDOVER FROM SCC TO NewSPAL

- Practical modalities (who, when, what, how)
- Legal aspects of an external body taking over publicly owned assets (the collection), including looking at how/whether/by whose decision stock in future can be disposed of
- Agreement regarding physical assets, e.g. desks, rolling stacks, shelves etc.

### IT SYSTEM

- Specifying and commissioning (working assumption: Nottingham system), with adjustments if required
- Deciding on structure of charges/rules (e.g. re late returns) and implementing these in the system
- Purchase of equipment, e.g. barcode readers etc.
- Organising of volunteers and/or staff to audit and clean stock, then input titles into the new system and scan copies onto the new system
- Training of staff, volunteers and users on the new system
- Creating payment and accounting systems to work with the IT system

### PREMISES MOVE

- Finding new premises and agreement of lease
- Fitting out new premises, including broadband and utilities.
- Physical move
- Setting up stock in new premises and readying for service

### CHANGE MANAGEMENT

- Managing users through the journey: alerting to change; communicating transition arrangements; consulting on new charges; enlisting their help to catalogue/clean up stock; train users on new system
- Recruiting new staff, managing handover from SCC staff, ensuring customer service is maintained
- Liaising with SCC officers and elected members to ensure external communication agreed and consistent at all times, maximising positive PR for both parties, minimising potential negative stories
- Preparing and managing the launch of the new service, to users and potential new users; using this to maximise the opportunity of the new service to reach its financial and usage goals for years 1 to 3

## TRANSITIONAL BUDGET 1 APRIL 2018 TO 31 MARCH 2019

|   |                |   |
|---|----------------|---|
| <b>Capital investment needed</b>                                  |                |   |
| Library Management System (Notts software)                        | £10,000        |   |
| Computer hardware (2 staff terminals + barcode readers + public)  | £2,000         |   |
| rolling stacks/shelves/desks/other furniture                      | £0             | SCC assets passed to NewSPAL  |
| <b>TOTAL CAPITAL INVESTMENT</b>                                   | <b>£12,000</b> |   |
|   |                |   |
| <b>Transition management</b>                                      |                |   |
| Relocation costs  | £40,000        | physical move, set up of new premises   |
| Project management, part-time over 12 months                      | £20,000        | managing move, negotiating agreements, organising volunteers, change management       |
| Transfer of stock to new IT system/volunteers                     | £0             | £10,000 value in volunteer hours; looking to user groups to provide volunteer support |
| Recruitment & training of new staff in preparation for CIO launch | £10,822        | 3 months of new staff costs   |
| Marketing   | £1,000         | launch and promotion of new service   |
| <b>TOTAL TRANSITION MANAGEMENT</b>                                | <b>£71,822</b> |   |
|   |                |   |
| <b>TOTAL COST OF TRANSITION TO NewSPAL</b>                        | <b>£83,822</b> |   |

## **SUMMARY AND CONCLUSIONS**

As outlined in this paper, we – and the users we represent between us – remain fundamentally of the view that a service such as SPAL should be provided by Surrey County Council.

We do believe it is possible to make this service financially sustainable and cost neutral for SCC, if it were minded to do so. The authors of this paper and SPAL users would support such a solution were SCC to adopt the principles we have outlined above to make SPAL cost neutral while remaining under SCC control.

If, however, SCC is not minded to continue running this service (except through the adoption of Option 1 which we consider, for the reasons we have set out, to be flawed), even if it was self-sustaining, we have a charitable vehicle set up with a viable plan to take on the running of SPAL.

### **Summary of benefits to SCC of adopting our proposed Option 2:**

- **SPAL collection remains together and available with dedicated staff and premises to residents in Surrey**
- **Charitable vehicle means funding options are open to it that may not be open to SCC**
- **Following the transition year (2018/9) and set-up costs for NewSPAL, SCC would no longer have to concern itself in any way with SPAL, thus avoiding having to take other unpopular decisions further down the line and therefore any ensuing bad PR for SCC**
- **SCC would benefit from considerable positive PR in connection with the proposed Option 2 as it would be seen to be facilitating this community service, despite its financial constraints, and handing over a cherished service to be user-led and sustainable for the longer term**

**However, these benefits will only accrue if SCC is willing to invest in the handover as outlined above – managing SPAL on reduced costs/increased charges for 2018/9 and financing the set-up.**

**We urge the Communities Select Committee to recommend this Option 2 to Cabinet, including the transition arrangements we are proposing.**

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## Communities Select Committee

8 February 2018

### Annual Scrutiny of Surrey Community Safety Board

#### Purpose of the report:

The Police and Justice Act 2006 requires local authorities to undertake annual scrutiny of Community Safety Partnerships (CSPs). Subsequent guidance suggests (but does not mandate) that in two tier authority areas district/borough and county councils should work together to develop a collaborative approach to the scrutiny of community safety issues.

In Surrey, district and borough councils fulfil the duty to scrutinise local community safety partnership plans. Surrey County Council's Communities Select Committee will therefore scrutinise the work of the overarching strategic Community Safety Board (CSB).

The Chairman of the Communities Select Committee is asked, based on the priorities of the Community Safety Board, to choose a single issue that could be explored in greater depth. This year, that issue will be Surrey's Prevent Strategy which will be considered fully by the Communities Select Committee at its meeting in September 2018.

This paper sets out the responsibilities of the Community Safety Board and informs the Committee of county-wide priorities and activity that has taken place to address them during 2016/17.

#### Introduction

1. The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires responsible authorities named under the Act to work together, alongside the community and voluntary sector, to develop and implement strategies for reducing crime and disorder in their area. The responsible authorities are:
  - District and Borough Councils
  - County Councils
  - Police
  - Fire and Rescue Service
  - Probation Service
  - Clinical Commissioning Groups

2. In much of the county, Community Safety Partnerships (CSPs) are district and borough boundary based. However, Reigate and Banstead, Tandridge, Mole Valley and Epsom and Ewell have merged to create the East Surrey Community Safety Partnership.
3. In two tier authority areas, there is a requirement to have a county-level strategy group to add value and co-ordinate county-wide activity on common themes. In Surrey, the multi-agency Community Safety Board fulfils this role and is chaired by the Police and Crime Commissioner for Surrey. The Community Safety Board Strategic Plan for 2017-19 is provided in **Annex 1**.
4. The Community Safety Board is administered by Surrey County Council's (SCC) Community Safety Team who routinely develop and progress work in furtherance of their priorities. The Board works closely with other county-wide boards to ensure effective strategic join up, including: Surrey Safeguarding Children Board, Surrey Safeguarding Adults Board and the Health and Wellbeing Board.
5. The membership of the Community Safety Board is provided in the Terms of Reference attached as **Annex 2** to this report.

|   |
|---|
| <h3>Formulation and implementation of Strategy</h3> |
|---|

6. Each CSP is required to prepare a full strategic assessment every three years, which is refreshed annually, and to then develop and implement an annual partnership plan to address those issues identified in the assessment.
7. SCC's Community Safety Team produces a Strategic Assessment on behalf of the local CSPs and Surrey's Community Safety Board.
8. Production of the 2017-18 Strategic Assessment took a slightly different approach to that used previously, following a Joint Strategic Needs Assessment (JSNA) format for the first time. The strategic assessment and JSNA processes are virtually identical, so a community safety JSNA chapter satisfies the requirement to produce a county strategic assessment.
9. The JSNA process itself was revised to take a 'life-course' approach and takes into consideration the harms caused, rather than focussing purely on volume issues. This suited the aims of the strategic assessment perfectly given the significant reductions in volume crimes and the need to focus attention on repeat and vulnerable victims. In addition, rather than the chapter being a data dump for everything partners know on community safety, it will be structured to provide a narrative on key strategic issues, linking to data and resources that already exist wherever possible (hosted by Surrey-i and Tableau).
10. The chapter, published at <https://www.surreyi.gov.uk/grouppage.aspx?groupid=36>, covers the following priorities:
  - Anti-Social Behaviour
  - Child Sexual Exploitation
  - Cyber Crime
  - Domestic Abuse
  - Modern Slavery, which includes Human Trafficking
  - Serious and Organised Crime

## The Priorities of the county-wide Community Safety Board

11. Annually, the Community Safety Board reviews and sets its county wide community safety priorities. Each of these priorities is, in turn, managed by a coordinating group which has a strategy and an action plan to deliver their priority.

12. Tier one priorities for action:

- Prevent
- Domestic Abuse
- Serious Organised Crime

13. Tier two areas of oversight:

- Anti-Social Behaviour
- Mental Health Crisis Care
- Resilience
- Substance Misuse
- Re-Offending
- Road Safety
- Cyber Crime

14. The following paragraphs give a brief description of the notable areas of work undertaken during the past year on the Community Safety Board's tier one priorities for action:

### **Prevent**

15. See in-depth report in **Annex 3** (this report was originally produced as a case study for the June 2017 Community Safety Board).

### **Domestic Abuse**

16. Work to tackle domestic abuse in Surrey is framed by the multi-agency Domestic Abuse Strategy 2013 – 18 which in turn is underpinned by annual action plans. Examples of the work delivered as a result of the strategy and action plans over the last year include:

- work to design a single commissioning framework for specialist domestic abuse support;
- development of the pilot perpetrator scheme;
- awareness raising through support of the White Ribbon campaign and achieving White Ribbon status;
- launching the new Surrey Against DA website;
- evidencing delivery through Refuge services

17. Domestic Homicide Reviews

In line with its terms of reference, it was proposed that the Community Safety Board has an oversight role for all Domestic Homicide Reviews (DHR) in the county, including:

- the general status and progress of DHRs and their recommendations;

- quality assurance of the actions and their delivery;
- seeking longitudinal evidence of change of practice, policy or procedure; and
- capturing and disseminating the lessons learnt across all DHRs in the county.

18. 14 DHRs have been initiated in Surrey since being established on a statutory basis under Section 9 of the Domestic Violence Crime and Victims Act (2004). Although there are 14 reviews, the homicides they relate to actually total 16 victims. The location (borough and district), and date, of these homicides is:

- Surrey Heath, August 2011
- Waverley, October 2011
- Guildford, March 2012
- Surrey Heath, December 2012
- Guildford, August 2013
- Waverley, February 2014
- Waverley, February 2015
- Elmbridge, June 2015
- Reigate and Banstead, June 2015
- Waverley, October 2015
- Elmbridge, May 2016
- Reigate and Banstead, June 2016
- Reigate and Banstead, January 2017
- Waverley, October 2017

19. The report in **Annex 4** shows the current status of all 14, but six have been published and are available on borough and district council websites.

20. The Surrey Community Safety Team manages a list of recommendations from DHRs, identifying common themes across the county to support their implementation and aid learning. The most common themes found in recommendations are:

- Record keeping
- Risk assessment
- Information sharing
- Identification of domestic abuse
- Organisational policy

21. A learning event was held on the 11 January to review best practice when undertaking domestic homicide reviews, what is taking place in Surrey and how learning can be better shared. The event was coordinated by the Office of the Police and Crime Commissioner (OPCC) and a full report from the event is due soon.

## 22. Domestic Abuse Perpetrator Programme

The Surrey Community Safety Team, in partnership with Surrey Police and Office of the Police and Crime Commissioner for Surrey, managed to raise some funding to establish an eighteen month pilot project to work with the perpetrators of domestic abuse. The project is being delivered by the Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC) following a successful tendering process.

### 23. Domestic Abuse Commissioning

SafeLives, a national domestic abuse charity, has been working alongside the DA Commissioning Group, a sub-group of the DA Management Board, since early 2017 to undertake a strategic needs analysis of domestic abuse for Surrey.

The needs analysis sets out the national and local strategic context of domestic abuse, its prevalence and its legislative background. The report reviews the level of need across Surrey to provide an understanding of the commissioning and funding required and maps the current domestic abuse provision for children, young people and families. The report also includes the findings from a programme of co-production workshops with victims/survivors, children/young people, statutory and specialist services designed to seek the views of these stakeholders.

This analysis phase of the project concluded in November with the publication of the Domestic Abuse Overview Report: Need and Provision in Surrey. The executive summary of this report is attached as **Annex 5** to this report.

The DA Commissioning Group will, using the findings of the work produced by SafeLives, now focus on the commissioning of domestic abuse services for Surrey with the aim that there are services in place for 2019.

### **Serious Organised Crime**

24. The Government's Serious and Organised Crime (SOC) Strategy was published in October 2013 and puts a responsibility on Police and Crime Commissioners to help establish new local partnership arrangements to help tackle serious and organised crime. Through the strategy, the Home Office seeks to create arrangements that enable police forces to better engage with local partners, particularly those holding law enforcement powers in intelligence-sharing and tasking to disrupt and pursue those involved in serious and organised crime. The approach intends to capitalise on the fact that other public bodies, particularly local authorities, will often unknowingly have an interest in or hold information on individuals involved in SOC due to other, and often seemingly unconnected, low-level offences those individuals also commit. For example, anti-social behaviour and benefit fraud.
25. Surrey Police has established a county-wide partnership group to tackle SOC. The Surrey SOC Partnership Delivery Group, launched in March 2017, has met on three occasions and has drawn up an action plan and agreed priorities for the next three to six months, these include:
- a) implementing an improved intelligence sharing framework between all agencies to inform joint / single agency activity;
  - b) developing a bench marking of data held by all agencies at the start of SOC operations so we can measure impact across all partners;
  - c) raising awareness to increase knowledge and understanding across all agencies, starting with local authority departments, including Joint Enforcement Teams; and
  - d) creating a brand / strapline recognised by all, including the public, that promotes joint agency operational activity under the Prevent, Protect Prepare and Pursue approach.

## 26. Serious Organised Crime Partnership Coordinator Post

A SOC Partnership (Prevent) Officer's post has been advertised, interviews held in mid-December, an appointment made, subject to security clearance, with the post holder starting in January/February 2018.

## 27. Child Sexual Exploitation

SCC's Community Safety Team have worked closely with the Surrey Safeguarding Children Board and district and borough community safety managers to strengthen the partnership response to Child Sexual Exploitation (CSE).

A new framework is now in place formalising the role played by district and borough Community Safety Partnerships (CSPs) with regards to the disruption of known or suspected perpetrators of CSE. This work will be delivered through local multi agency Community Harm and Risk Management meetings (CHaRMM).

The expectation is that CHaRMMs will complement the work of the Police CSE Teams, taking action to address any associated anti-social behaviour of known or suspected perpetrators of CSE or to assist in the gathering of additional intelligence. The safeguarding of children at risk of or experiencing CSE remains the responsibility of weekly CSE Risk Management Meetings, managed and chaired by SCC's Children's Social Care services.

Child Sexual Exploitation – Disruption a Briefing for CHaRMM Members is provided in **Annex 6**.

## **Conclusions:**

28. The two tier arrangements in Surrey provide an excellent opportunity to identify common themes and work collaboratively across the county where appropriate, whilst maintaining the ability of district/borough based CSPs to develop bespoke responses to address the needs of their local communities.
29. Despite continuing reductions in public funding and staff available to deliver and support Community Safety Partnership work, Surrey continues to benefit from low levels of crime and increasingly effective partnership working has played a key role in this achievement.
30. The Community Safety Board continues to achieve improvements in county-wide strategic join-up and service delivery on cross cutting issues across CSPs and county partners, particularly Domestic Abuse, Prevent and Anti-Social Behaviour and the developing new work streams on Serious Organised Crime. This is despite the fact that no statutory authority exists that allows the county Community Safety Board to either directly task or hold local CSPs to account. SCC's Community Safety Team delivers for the Community Safety Board work that provides a county wide approach which district and borough CSPs can utilise.
31. The Community Safety Board, at its meeting in December 2017, will be reviewing its priorities and setting new ones for 2018 that reflect the crime and disorder issues for the county and new and emerging legislation.

32. Work delivered by the Community Safety Board and local CSPs contribute significantly to improvements in resident experience and ensuring they stay safe.

|                         |
|-------------------------|
| <b>Recommendations:</b> |
|-------------------------|

33. It is recommended that the Communities Select Committee note the progress made since last year, particularly against a setting of increased responsibility, coupled with continuing reductions in resources available to undertake community safety work.

**Report contact:** Gordon Falconer, Community Safety Manager

**Contact details:** Tel: 0208 541 7337 Email: [Gordon.falconer@surreycc.gov.uk](mailto:Gordon.falconer@surreycc.gov.uk)

**Annexes:**

Annex 1: Community Safety Board Strategic Plan 2017-19

Annex 2: Community Safety Board Terms of Reference

Annex 3: Prevent report

Annex 4: Domestic Homicide Review status update

Annex 4: Executive Summary of Domestic Abuse Overview Report: Need and Provision in Surrey

Annex 5: Child Sexual Exploitation – Disruption a Briefing for CHaRMM Members

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## Annex 1

### Community Safety Board – Strategic Plan 2017-2019

#### Introduction

*Foreword by Police and Crime Commissioner David Munro, Chair of the Community Safety Board*

Crime and anti-social behaviour can have a significant impact on the health and wellbeing of everyone who lives or works in, or is visitor to Surrey. Community safety is an area of work concerned with protecting people, individually and collectively, and their quality of life, from hazards or threats that result from the criminal or anti-social behaviour of others.

The Surrey Community Safety Board (CSB) was established to provide strategic leadership to tackle crime and disorder across the county. The partner organisations that come together to make up the board share a collective aim to make the residents of Surrey feel safer and improve their quality of life; the board's priorities reflect this and focus on areas where we can / need to work better together to the benefit of all residents.

I am clear that the improvements we want to see can only be achieved by a coordinated effort and commitment on behalf of all CSB organisations and our wider partners. This is why, on behalf of the board, I am pleased to offer my support and commitment to this strategic plan.

#### Purpose

**The CSB's collective aim is to reduce the risk of harm and make residents feel safer, focusing on vulnerable and repeat victims, and addressing psychological as well as physical harms.**

The CSB's will achieve this by providing strategic leadership on crime and disorder issues that affect the whole the county. The CSB will provide strategic leadership through:

**Strong and Effective Leadership:** The board leads partners in improving the safety of Surrey residents

**Championing Integration:** The board encourages community safety organisations to work together and produce joined-up, co-ordinated services

**Understanding Need:** The board identifies the needs of Surrey's residents; this information informs our responses

The senior political and executive officer membership of the board work collectively to apply consistent solutions to shared problems; it is acknowledged there will be some local variation in delivery, but the oversight and accountability of issues is strategic.

The CSB's foundation is decision making. There will be an ongoing flow of information items and sharing of best practice, but the focus of meetings is on deciding the strategic direction,

## Annex 1

and where the board can challenge and look in detail at the progress which has been made against delivering priorities. At each meeting, a topic from the list of priority areas will be selected for an in depth report back.

Each priority is underpinned by a management board (see the governance diagram below), responsible for setting strategies and action plans, and supported by a delivery group, responsible for coordinating and leading on activity. These groups are also responsible for tracking detailed performance and reporting trends back to the CSB.

The CSB works closely with other partnership boards (see governance diagram) on overlapping agendas, such as safeguarding, to ensure coherent roles and responsibilities for these issues.

The CSB is also a forum where the Police and Crime Commissioner (PCC) can discharge his statutory duties as set out in the Police Reform and Social Responsibility Act 2011.

The Act sets out the role of PCCs to work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

The PCC is required to bring together community safety and criminal justice partners, to make sure local priorities are joined up, and to set the police and crime objectives for their area through a police and crime plan. The police and crime objectives for Surrey are:

- Cutting crime and keeping Surrey safe
- Supporting victims
- Tackling rural crime
- Making our town centres safe
- Tackling the threat of terrorism
- Making every pound count

## Priorities

For 2017, the CSB has adopted a 'two-tier' approach to strategic priorities, dividing issues between those which require coordinated action and those where the board will maintain a watching brief.

### **Priorities for action:**

Domestic abuse

'High harm' crime (serious organised crime, modern slavery, human trafficking)

Prevent

### **Areas of oversight:**

Anti-social behaviour, child sexual exploitation, mental health crisis, reoffending, resilience, road safety, substance misuse

The first tier (priorities for action) includes issues where the board needs to initiate or closely oversee partnership activity, where the issue is emerging or has a particularly high impact, or where there are significant decisions or challenges to be made regarding the direction of travel. In these cases the board will expect to receive regular updates for discussion and decision, and focus on one priority issue in detail at each meeting to check progress and

## **Annex 1**

identify blockages. This tier includes high harm crimes as an umbrella term for low volume, high impact issues.

The second tier (areas of oversight) includes issues where the board is confident the strategic direction has been set and delivery is being successfully managed by a sub-group, or where another board owns the overall priority but there is a particular aspect of that issue that pertains to community safety or crime and disorder agenda.

In these cases the board will expect to receive regular updates for information only, and may occasionally receive a report for discussion when a decision needs to be made.

### **Performance Intentions**

The CSB is committed to making Surrey as safe as it can be, and making sure our efforts lead to real outcomes for residents.

The board has not set a wide range of detailed performance targets, as the coordinated response and delivery of actions against each strategic priority is best undertaken by the strategic management boards. The CSB has, however, made a commitment to achieving the following intentions for its priorities for action:

#### **Performance intentions:**

##### Domestic abuse

- Continue to promote awareness, and therefore reporting of domestic abuse
- Reduce the number of serious incidents of domestic abuse
- Fewer young people becoming involved in DA either as perpetrators or victims

##### High harm crime

- To reduce the number of Serious and Organised Crime Groups active in Surrey
- More children and young people are prevented from being a victim of CSE
- More perpetrators of CSE are brought to justice
- More people are prevented from being a victim of modern slavery
- More perpetrators of modern slavery are brought to justice

##### Prevent

- Ensure that those vulnerable to radicalisation are given appropriate advice and support in a timely fashion

### **Joint Working**

The CSB shares the strategic landscape with a number of other partnership boards, including the Health and Wellbeing Board, Children and Adults Safeguarding Boards, and the Children and Young People's Partnership. Each of these bodies has a specific set of priorities and action plans, but there will be some overlap. It is vital to the successful delivery of these shared priorities that the boards are aware of their roles and responsibilities, the interrelationships and ways that successful coherence between all can be achieved.

## **Annex 1**

To support this, a Joint Board Protocol has been agreed which sets out the working arrangements between the partnership boards. The CSB has also nominated six 'Board Champions' who are members of the CSB and another of the partnership boards. The Champion's role is to make sure the CSB's priorities, and the progress it has made delivering actions, are represented at the Champion's other board to influence planning and decision making. Likewise, the Champion is expected to feedback on the priorities and actions from the other partnership board to the CSB to influence our planning and decision making.

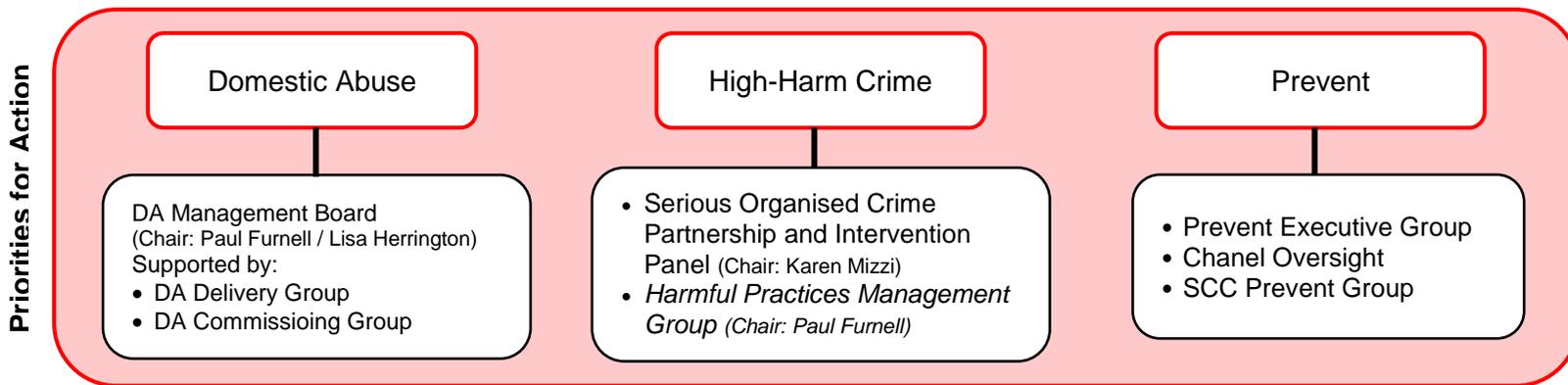
There is a strong working relationship between the CSB and the local borough and district Community Safety Partnerships (CSPs). It is recognised that solutions can be far more effective when agencies work together, and these partnerships bring together the responsible authorities in a local area who work together, with the community, to tackle persistent crime and disorder issues that affect the quality of life of residents.

CSPs produce an annual partnership plan setting out clear and robust priorities for the partnership. The plan is based on an analysis of the patterns, trends and shifts of local community safety problems.

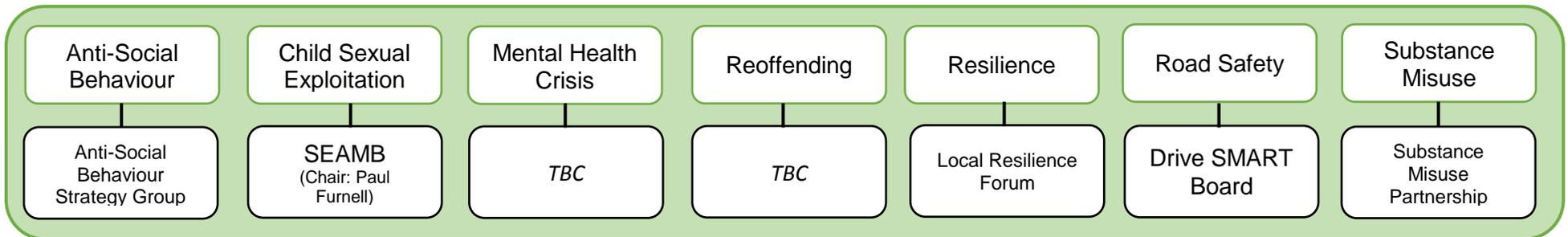
CSPs deliver the local priorities set out in their partnership plans and support delivery of the CSBs strategic priorities where there is an element of local implementation. There is a two-way flow of information between the CSB and CSPs which supports this:

- A flow of information upwards from CSPs to the CSB describing local issues requiring strategic support, and informing the board of good practice, areas of interest and of concern.
- A flow of information downwards from the CSB to the CSPs describing strategic issues which require coordinated delivery.

**Community Safety Board - Governance**



**Areas of Oversight**



Flow of Information downwards from the CSB describing strategic issues which require coordinated delivery

**Community Safety Partnerships**

Flow of information upwards to the CSB describing local issues requiring strategic support

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## Annex 2

# Surrey Community Safety Board Terms of Reference

**Agreed:** March 2017  
**Review:** March 2018

## 1. Role

The role of the Surrey Community Safety Board (CSB) is to provide strategic leadership and direction to tackle crime and disorder across the county. The remit of the Board also meets the statutory duty, under the Crime and Disorder Act 1998, for a county strategy group to deliver a county Community Safety Agreement (this remit is fulfilled by the Joint Strategic Needs Assessment) and co-ordinate county-wide activity on common themes.

## 2. Purpose of the Board

The Board will develop strategies and oversee plans that aim to make the residents of Surrey feel safer. Work collaboratively with other county boards to ensure effective strategic join up and the development of joint strategies where appropriate.

The board is responsible for devising a county wide joint strategy for community safety that takes into account the Police and Crime plan, and the community safety chapter of the Joint Strategic Needs Assessment (JSNA). This strategy will provide Surrey agencies working in the fields of community safety with clear and consistent direction to improve outcomes in the agreed priority areas.

## 3. Terms of Reference

The Board commits to undertake the following:

- prepare a JSNA, based on the county and district strategic intelligence assessments. The JSNA will identify priorities to reduce crime, disorder and substance misuse and the co-ordination arrangements for effective delivery by partners;
- promote effective information sharing in line with section 115 of the Crime and Disorder Act 1998;
- ensure an evidence-led, problem solving approach through the sharing of intelligence, data, research and information to improve outcomes;
- monitor performance in relation to priorities identified in the strategy / JSNA, and to develop plans to tackle any under-performance or emerging areas of concern;
- promote improved co-ordination between partners and partnerships and to consider what resources might be shared more effectively, including the development of pooled budgets, where appropriate;
- identify and develop links and, where appropriate, delegate areas of work to relevant expert groups, local delivery groups and district and borough partnerships;

## Annex 2

- share best practice and experience between partner agencies within the county

### 4. Membership

The following procedure will apply to membership and attendance at the CSB:

- the Chair of the CSB will be appointed by the CSB membership for a two year period. The Chair can be changed if that individual is removed from membership of the board by their nominating authority;
- the Vice-Chair will be appointed by the CSB membership for a two year period. The Vice-Chair can be changed if that individual is removed from membership of the board by their nominating authority;
- members of the CSB should be of sufficient seniority within their organisation/sector to make decisions and commit resources where required;
- wherever possible, there should be a continuity of representation. In exceptional circumstances organisations may send a substitute

| Title   | Organisation  |
|---|---|
| Police and Crime Commissioner                     | Office of the PCC   |
| Chief Executive                                   | Office of the PCC   |
| Chief Constable                                   | Surrey Police   |
| Chief Superintendent, Neighbourhoods              | Surrey Police   |
| Lead Member, Community Safety                     | Eastern cluster elected Member                                |
| Lead Member, Community Safety                     | Western cluster elected Member                                |
| Lead Member, Community Safety                     | Northern cluster elected Member                               |
| Chief Executive                                   | Northern cluster local authority representative               |
| Chief Executive                                   | Western cluster local authority representative                |
| Chief Executive                                   | Eastern cluster local authority representative                |
| Lead Member, Community Safety                     | Surrey County Council   |
| Director of Adult Social Care and Public Health   | Surrey County Council   |
| Strategic Director Children, Schools and Families | Surrey County Council   |
| Head of Early Help                                | Surrey County Council   |
| Head of Service, Community Safety                 | Surrey County Council   |
| Chief Fire Officer                                | Surrey Fire and Rescue Service                                |
| Chief Crown Prosecutor                            | Crown Prosecution Service                                     |
| Director of Interventions                         | Kent, Surrey and Sussex Community Rehabilitation Company      |
| Director, Surrey Local Delivery Unit              | National Probation Trust                                      |
| Governor, HMP Highdown                            | HM Prison Service   |
| Justices' Clerk for Surrey and Sussex             | HM Court Service  |
| Mental Health Commissioning                       | North East Hampshire and Farnham Clinical Commissioning Group |
| Head of Surrey Housing Officers Group             | Guildford Borough Council                                     |

## Annex 2

### 5. Roles and Responsibilities of Members

The individual partner organisation roles and responsibilities in relation to the CSB are to:

- reflect the views of the organisation or area that they represent in meetings, being sufficiently briefed and able to make decisions about future policy developments / service delivery;
- ensure that there are communication mechanisms in place within the organisation or area that they represent to enable information about the priorities and decisions of the board to be disseminated;
- feed in information about issues, needs and priorities in the development of the JSNA;
- consult about the work of the CSB, where appropriate;
- act on what the CSB has agreed;
- influence any consequent changes to policy development/service delivery in their own organisation and sector;
- influence the alignment of mainstream budgets within their own organisation / sector to key priorities

To support joint working with other partnership boards, the CSB has also nominated six 'Board Champions' who are members of both the CSB and another of the partnership boards. The Champion's role is to make sure the CSB's priorities, and the progress it has made delivering actions, are represented at the Champion's other board to influence planning and decision making. Likewise, the Champion is expected to feedback on the priorities and actions from the other partnership board to the CSB to influence our planning and decision making.

| <b>Strategic Partnership Board</b>      | <b>Nominated Champion</b>                   |
|---|---|
| Children and Young People's Partnership | Surrey Police (Gavin Stephens)              |
| Health and Wellbeing Board              | Public Health (Helen Atkinson)              |
| Local Criminal Justice Partnership      | Office of the Police and Crime Commissioner |
| Safeguarding Adults Board               | Surrey County Council (Jane Last)           |
| Safeguarding Children's Board           | Tandridge Chief Executive (Louise Round)    |
| Youth Justice Board                     | Surrey County Council (Ben Byrne)           |

An informal working group of officers will support the delivery of the CSB by developing the Forward Plan and shaping future agendas. This group will also ensure actions are followed through, and strengthen the links with the sub-groups to pick up key points and themes for detailed review.

This working group consists of a representative each from Surrey County Council, the Office of the Police and crime Commissioner, and two representatives from Community Safety Partnerships (CSPs).

## **Annex 2**

### **6. Structure of meetings**

#### **Frequency**

- the CSB shall meet quarterly;
- an annual schedule of meetings will be agreed;
- additional meetings may be convened with the agreement of the Chair;
- the board may also hold additional development sessions and workshops as necessary to further develop its role and partnership arrangements

#### **Voting**

- wherever possible, decisions will be reached by consensus;
- in exceptional circumstances, and where decisions cannot be reached by a consensus of opinion, voting will take place and decisions agreed by a simple majority;
- where there are equal votes the Chair of the meeting will have the casting vote

#### **Quorum**

- a quorum of five will apply

#### **Declaration of Interests**

- any personal or prejudicial interests held by members should be declared on any item of business at a meeting

#### **Papers**

- agenda items will be requested a month / 20 working days in advance of the meeting;
- the Chair will approve the agenda and commission reports three weeks in advance;
- meeting papers will be circulated 10 days in advance of the meeting to a widened distribution list to enable engagement with CSPs and local feedback;
- an action note will be distributed within five days of the meeting taking place

# Prevent – Case Study

**Date written:** 14<sup>th</sup> June 2017  
**Subject:** Prevent  
**Authors:** Gordon Falconer  
**Presented by:** Gordon Falconer

## 1. Prevent Strategy - context and legislation

1.1 The Government's Prevent strategy, published in 2011, is part of their overall counter-terrorism strategy, called CONTEST. The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism.

1.2 The Prevent strategy has three specific strategic objectives:

- respond to the ideological challenge of terrorism and the threat we face from those who promote it;
- prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support; and
- work with sectors and institutions where there are risks of radicalisation that we need to address.

1.3 The Counter-Terrorism and Security Act (CTS Act) 2015 sets out the duty on local authorities and partners to provide support for people vulnerable to being drawn into terrorism. This new local authority duty was in effect a transfer of responsibility from one that was previously held by the police.

1.4 All local authorities are expected to assess the threat of radicalisation in their areas and to take appropriate action, for example to make checks on the use of their public buildings, their internet filters and any unregulated out of school settings, including after-school clubs and groups, supplementary schools and tuition centres to support home education.

1.5 Local authorities across the UK are categorised by the Home Office on the basis of risk as either Priority or non-Priority Areas. The local authorities in Surrey are all classed as non-Priority Areas, however there are Priority areas our borders, for example Croydon and Hounslow to the north and Crawley to the south.

1.6 The [Prevent duty guidance](#), published alongside the act sets an expectation that local authorities will:

- a. Establish or make use of an existing local multi-agency group to agree risk and co-ordinate prevent activity (these multi-agency groups, through local authorities, will be expected to put in place arrangements to effectively monitor the impact of Prevent work).
- b. Use the existing counter-terrorism local profiles to begin to assess the risk of individuals being drawn into terrorism.
- c. Engage with Prevent coordinators, schools, universities, colleges, local prisons, probation services, health, immigration enforcement and others as part of the risk assessment process.
- d. Mainstream the prevent duty so it becomes part of the day-to-day work of the authority, in particular children' safeguarding.
- e. Any local authority that assesses, through the multi-agency group, that there is a risk will be expected to develop a Prevent action plan.

- f. Ensure frontline staff have a good understanding of Prevent, are trained to recognise vulnerability to being drawn into terrorism and are aware of available programmes to deal with this issue

1.7 Schools are placed under a new duty of care to their pupils and staff. This includes safeguarding them from the risk of being drawn into terrorism, which includes non-violent extremism. The guidance says schools should be safe spaces in which children and young people can understand and discuss sensitive topics, including terrorism and the extremist ideas that are part of the terrorist ideology, and learn how to challenge these ideas.

1.8 Discussion has taken place with partners Prevent leads and using the simple template provided by the Home Office action plans have been developed, an e-learning package for staff has been made available on the Surrey Skills Academy, training has been offered and provided to county councillors and to date there has been seven Prevent/counter terrorism presentations to district/borough Councillors.

1.9 Government inspectorates are charged with ensuring the required plans are in place and actions are being taken.

## 2. Channel

2.1 Channel, which the 2015 Act put on a statutory basis, is a programme which focuses on providing support at an early stage to people who are identified as being vulnerable to being drawn into terrorism. The programme uses a multi-agency approach, known as Channel Panels, to protect vulnerable people by:

- identifying individuals at risk;
- assessing the nature and extent of that risk; and
- developing the most appropriate support plan for the individuals concerned.

2.2 The CTS Act requires Channel panels to be chaired by the responsible local authority. In the case of two tier authorities, it is the responsibility of the county council to chair the panel.

## 3. Arrangements in Surrey prior to the 2015 Act

3.1 Prior to the 2015 Act responsibility for Prevent and its delivery largely sat with the Police. At this time in Surrey there was a Prevent Partnership Group, which met quarterly, involving largely local authority community safety officers. The Group was an information sharing body with a focus on the then district and borough Counter Terrorism Local Plans (CTLP) produced annually by the police.

## 4. Recent changes to the governance of Prevent in Surrey

4.1 In line with the requirements of the 2015 Act, the lead responsibility for Prevent shifted from Surrey Police to Surrey County Council. One of things this involved was the role of organising the county wide, multi-agency Prevent Partnership Group. Working to the Act's guidance, this group quickly expanded to a large group involving a wide range of public sector organisations.

4.2 Initial meetings of this group were useful in achieving a common shared understanding of the new duty and responsibilities. However, as time has moved on the size of the group has meant meetings have become largely information giving sessions and mitigated against meaningful discussion.

4.3 In the summer of 2016 the group agreed to proposals to create a new, tighter, structure of a smaller multi-agency executive group that would provide oversight of the delivery of Prevent, including Channel, in the county and which would report to the Community Safety Board.

4.4 Districts and boroughs are represented on the Executive Group by representatives covering three clusters (East, West and North). Each of the representatives will act as the lead for their cluster and for taking information and actions back from the Group to their colleagues.

4.5 It was also agreed that there would also be an annual Prevent seminar/learning event involving a wide range of organisation from across the county.

4.6 Within Surrey County Council there is Prevent Group consisting of the Prevent leads from across all directorates who meet quarterly.

4.7 The new Surrey Prevent Executive Group has now met on two occasions and agreed its purpose and key areas of work for the coming year, including Channel Panels, effective local Prevent action plans, links with Immigration services and the MASH.

## 5. Channel cases

5.1 In Surrey there have been small numbers of Channel cases, less than 10 a year to date, however referrals to the police have increased and this in turn is expected to increase the numbers of cases that reach the Channel threshold.

5.2 Cases to date have been chaired by the Community Safety Manager, SCC, as the Prevent operational lead and in line with the requirement that in two tier authorities, it is the responsibility of the county council to chair the panel.

5.3 As the number of cases has increased, it has been decided to review the existing arrangements. The new Prevent Executive are looking at this as a priority.

### 5.4 Channel Panels

While the number of Channel cases annually in Surrey is low, it has increased and is expected to do so in the coming years.

Currently the arrangements in Surrey are as follows:

- a. Referral to Surrey Police
- b. Police undertake an initial assessment to see whether the case reaches the threshold as a Channel case
- c. Assessed as a Channel case and passed to the Prevent Lead (Surrey County Council)
- d. Prevent Lead (SCC) contacts the community safety officer in the location of the referral to arrange a Channel Panel. Contact made with the Children's Services and / or Adult Services, school, college or university, etc., to gather additional information, if available, and to invite them to the Panel meeting. The person referred, their guardian / carer is also given the opportunity to attend all or part of the Panel meeting.
- e. Panel collectively discusses and assesses risk, support needs and whether specialist Channel intervention is required using a pro forma from the Prevent Guidance called the 'Vulnerability Assessment Framework'.
- f. Panel decision on further action and if so what or no further action.

- g. Channel intervention commissioned, if required, from approved Channel Intervention provider
- h. Channel Panel monitors and reviews progress from intervention provider and safeguarding professionals

## 6. Home Office 'Dovetail' Pilot

6.1 In early 2017 the Home Office proposed that the entirety of Prevent activity should be moved from the police to become the responsibility of local authorities by the end of 2017/18. In Surrey the expectation is that this will become a function of the county council. The aim of this move appears to reflect a desire by the Home Office to position Prevent activity closer to local communities and link more effectively with Safeguarding and other partnership activity within the local authority (LA).

6.2 To achieve this change, the Home Office have rolled out a series of pilots across the country to test the proposed arrangements. The 'Dovetail' pilot will assess the efficacy of moving the case management and administration (excluding Police Terrorism de-confliction checks) from the police to the LA. Within the Pilot the Home Office will continue to act as data controllers and the police will retain the Terrorism risk. A number of pilots are currently underway across the country and an evaluation report is expected to be available after the June general election. The expectation is that 'Dovetail' will be rolled out across the country from the end of 2017 / the beginning of 2018.

6.3 The working assumption is that some limited funding will be made available from the Home Office to employ someone to administrator the new arrangements. It is also believed that there will be opportunities to apply for innovation project funding on a 'spend the money and claim it back' approach. At the time of writing no confirmation or details were available. However, concerns have been expressed by some of the pilots that the full costs of delivering the service far exceeds the amount provided to them.

## 7. Channel – Moving Forward

7.1 Notwithstanding the proposals to implement Dovetail towards the end of 2017/18 there are some actions that need to be taken to strengthen the efficiency of the Channel process in Surrey.

7.2 The first of these is to have far better links with the MASH and the proposal that all those referrals to the police that reach the Channel threshold go directly to the MASH for an initial assessment.

7.3 Secondly, the Government expects that we should move to a fixed Channel Panel that would meet monthly and would manage and monitor all cases, this would be a move away from the current district and borough location based meetings. Discussions are underway with all agencies about these proposed changes and will be overseen by the Prevent Executive.

## 8. Counter Terrorism Local Plan

8.1 The purpose of a Counter Terrorism Local Plan (CTLP) is to:

- a. develop a joint understanding amongst local partners of the threats, vulnerabilities and risks relating to terrorism and non-violent extremism where it creates an environment conducive to terrorism;
- b. provide information on which to base local Prevent programmes and action plans;

- c. support the mainstreaming of Prevent activity into day-to-day policing, local government and partnership work; and
- d. allow a targeted and proportionate use of shared resources.

8.2 A CTLP is a strategic document and does not provide a complete assessment of activity in an area. It should therefore be read in conjunction with other available information to produce a more complete overview of the risks in an area.

8.3 The recommendations<sup>1</sup> contained within the 2017-18 CTLP will be managed by the Surrey Prevent Executive, on behalf of all partners, who will ensure that they are all addressed and where required implemented. The Executive will report back to the Surrey CEO Group.

## 9. Conclusions and actions

1. Continue with the reform of Channel – quicker turnaround of cases and the implementation of ‘Dovetail’.
2. Deliver the Surrey wide Prevent partnership action plan – to be led by the Prevent Executive Group.
3. Continue to embed Prevent within local authorities and wider agencies, with a particular an emphasis on the safeguarding role of prevent.
4. Continue to engage and inform Surrey residents and businesses – work coordinated by the Surrey wide Communications Team.
5. Maximise use of the CTLP to be a core priority for the Prevent Executive.

### **Gordon Falconer**

Community Safety Manager, Surrey County Council  
0208 541 7296

[Gordon.falconer@surreycc.gov.uk](mailto:Gordon.falconer@surreycc.gov.uk)

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<sup>1</sup> See Annex 1 for details of the CTLP recommendations. This will be considered by the Prevent Executive Group at their meeting on 6/7/17.

**CTLP 2017 - Summary of Recommendations**

|    | Recommendation   | Responsibility | Activity | RAG Status |
|----|--|----------------|----------|------------|
| 1. | Prevent Boards to continue to identify and monitor individuals aspiring to travel to fight for or against proscribed terrorists group in order to manage the risk posed and to identify new travel locations.              | Prevent Board  |          |            |
| 2. | Prevent Boards to promote appropriate literature and initiatives (for example “Preventing Tragedies”) and promote referral mechanisms for persons identified as potentially vulnerable.                                    | Prevent Board  |          |            |
| 3. | Prevent Boards to identify frontline staff and refresh and prioritise training to increase awareness around travel to and return from conflict zones.  | Prevent Board  |          |            |
| 4. | In the absence of a South East Mental Health Coordinator, responsible authorities in the Health sector should acknowledge this risk within their plans, and take action to mitigate this within the next reporting period. | Health - SABP  |          |            |
| 5. | Prevent Boards to consider delivering the “Web Guardians” or similar projects.   | Prevent Board  |          |            |
| 6. | Prevent Boards to continue to be embedded within the development of the MASH and within key partner agencies such as Adult and Children’s Services.  | Prevent Board  |          |            |

|     |  |                        |  |  |
|-----|--|------------------------|--|--|
| 7.  | Prevent Boards to continue to promote official guidance on donating to charities highlighting aid campaigns by the FCO and NGOs. This should sit alongside ongoing monitoring of humanitarian aid fundraising across the county.           | Prevent Board          |  |  |
| 8.  | Charity Commission advice on “safer giving” is now two years old. Prevent lead to make enquiries with the Commission about refreshing this advice.   | Prevent Board          |  |  |
| 9.  | Surrey Prevent Boards to consider undertaking a peer review of the Safeguarding and Prevent working practices before December 2017.  | Prevent Board          |  |  |
| 10. | Surrey Prevent Boards to review the level of understanding of Prevent duty within other statutory agencies and where development and understanding of vulnerabilities is needed.   | Prevent Board          |  |  |
| 11. | Police to raise awareness and provide advice and messaging to Local Authorities around the limits of lawful protest. This is to enable them to support and promote lawful activity whilst protecting those who may be drawn to illegality. | Police                 |  |  |
| 12. | CTIOs/CTSA to identify premises or organisations (for example abattoirs) which may be at risk of being targeting by animal rights activists, and to engage with those that might be targeted due to an association with these premises.    | Police -<br>CTIOs/CTSA |  |  |
| 13. | Local authorities to review and enhance community engagement within marginalised communities which may be disproportionately affected by XRW activity.   | Local Authorities      |  |  |

|     |  |                      |  |  |
|-----|--|----------------------|--|--|
| 14. | Prevent Boards to engage with Higher and Further Education providers to raise awareness around proscription of National Action, and to ensure that these providers are confident about how to respond to activity conducted by the group and how to report concerns. | Prevent Board        |  |  |
| 15. | Police to continue to actively promote and encourage the reporting of hate crime when engaging with local communities, and to monitor the force's weekly hate crime return to the NCTT.  | Police               |  |  |
| 16. | Prevent Boards to review contacts at a strategic level with local communities of interest to the NCTT.   | Prevent Board        |  |  |
| 17. | Police to review recording and monitoring practices regarding community tensions.  | Police               |  |  |
| 18. | Prevent Boards to ensure that they are engaged with Hate Crime and Antisocial Behaviour Board.   | Prevent Board        |  |  |
| 19. | Police to take advantage of improvements in the recording of hate crime to monitor the five strands and identify hotspots or emerging trends.  | Police               |  |  |
| 20. | Prevent Boards to encourage the reporting of referendum and refugee-related community tension, and to consult with local authorities to encourage them to feed tension reporting through local Neighbourhood Police.   | Prevent Board        |  |  |
| 21. | Prevent Boards to continue proactive positive messaging in relation to the refugee resettlement crisis.  | Prevent Board        |  |  |
| 22. | East Surrey Division to continue to improve engagement between police and the local Muslim community through its divisional engagement plan.   | Police – East Surrey |  |  |

|     |   |               |  |  |
|-----|---|---------------|--|--|
| 23. | Prevent Boards to consider reviewing how proactive community engagement is delivered and the role that partners play.   | Prevent Board |  |  |
| 24. | Prevent Boards to continue to deliver appropriate activities and intervention targeted at referrals under the age of 18.  | Prevent Board |  |  |
| 25. | Surrey and Sussex Police and Prevent Boards to continue to maintain an awareness of future legislation concerning out of schools settings and assess any potential impact this may have on Prevent activity. A consultation paper is expected to be published in February 2017 and may be affected by the forthcoming CONTEST Review. | Prevent Board |  |  |
| 26. | Prevent Boards to continue to explore opportunities with IAG and local faith groups in order to seek possible opportunities for avoiding immoderate voices in future messaging.   | Prevent Board |  |  |
| 27. | Prevent Boards to review whether all educational establishments have processes for assessing external speakers.   | Prevent Board |  |  |
| 28. | Prevent Boards to monitor and record referral figures for those cases which are not passed to police for consideration, to ensure compliance with the Prevent Duty.   | Prevent Board |  |  |
| 29. | Prevent Boards to continue to explore existing pathways and emerging trends in mental health referrals in order to provide appropriate support.   | Prevent Board |  |  |
| 30. | Prevent Boards to review referrals from health and faith sectors and explore and challenge any potential barriers to Prevent delivery within these sectors.   | Prevent Board |  |  |

|     |   |                     |  |  |
|-----|---|---------------------|--|--|
| 31. | Prevent Boards to increase efforts to improve the number of community referrals, including promotion of radicalisation as an area of vulnerability. | Prevent Board       |  |  |
| 32. | Police to conduct research and analysis to improve understanding of animal rights related activity within the county.                               | Police              |  |  |
| 33. | Police and partners to monitor local trends in UASC cases linked to Prevent and Channel.  | Police and partners |  |  |
|     |   |                     |  |  |

# Domestic Homicide Review status update

Updated: December 2017

For more information please contact: [richard.carpenter@surreycc.gov.uk](mailto:richard.carpenter@surreycc.gov.uk)

| Ref. | Area                 | Date of Homicide | Publication date | Current status |   |  |  |  |  |  | Progress since last update / Key issues   |
|------|----------------------|------------------|------------------|----------------|---|--|--|--|--|--|---|
| WV5  | Waverley             | Oct-17           |                  | 1              |   |  |  |  |  |  | Domestic homicide on 29th October 2017. Notification received. Email sent to partners requesting check and secure agency records relating to involvement with victim / perpetrator.   |
| RB3  | Reigate and Banstead | Jan-17           |                  |                | 2 |  |  |  |  |  | Combined DHR and SCR. Third panel meeting was held in October 2017 and the next is scheduled for 13th December. Chronology collated but some IMRs still awaited. Interviews with key individuals being conducted. Due to the complexities of the case (combined review, time-period included within review, number of family moves, multiple languages, lack of family involvement to date) a draft report is unlikely to be produced until March/April 2018. Independent Chair drafting update for Chair of ES CSP to inform Home Office of likely timescale.  |
| RB2  | Reigate and Banstead | Jun-16           |                  |                | 2 |  |  |  |  |  | Combined DHR and SCR. Family Court proceedings still ongoing. Fifth panel meeting held in October and the next is scheduled for 13th December. Working with SSCB and using the SCIE Learning Together model to aid the analysis a chronology has been collated and key practice episodes identified. Interviews with key individuals being conducted. Due to the complexities of the case (combined review, trial outcome, ongoing Family Court proceedings and the amount of data) a draft report is unlikely to be produced until April/May 2018. Independent Chair drafting note for Chair of ES CSP to update Home Office. Permission is to be sought for the final publication to be restricted. |
| EL2  | Elmbridge            | May-16           |                  |                | 2 |  |  |  |  |  | The third panel meeting was held in October where a draft report was discussed. Further work is being undertaken on the report.   |

**Status key:** 1) DHR Notification received 2) DHR in progress 3) Report drafted 4) Report with Home Office QA Panel 5) Report published 6) DHR complete 7) Learning disseminated

| Ref. | Area                 | Date of Homicide | Publication date | Current status |   |  |   |   |  |  | Progress since last update / Key issues   |
|------|----------------------|------------------|------------------|----------------|---|--|---|---|--|--|---|
| WV4  | Waverley             | Oct-15           |                  |                | 2 |  |   |   |  |  | First Panel meeting held 26th July 2017. The next panel meeting will take place early December following the trial (which was adjourned in June).   |
| RB1  | Reigate and Banstead | Jun-15           |                  |                |   |  |   | 5 |  |  | 85% of actions completed. Report approved by Home Office and published on website at <a href="http://www.reigate-banstead.gov.uk/info/20093/community_safety/760/domestic_homicide_review">www.reigate-banstead.gov.uk/info/20093/community_safety/760/domestic_homicide_review</a>   |
| EL1  | Elmbridge            | Jun-15           |                  |                |   |  | 4 |   |  |  | The report has been through the Home Office quality assurance process, with some feedback received; some minor changes were made as a result. As this was a joint Serious Case Review (SCR), the report has also been approved by the Safeguarding Children's Board quality assurance process. A publication date is currently being confirmed. The family will be contacted this week to confirm a date, which is expected to be the end of November. Whilst the report isn't published the action plan has been progressed. The majority of recommendations were not asking organisations to change the way they do things, instead they were around information sharing and raising awareness. |
| WV3  | Waverley             | Feb-15           |                  |                |   |  | 4 |   |  |  | The overview and summary report, along with the action plan, has been sent to the Home Office for consideration by the DHR Quality Assurance Panel. Due to the large number of outstanding reports to be considered by the Panel, the first slot available for this report is 22 November 2017. Started to deliver some of the recommendations that were highlighted in the action plan. Recommendations are being followed up.   |

**Status key:** 1) DHR Notification received 2) DHR in progress 3) Report drafted 4) Report with Home Office QA Panel 5) Report published 6) DHR complete 7) Learning disseminated

| Ref. | Area         | Date of Homicide | Publication date | Current status |  |  |   |   |  |   | Progress since last update / Key issues   |
|------|--------------|------------------|------------------|----------------|--|--|---|---|--|---|---|
| WV2  | Waverley     | Feb-14           |                  |                |  |  | 4 |   |  |   | Report drafted. Final report going to the Safer Waverley Partnership on 29th November for sign-off.   |
| GF2  | Guildford    | Aug-13           | Feb-16           |                |  |  |   | 5 |  |   | Review complete and approved. Summary to be published (currently being written). Action plan 50% complete.  |
| SH2  | Surrey Heath | Dec-12           | tbc              |                |  |  |   |   |  | 6 | Action plan recommendations 95% complete - outstanding recommendation relates to roll-out of IRIS. Report approved by Home Office and published online..  |
| GF1  | Guildford    | Mar-12           | Mar-13           |                |  |  |   |   |  | 6 | Report published and review phase complete. Action plan 98% complete  |
| WV1  | Waverley     | Oct-11           | tbc              |                |  |  |   |   |  | 6 | Action plan 100% completed. Agreed with the Home Office that the report would not be published. Recommendations are published on the borough council website. All panel members were asked to destroy their copies of the report. |
| SH1  | Surrey Heath | Aug-11           | tbc              |                |  |  |   |   |  | 7 | Action plan 100% complete. Report approved by Home Office and published.  |

**Status key:**

- 1) DHR Notification received 2) DHR in progress 3) Report drafted 4) Report with Home Office QA Panel  
5) Report published 6) DHR complete 7) Learning disseminated.

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Ending domestic abuse



# Domestic abuse overview report: need and provision in Surrey

November 2017

# Key facts and stats



There are approximately 21,400 female victims of domestic abuse in Surrey

In 2016-17 there were 14,363 domestic abuse reports to the police



There are approximately 3,300 children visible living in homes in Surrey where there is high risk domestic abuse

21% of police domestic abuse incidents involve young people as victims – this is over representative of the population (9%)



Last year (2016/17) the Surrey 24 hour domestic abuse helpline received 2,300 calls. This is an average of 6-7 calls per day

In 2015/16 there were 8,900 referrals into Surrey Domestic Abuse Service



The estimated cost of domestic abuse in Surrey is £111,600,000

£1,665,000 is spent directly on domestic abuse provision in Surrey



# About SafeLives

SafeLives is a national charity dedicated to ending domestic abuse, for good.

Every year, over 2 million people experience domestic abuse - it is not acceptable, not inevitable and together, we can make it stop.

We want long-term solutions, not short-term fixes. Our approach includes early intervention for victims and their children, supporting every family member, and challenging perpetrators to stop. We do this by:

- using our data, research and frontline expertise to help local services improve and influence policy-makers locally and nationally
- offering support, knowledge and tools to frontline workers, agencies and commissioners
- providing accredited, quality assured training across the UK
- creating a platform for victims, survivors and their families to be heard and demand change
- testing innovative interventions and approaches that make more families safe.

Our recommendations aim to improve the experience of families impacted by domestic abuse as well as commissioners, practitioners, and partner agencies.

For victims and children, their friends and families:

- They will know what services are available and how to access them.
- They will receive a consistent, professional and reliable response that combines both specialist support and brings together the professional expertise of partner agencies in this complex area, so that both risk and needs can be met.
- They will receive a service that is empowering and responsive with their personal situation.
- The response to victim, child and perpetrator will be co-ordinated.
- Their experience will be captured systematically and used to inform future service development.

For commissioners:

- There will be much clearer provision, transparency and lines of accountability.
- Opportunities to intervene early will be maximised.
- Creating a consistent care pathway from identification to case closure will help to reduce the risk of domestic homicide and child deaths.
- Consistent data will provide the opportunity to learn and develop provision.

For practitioners:

- Being part of a resilient team with the full breadth of expertise required to meet the needs of all clients.
- Manageable caseloads.
- Sufficient resource for management, clinical supervision and administration.
- Career development opportunities.

For partner agencies:

- Clear referral pathways.
- Supportive training and 'lead professional' role in universal agencies to build confidence in asking victims, children or perpetrators about domestic abuse
- Being part of an effective care pathway that respects the limits of each role.

# Foreword

Surrey County Council commissioned SafeLives to support the domestic abuse commissioning group. The aims of the commission are to develop a Surrey wide joint commissioning strategy and specifications for service to be implemented as part of the Surrey Children, Schools and Families Joint Commissioning Strategy from June 2017. This report concludes the first stage of our project.

During the course of this stage, we have consulted with six practitioners from specialist providers, over fifty practitioners across organisations such as; health, police, children services, housing and probation. Additionally we have consulted with twenty adults who had experienced domestic abuse and accessed support in Surrey, as well as heard from over ninety residents through our domestic abuse survey.

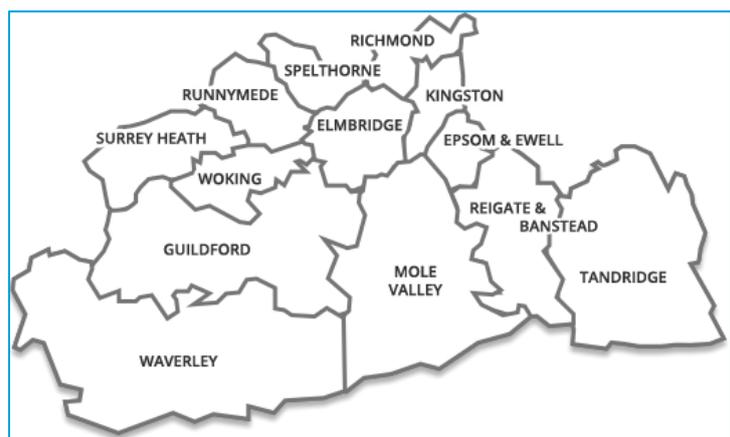
We would like to thank all professionals across Surrey that supported us in providing data and information to contribute to this report. In particular; Jane Last, Gordon Falconer, Elaine Malloy, Jessica Faulkner, Louise Gibbins and Richard Carpenter from the local authority. Additionally we would like to thank all providers that supported us in co-production focus groups and promotion of the survey. Notably, Fiamma Pather, Michelle Blunsom, Charlotte Kneer, and Margaret Bourne.

## Purpose

This report provides needs assessment which will inform strategic commissioning of domestic abuse services and pathways in Surrey. It will provide an assessment of what currently exists, consider the demographic profile in Surrey and assess the demand for domestic abuse services. The assessment will consider gaps in services and pathways, consider evidence based best practice and provide recommendations for the domestic abuse commissioning group to consider.

This report includes the following deliverables;

- A refreshed summary of need for families, professionals and providers.
- A map of current domestic abuse provision for children and young people and families across the county alongside a review of current impact and effectiveness measures used and full financial analysis
- The outcomes and analysis of the programme of co-production which included a series of three focus groups with victims and survivors and a residents survey
- An overview of professionals feedback through individual interviews with domestic abuse specialist providers, a snap survey and workshop event
- Research into best practice to tackle domestic abuse, both within Surrey and nationally



<sup>1</sup> Kingston and Richmond are not within the Surrey County Council administrative area.

# Section 1: Overview of domestic abuse in Surrey

Domestic abuse is defined by the UK government as 'any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse'. Controlling behaviour is defined as 'a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.' Coercive behaviour is 'an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim'.

## 1.1 The national context of domestic abuse

### 1.1.1 National context

Domestic abuse is a widespread issue, affecting millions across the UK. On average the police receive an emergency call relating to domestic abuse every 30 seconds<sup>2</sup>. The Home Office defines domestic abuse as;

*'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality'*

*This can encompass, but is not limited to, the following types of abuse:*

- *Psychological*
- *Physical*
- *Sexual*
- *Financial*
- *Emotional*

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

*Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim'.*

It is estimated that each year around 1.8m people suffer some form of domestic abuse -1.2 million women (8.2% of the population) and 600,000 men (4% of the population)<sup>3</sup>. Of these, up to 100,000 victims are at risk of being murdered or seriously injured as a result of the abuse they are experiencing. Refuge estimates that on average two women a week are killed as a result of domestic abuse and up to 30 women every day will attempt to take their own life due to the abuse.

Domestic abuse-related homicides account for approximately 35% of all homicides in England and Wales; on average two women a week are killed by their current or former partners. It highlights that 58% of women murdered by their partner were still in a relationship with them and 29% were separated. A 2009 national analysis of Serious Case Reviews found evidence of past or present domestic abuse in over half (53 per cent) of cases<sup>4</sup>.

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<sup>2</sup> HMIC, Everyone's business: Improving the police response to domestic abuse (Published online: HMIC, 2014), p. 5.

<sup>3</sup> ONS (2017)

<sup>4</sup> Brandon, M., Bailey, S., Belderson, P., Gardner, R., Sidebottom, P., Dodsworth, J., Warren, C. and Black, J. (2009) Understanding Serious Case Reviews and their Impact: A Biennial Analysis of Serious Case Reviews 2005-7. London: Department for Children Schools and Families.

However, the problem is much bigger than shown in official statistics. Researchers<sup>5</sup> estimate that domestic abuse statistics are 140% higher than those stated in the British Crime Survey for England and Wales. Therefore SafeLives also uses UK data from our Insights database – the largest national database of domestic violence cases in the UK, with more than 37,000 records from 2009 to date. Our data shows:

- Each year more than 100,000 people in the UK are at high and imminent risk of being murdered or seriously injured as a result of domestic abuse<sup>6</sup>
- Women are much more likely than men to be the victims of high risk or severe domestic abuse: 95% of those going to Marac or accessing an Idva service are women<sup>7</sup>
- In 2013-14 the police recorded 887,000 domestic abuse incidents in England and Wales<sup>8</sup>
- Seven women a month are killed by a current or former partner in England and Wales<sup>9</sup>
- 130,000 children live in homes where there is high-risk domestic abuse<sup>10</sup>
- 62% of children living with domestic abuse are directly harmed by the perpetrator of the abuse, in addition to the harm caused by witnessing the abuse of others<sup>11</sup>
- On average high-risk victims live with domestic abuse for 2.3 years before getting help<sup>12</sup>
- 85% of victims sought help five times on average from professionals in the year before they got effective help to stop the abuse<sup>13</sup>.

### 1.1.1.2 Everyone's business

Domestic abuse does not discriminate. It can affect anyone. Because of this, domestic abuse sits across a number of policy contexts. For example domestic abuse is national public health epidemic. The impact of domestic abuse on physical and mental health can be substantial. Additionally it often involves criminal offences. These are often wider than offences against the person. For example, the introduction of new legislation criminalising coercive and controlling behaviour means police forces play a vital role. Many victims and perpetrators have children. This widens the scope of the agenda, as those children often require specialist support. Indeed some children and young people are victims or use harmful behaviour within their own relationships. A local commissioning strategy must consider the complex policy context of domestic abuse, and engage all partners in the response for true effectiveness.

SafeLives genogram<sup>14</sup> illustrates the complex multi-agency nature of domestic abuse. Our illustration demonstrates the webs of harm that can occur, affecting whole families. In this example two males, that were well known perpetrators. Through a case audit it was found that there were six more adults and 11 children at risk as a result of domestic abuse. These individuals were accessing a range of services including; housing, substance misuse service, mental health service, adult social care, police, A&E, GP, children social care, schools, children centre, troubled families, probation services and domestic abuse services. In addition to the individual services there were a range of individual assessments that took place, and discussions at various multi agency forums such as strategy meetings and Marac's. Despite the high level of agency involvement, there was a lack of an integrated strategy to map the multiple and complex vulnerabilities. Effective commissioning should consider the impact of these vulnerabilities on individuals as well as whole families. By all partners engaging in the development of a commissioning strategy, local areas can see a reduction in risk, serious harm and effective cost savings.

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<sup>5</sup> Pease, K. And Farrel, G. (2007) Crime in England and Wales: More violence and more chronic victims. Civitas review. Volume 4, Issue 2

<sup>6</sup> SafeLives (2015), Getting it right first time: policy report. Bristol: SafeLives.

<sup>7</sup> SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol: SafeLives.

<sup>8</sup> ONS (2015), Crime Survey England and Wales 2013-14. London: Office for National Statistics

<sup>9</sup> ONS (2015), Crime Survey England and Wales 2013-14. London: Office for National Statistics

<sup>10</sup> SafeLives (2015), Getting it right first time: policy report. Bristol: SafeLives.

<sup>11</sup> Caada (2014), In Plain Sight: Effective help for children exposed to domestic abuse. Bristol: Caada.

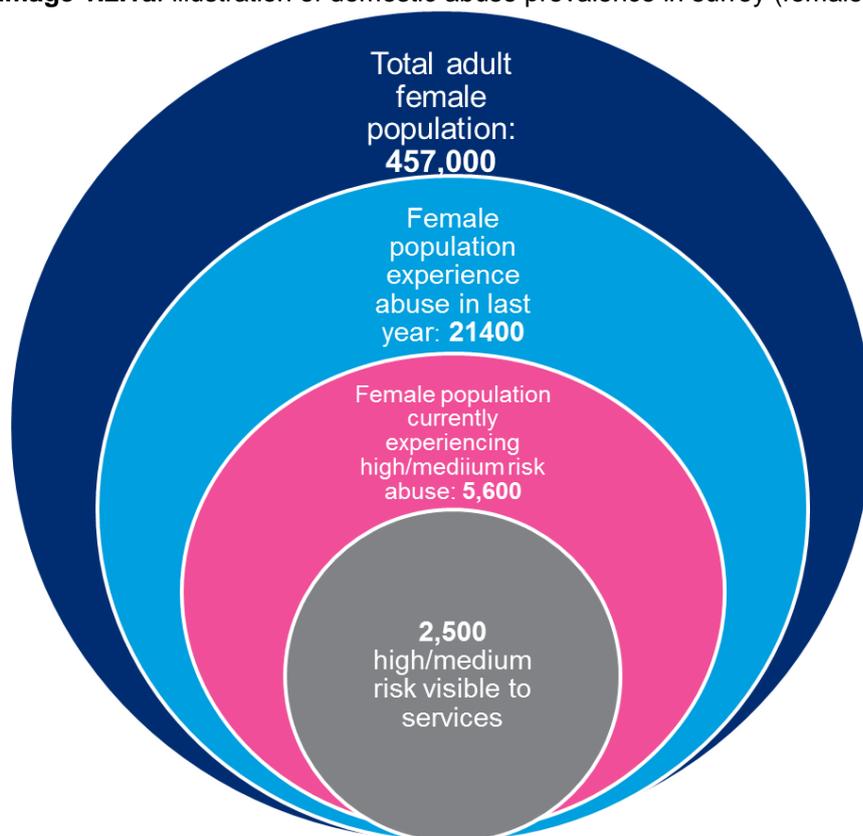
<sup>12</sup> SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol: SafeLives.

<sup>13</sup> SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol: SafeLives.

<sup>14</sup> All names are pseudonyms to protect the identity of the families involved.



**Image 1.2.1a:** illustration of domestic abuse prevalence in surrey (female population)



In 2016-17 there were 14,363 domestic abuse reports to the police. We estimate that there are approximately 21,400 perpetrators of domestic abuse each year. SDAS data indicates that 50% of perpetrators have mental health needs, 30% will have problematic alcohol use and 30% have drug related concerns.

The majority (73%) of reported incidents to the police in Surrey are female victims. Despite young people representing only 9% of the population in Surrey, they are disproportionately (21%) represented as the victims of domestic abuse reported to the police.

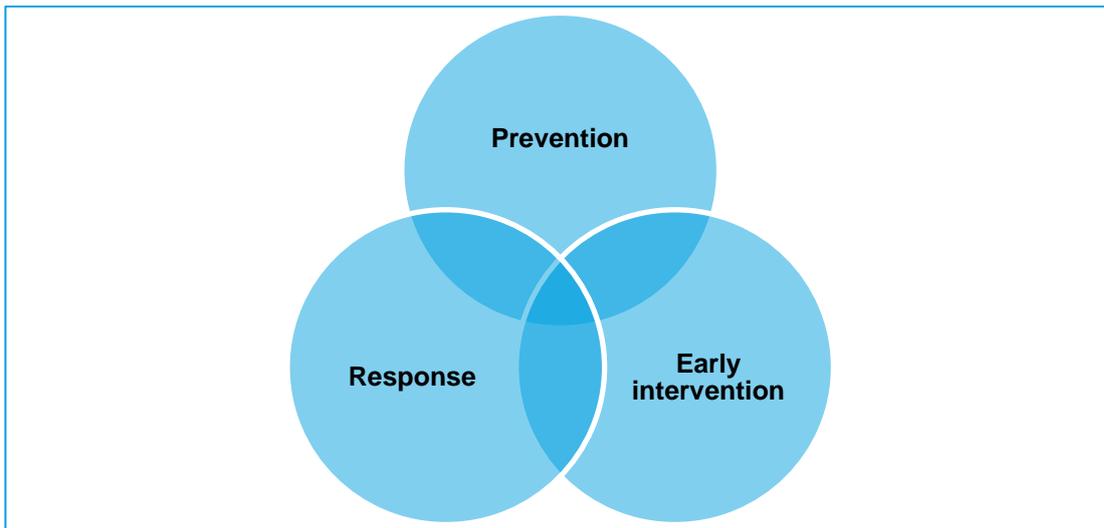
Despite young people representing only 9% of the population in Surrey, they are disproportionately (21%) represented as the victims of domestic abuse reported to the police. Contrastingly, older people make up 16% of the population, and only 4% of incidents reported to the police.

### 1.2.2 Strategy and governance arrangements

'Reducing Domestic Abuse Strategic Plan 2016-18' sets out the strategic vision in Surrey as:

*'Working together to ensure people have the right services and support, at the earliest opportunity, to live lives free from domestic violence or abuse and gain the personal confidence to build healthy relationships for themselves and their dependants'*

The vision is accompanied by three priority areas:



**1. Prevention**

We will promote healthy relationships in children, young people and adults through schools, work places, targeted programmes and the community

**2. Early Intervention**

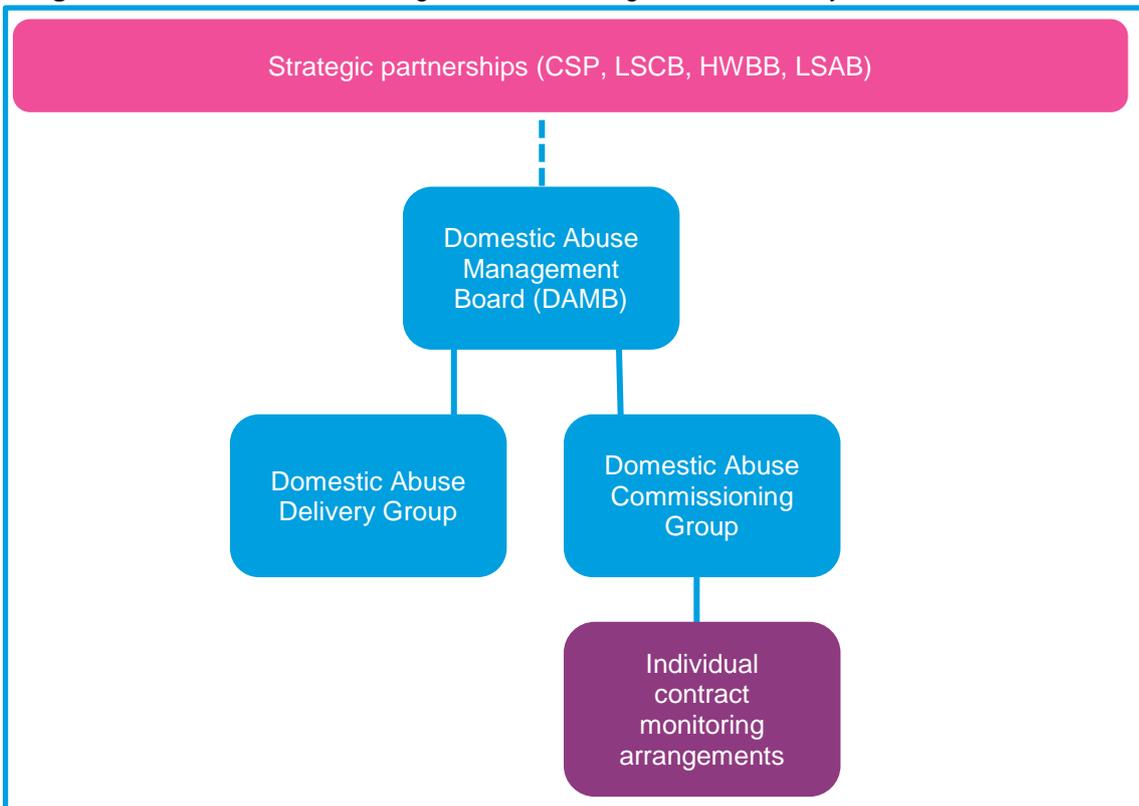
We will work as one team, pro-actively sharing information, intelligence and decision making to enable earlier interventions that prevent the escalation of abuse and reduce repeat incidents

**3. Response**

We will provide a holistic response to all those affected; victim, dependants and perpetrator. We will ensure all staff are well trained and that there are appropriate services available.

The structure through which the strategy is delivered involves a multi-agency partnership, including representatives from Surrey police, specialist domestic abuse providers, health agencies and a range of local authority directorates (including community safety and children services).

**Image 2.2.2a:** overview of current governance arrangements in Surrey



The Domestic Abuse Management Board (DAMB) is the strategic body leading the strategic response. The domestic abuse delivery group and the commissioning group are operational groups working to deliver the strategic outcomes. This report has been produced to support the commissioning group in future decision making. The final report will be owned by this group, with updates where appropriate to the wider partnership.

### 1.2.3 Service provision in Surrey

Provision in Surrey is provided through a lead provider model between four providers offering all community based support. There are three refuge providers offering accommodation based support.

In addition Surrey is a Women’s Aid Change That Lasts pilot area. The pilot will be running for five years, the ethos of Change that Lasts is to place the survivor at the heart of the response, building around her needs and the strengths and resources available to her. Change that Lasts is made up of three main schemes that involve the whole community in taking a stand against domestic abuse. These schemes ensure that survivors and their children can access help wherever they disclose abuse:

- Ask Me
- Trusted Professional
- Expert Support

Table 1.2.3a: overview of tiered domestic abuse provision in Surrey

| Service provider  | Description  |
|---|--|
| <p><b>Surrey Domestic Abuse Service (SDAS)</b></p> <p>(lead provider model partnership between ESDAS, CAB, Salvation Army Housing Association (previously Chapter 1) and Sanctuary)</p> | <p><b>Adult outreach</b></p> <p>SDAS provide Surrey’s adult outreach contract for the county. This includes;</p> <ul style="list-style-type: none"> <li>• One to one support</li> <li>• Male outreach service</li> <li>• 24 hour helpline</li> <li>• Group programmes</li> </ul> <p><b>Children and young people’s provision</b></p> <p>SDAS provide a countywide domestic abuse services for children and young people that have witnessed domestic abuse within Surrey. SDAS is a partnership of four local domestic abuse services. The service provides three key projects:</p> <ul style="list-style-type: none"> <li>• <b>Prevention:</b> providing healthy relationships work in school and youth settings and training for professionals across Surrey working with families that may have experienced domestic abuse.</li> <li>• <b>Early Help:</b> training early help social care professionals about domestic abuse and providing one to one support for children that have been affected by domestic abuse through an Outreach Worker.</li> <li>• <b>Intervention:</b> Social care professionals are trained to become DA Champions and co-deliver group sessions for children affected by domestic abuse with SDAS.</li> <li>• Adult outreach provision</li> </ul> |
| <p><b>North Surrey Domestic Abuse Service (NDAS)</b></p>  | <p>NDAS is provided by Citizens Advice Elmbridge part of the SDAS consortium and in addition provides domestic abuse services in the local area.</p> <p><b>Services for Spelthorne, Epsom and Ewell and Elmbridge</b></p> <ul style="list-style-type: none"> <li>• Legal advice drop in</li> <li>• Mental Health Support</li> <li>• CAB Services</li> </ul>  |
| <p><b>Salvation Army Housing Association (previously Chapter 1)</b></p>   | <p>Salvation Army Housing Association (previously Chapter 1) is part of the SDAS consortium and in addition provides refuge provision and local services.</p> <p><b>Refuge provision and support</b></p> <ul style="list-style-type: none"> <li>• Accommodation (refuge)</li> </ul>  |

| Service provider   | Description  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Children and young people support</li> </ul> <p><b>Services in Guildford and Waverley</b></p> <ul style="list-style-type: none"> <li>• Counselling</li> <li>• Legal advice</li> <li>• Drop in</li> <li>• Group work</li> <li>• Life Skills</li> <li>• Support group</li> <li>• Children 1-2-1 support</li> <li>• Playtherapy</li> <li>• Summer group</li> </ul>   |
| <p><b>Your Sanctuary</b></p>                             | <p>YourSanctuary is part of the SDAS consortium and in addition provides one of the three refuges in Surrey.</p> <p><b>Refuge provision and support</b></p> <ul style="list-style-type: none"> <li>• Refuge</li> <li>• Transition fund</li> <li>• 1-2-1 work with CYP</li> <li>• Play work with CYP</li> </ul> <p><b>Services for Runnymede, Woking and Surrey Heath</b></p> <ul style="list-style-type: none"> <li>• Mental health support (Runnymede only)</li> <li>• Legal advice drop in</li> </ul>  |
| <p><b>East Surrey Domestic Abuse Service (ESDAS)</b></p> | <p>ESDAS is the lead provider for the SDAS consortium and in addition provides local services in Surrey through various contracts.</p> <p><b>Services provided in Reigate and Banstead, Tandridge and Mole Valley</b></p> <ul style="list-style-type: none"> <li>• Adult outreach service</li> <li>• Counselling</li> <li>• Mental Health Support (excluding Mole Valley)</li> <li>• Iris (East Surrey CCG)</li> <li>• Legal advice drop in</li> <li>• Sanctuary Scheme</li> <li>• Recovery toolkit</li> <li>• Family workshops</li> <li>• Support groups</li> <li>• Client emergency fund</li> <li>• 1-2-1 work with children and young people</li> <li>• Youth group</li> <li>• Saturday club for CYP</li> <li>• Playtherapy</li> <li>• Outings for children and young people</li> </ul> |
| <p><b>Reigate and Banstead Women's Aid</b></p>           | <p>Reigate and Banstead Women's Aid (RBWA) provider refuge provision in Surrey. In addition to providing refuge accommodation, they also offer multiple forms of support for the women and children using their service, such as:</p> <ul style="list-style-type: none"> <li>• Housing support</li> <li>• Playtherapy</li> <li>• BME worker</li> <li>• Family therapy</li> <li>• 1-2-1 outings for children in the refuge</li> </ul>   |

| Service provider                         | Description  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Volunteer counsellor comes in once a week for one to one sessions with women</li> <li>• Transition package (school uniform, clothes for the women and food vouchers)</li> </ul>   |
| <b>Community Re-habilitation Company</b> | <p><b>Stepping Up</b></p> <p>Stepping Up is a self-referral based community perpetrator programme.</p>   |
| <b>Local Authority</b>                   | <p><b>LINX</b></p> <p>The LINX programme aims to enable young people to recognise the link between their experiences, feelings and behaviours in order to develop empathy for themselves and others. It is aimed at young people aged 12-18 who have been affected by domestic abuse (either as a result of parental behaviour or as perpetrators of child-parent violence).</p> |

### 1.3 Cost and spend on domestic abuse services in Surrey

Based on Walby's (2004) estimated costs of domestic abuse, we estimate that the cost of domestic abuse in Surrey is £111,637,624<sup>17</sup>.

The current direct spend across the partnership in Surrey on domestic abuse provision is, £1,665,000<sup>18</sup>. This is the total funding contributions toward all Surrey domestic abuse services, including community based support children and young people support and refuge. However this cost does not provide the level of support required to meet the need in Surrey. We estimate that the full cost of providing domestic abuse services in Surrey based on need would cost approximately £5,970,000<sup>19</sup>.

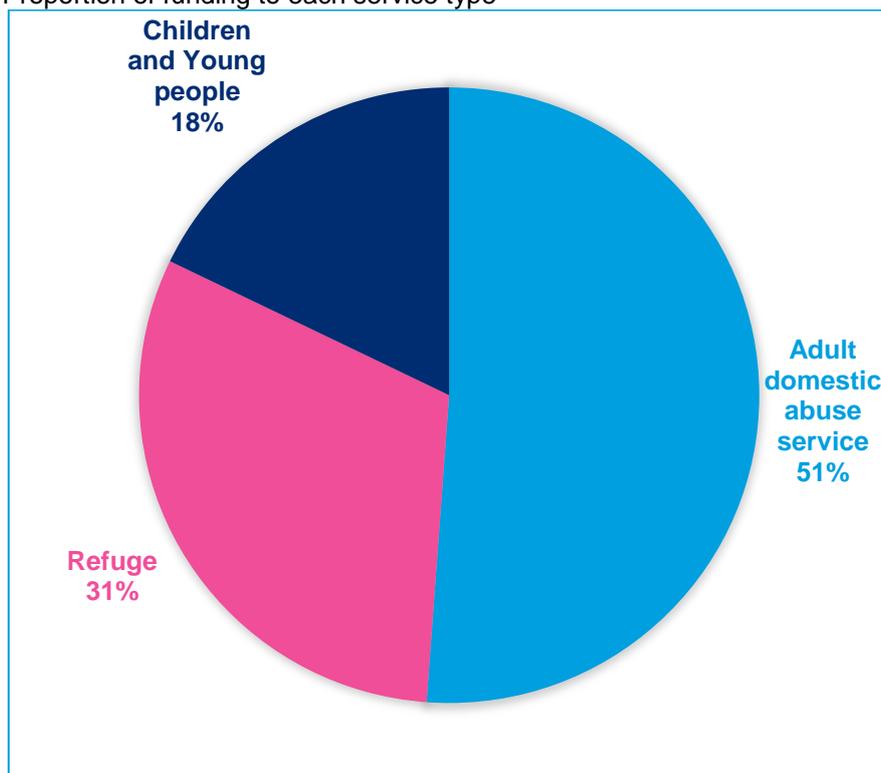
The total spend in Surrey (1.5m) contributes to a number of services across Surrey including adult domestic abuse services (£858,000), children and young people's domestic abuse services (£299,000) and refuge (£520,000).

<sup>17</sup> Please see section 3.2 for full breakdown. This includes; physical and mental health care, criminal justice, social services, housing, , civil, legal, employment and human costs.

<sup>18</sup> As this section provides an overview for 2016/17, it does not include the funding for the perpetrator programme delivered by the Community Rehabilitation Company, which is £80,000 for the current financial year (2017/18).

<sup>19</sup> This is an estimation based on the estimated number of victims that would require support. We have considered the type of support that would be required for high/medium/standard risk victims (e.g. outreach, Idva) calculated against recommended caseloads and how many FTE workers would be required.

**Table 1.1.2a:** Proportion of funding to each service type



These services are delivered through five main providers; SDAS consortia, East Surrey Domestic Abuse Service, YourSanctuary, Salvation Army Housing Association (previously Chapter 1), North Surrey Domestic Abuse Service and Reigate and Banstead Women’s Aid.

## 1.4 Defining a model response

Over the last decade, there has been significant work nationally to improve the response to domestic abuse. For example, the support available for victims at risk of murder or serious injury from domestic abuse has been transformed by the creation of specially trained Idvas (Independent Domestic Violence Advisors) and the establishment of Marac (Multi Agency Risk Assessment Conference) meetings in every area to supplement the provision of refuge accommodation and existing community based services. Over 60% of victims who get help from Idvas and Maracs experience a cessation of abuse.

As well as the work to this approach organisations such as Women’s Aid have worked with survivors or and over 220 grassroots organisations to achieve change in policy, practice and awareness, encouraging healthy relationship and helping to build a future where domestic abuse is no longer tolerated.

Building on this foundation, SafeLives and Women’s Aid are working together to pilot new approaches to domestic abuse to develop a shared roadmap for system change. SafeLives model response suggests the following as key elements of an ideal response:

1. **Victims** and their families need to be at the heart of the system, with the knowledge of how to get help for themselves – or what to do if someone tells them about domestic abuse
2. **Early identification** at every public service to identify all victims, their children, young people at risk and perpetrators and get each member of the family the right intervention fast.
3. **Quality services** for all victims, including:
  - help in the community from a qualified Idva working as part of a robust multi-specialist team
  - support from a high-quality Marac for victims at high risk
  - targeted help with victims with complex needs
  - support from universal or volunteer-led services.

4. **Support for children** living with domestic abuse to become safe and develop their resilience.
5. Challenge and support for **perpetrators** from specialist workers to reduce the risk to the current victim and prevent abuse to future victims and children.
6. Support for the victim and their children to **recover** and live a life sustainably in safety
7. Commissioners should align their budgets and **fund services** according to jointly-agreed outcomes that address risk and need in their local population.

One of the most important aspects of our model, is ensuring that whilst provision for victims, perpetrators and children exists and is of high quality, the interaction between these agencies is vital to ensure a whole family approach is joined up.

## 1.5 Realising the model response

The key elements exist to establish sustainable, effective and high quality domestic abuse services in Surrey. Surrey provides a range of vital services for victims, perpetrators and children.

**Table 1.3a: Overview of current domestic abuse service provision**

| Category             | Strengths  | Gaps  |
|----------------------|--|---|
| Victims              | <ul style="list-style-type: none"> <li>• SDAS community support for all victims (including males, LGBT)</li> <li>• SDAS includes a 24 hour helpline for victims</li> <li>• Surrey has a SDVC</li> <li>• All four providers offer an Idva service for high risk victims</li> <li>• Three refuges with capacity for 33 victims and their families</li> <li>• There is an awareness campaign in Surrey 'He loves me, he loves me not'</li> <li>• The commitment and work already progressed by partners and Women's Aid on Change that Lasts</li> </ul> | <ul style="list-style-type: none"> <li>• Marac - low identification for highest risk victims (through Marac)</li> <li>• Marac multi-agency identification is poor. The majority of referrals come from police</li> <li>• Waiting lists for some services</li> <li>• There is no consistent process in place for the Surrey domestic abuse partnership to systematically receive feedback from victims and their families.</li> <li>• Survey and focus group highlighted that many victims were confident that they would know where to go if they or someone they know experienced abuse – and using a helpline was the most popular method however not many people were aware of it</li> <li>• There is a local awareness campaign in Surrey, although many victims and survivors we spoke to were not aware of it</li> <li>• Flexibility of services in Surrey is vital. Focus groups highlighted having a helpline and drop ins were important. Based on the demographic in Surrey, there many need to be more support operating outside of work hours.</li> </ul> |
| Early identification | <ul style="list-style-type: none"> <li>• SDAS children commission provide consultancy to children services</li> <li>• IRIS in East Surrey CCG</li> <li>• Champions network is in place and continues to develop</li> </ul>   | <ul style="list-style-type: none"> <li>• Survey and focus groups indicated that many victims and their families were not getting help at the earliest possible opportunity</li> <li>• All other CCG areas lack DA-specific support for GPs</li> <li>• The Marac indicates poor identification of victims at high risk of serious harm or homicide</li> <li>• Professionals felt there was not wide</li> </ul>   |

| Category                            | Strengths   | Gaps   |
|-------------------------------------|---|--|
|                                     |   | <p>awareness universally about the services and pathways in Surrey</p> <ul style="list-style-type: none"> <li>Champions network is not fully established and currently has no standardised role outlined</li> <li>Domestic Violence Disclosure scheme is not widely advertised</li> </ul>  |
| Quality services at all risk levels | <ul style="list-style-type: none"> <li>SDAS provide a need led strength based service for victims at all levels of risk, so all victims are able to access services</li> <li>SDAS operate a 'no one turned away' policy so any resident of Surrey can access help at any time (including self-referral)</li> <li>Good training offer in place for universal services through LSCB</li> <li>There is good feedback from victims and their families about the specialist services in Surrey</li> </ul>          | <ul style="list-style-type: none"> <li>Idvas do not appear to be integrated as part of multi-disciplinary teams</li> <li>No targeted support for victims and survivors with complex needs (integrated substance use and mental health pathways)</li> <li>SafeLives recommends based on the population 19.5 FTE Idvas, as Idvas in Surrey have multiple roles it is unclear the current number but it appears to be less</li> <li>Some survivors felt a peer network for recovery and ongoing support would be beneficial</li> <li>Universal services do not have a consistent standardised offer or pathway</li> </ul> |
| Children                            | <ul style="list-style-type: none"> <li>SDAS children and young people's provision</li> <li>SDAS children grant includes consultancy service for practitioners in children service from specialist providers</li> <li>AVA group programme (for children)</li> <li>Youth group, play therapy, 1-2-1 work</li> <li>Refuge support for children and young people (YourSanctuary, Salvation Army Housing Association (previously Chapter 1) and Reigate &amp; Banstead Women's Aid)</li> <li>LINX group</li> </ul> | <ul style="list-style-type: none"> <li>Prevention activity and support in schools is sporadic (feedback from professionals and victims)</li> <li>AVA group programme does not include the parent parallel group which would strengthen the provision</li> <li>Limited provision for children in Surrey based on the level of need identified, particularly for young people in abusive relationships who are disproportionately represented in police report data in Surrey</li> <li>No clear links between vulnerability areas (e.g. CYP at risk of CSE and domestic abuse)</li> </ul>                                |
| Perpetrators                        | <ul style="list-style-type: none"> <li>Community programme available (Stepping Up)</li> <li>Court mandated programmes available (BBR)</li> <li>Additional support for providers to provide DVPN/O support</li> </ul>  | <ul style="list-style-type: none"> <li>Low referrals in to the commissioner community perpetrator programme (currently no perpetrators have completed a programme)</li> <li>There is no data currently on the stepping up programme which operates on a self-referral basis</li> </ul>   |
| Recovery                            | <ul style="list-style-type: none"> <li>SDAS group</li> </ul>  | <ul style="list-style-type: none"> <li>Waiting lists in place for some services</li> </ul>   |

| Category | Strengths  | Gaps  |
|----------|--|---|
|          | <ul style="list-style-type: none"> <li>programmes</li> <li>Freedom programme</li> <li>Counselling services</li> <li>No time limit on SDAS support</li> </ul>             | <ul style="list-style-type: none"> <li>Links between health services and commissioned provision could be strengthened through commissioning arrangements</li> </ul>   |
| Funding  | <ul style="list-style-type: none"> <li>Some of the overall investment is through a pooled budget</li> <li>Good data collection from services to commissioners</li> </ul> | <ul style="list-style-type: none"> <li>No jointly agreed outcomes in place Commissioners currently monitor outcomes separately using various methods, sometime focusing too heavily on outputs, although this is in progress</li> <li>Funding is not yet allocated though a full pooled budget so contact monitoring arrangements vary for each commissioner and providers have to report to several separate commissioners</li> <li>Some services are commissioned on an annual rolling basis. This does not provide sustainability or enable specialist providers to plan effectively to meet need</li> </ul> |

## 1.6 Next steps

We will utilise the content of this report to inform the second stage of the commissioned project. The deliverables for the second phase include;

- A joint commissioning strategy to tackle domestic abuse, that will set out findings from our needs analysis and priorities for joint-commissioning (utilising existing strengths such as CTL), the outcomes framework, *governance structures*, market analysis, how we are seeking work with children and young people and their families to improve the delivery of services, and how we will evidence impact of effectiveness to reduce domestic abuse and consequences across the county.
- An options analysis to inform future joint commissioning
- A set of service specifications as part of a joined up Surrey Domestic Abuse Service Offer that describe how we will be commissioning the outcomes that we have identified for children and young people and their families affected by domestic abuse.
- A revised performance management and quality assurance framework to clearly set out how the outcomes delivered by domestic abuse provision will be managed and monitored.
- An evaluation report reviewing the project, seeking to learn from the work and identify future areas for improvement.

# Appendix A: Public engagement

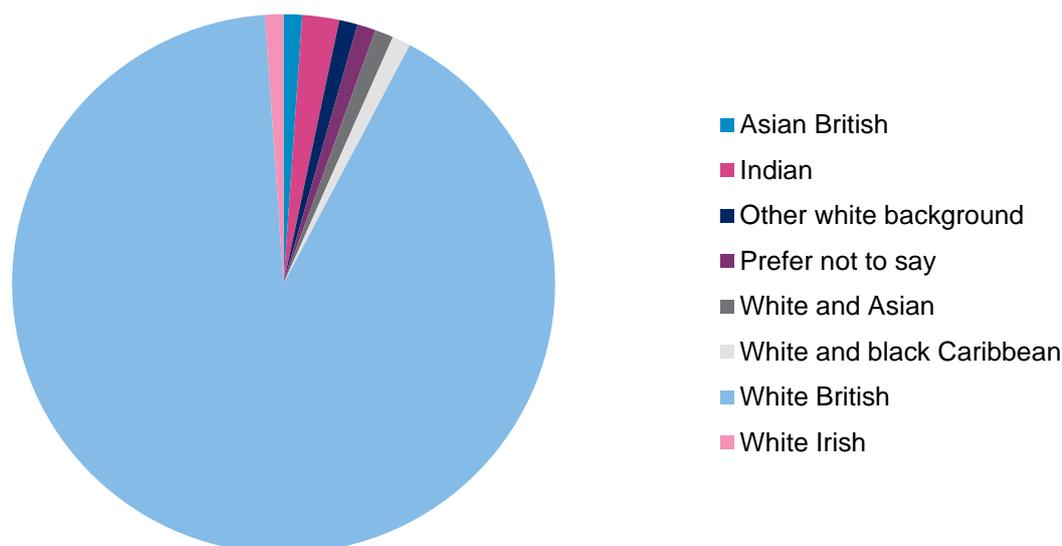
## A.1 Residents' Survey

Domestic abuse is not always reported, and therefore many victims do not access specialist domestic abuse services. To enable us to reflect the views of victims that may be hidden to services we completed a survey that was open to all residents. This will also enable us to consider the views and needs of the community in Surrey that may not have experienced abuse. This is important in terms of understanding community awareness, and recognising that any individual can be victimised at any point in their life, and understanding how to best reach them is important.

The residents' survey was open to any person over the age of 16. The survey was open for one month between March and April 2017. In total we received 91 responses.

### A.1.1 Demographics of survey respondents

The majority of survey participants were female (85), with responses from a small number of men (5). The ethnic background of participants was mostly White British, which is reflective of the demography of Surrey.



The majority of participants came from the East of Surrey (Reigate and Banstead and Tandridge districts) and the lowest participating area was Epsom and Ewell which only had one participant.

| Local council area   | Number of participants |
|----------------------|------------------------|
| Elmbridge            | 6                      |
| Epsom and Ewell      | 1                      |
| Guildford            | 9                      |
| Mole Valley          | 9                      |
| Reigate and Banstead | 22                     |
| Runnymede            | 3                      |
| Spelthorne           | 2                      |
| Surrey Heath         | 4                      |
| Tandridge            | 15                     |
| Waverley             | 10                     |
| Woking               | 10                     |
| <b>Total</b>         | <b>91</b>              |

Just under half (48%) of respondents were between the age of 31-50 years old. This was followed by 51–65 age category. This is reflective of the demographics in Surrey. There were a higher than expected number of respondents aged 66 and over,

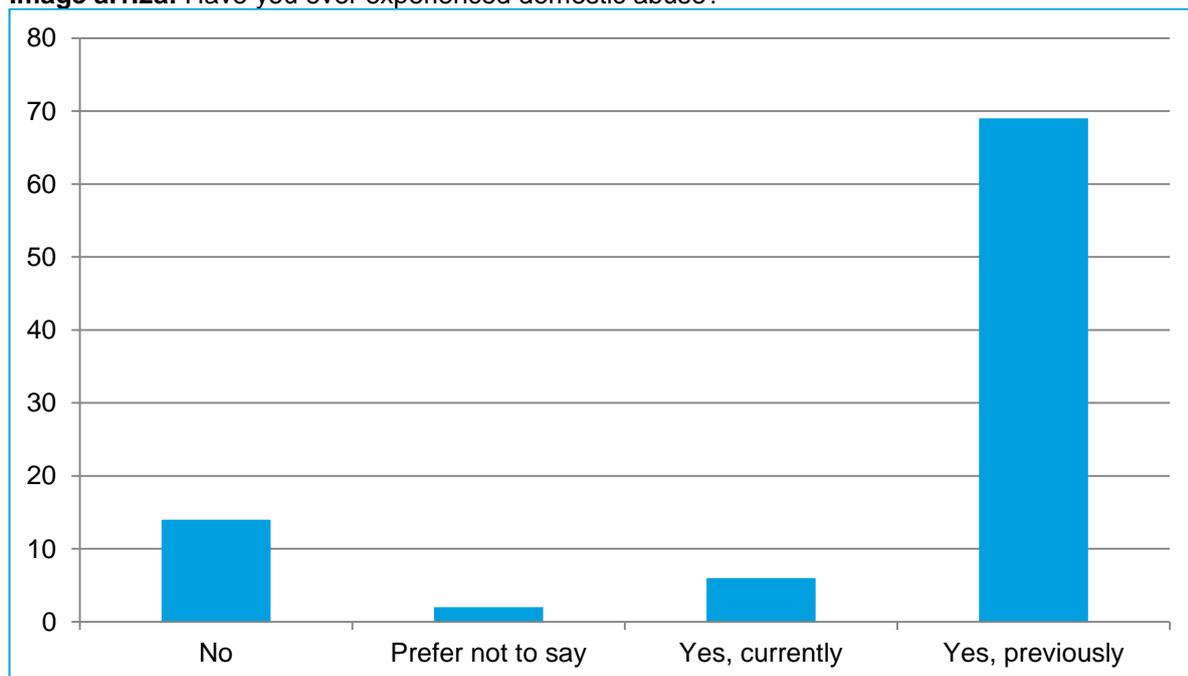
| Age group    | Number of participants | Proportion % of participants |
|--------------|------------------------|------------------------------|
| 18-19        | 2                      | 2%                           |
| 20-25        | 4                      | 4%                           |
| 26-30        | 11                     | 12%                          |
| 31-50        | 44                     | 48%                          |
| 51-65        | 21                     | 23%                          |
| 66 and over  | 9                      | 10%                          |
| <b>Total</b> | <b>91</b>              | <b>100%</b>                  |

Considering the age profile of participants, it is unsurprising that most did not have dependent children (46 had no dependent children, 45 did). SafeLives data suggests that around two thirds of victims of domestic abuse have dependent children, so this is less than we would expect to see.

### A.1.2 Experience of domestic abuse

The majority of participants had previously experienced domestic abuse, with a small number reporting current abuse<sup>20</sup>. The survey therefore is significant in understanding the direct experienced and needs of victims.

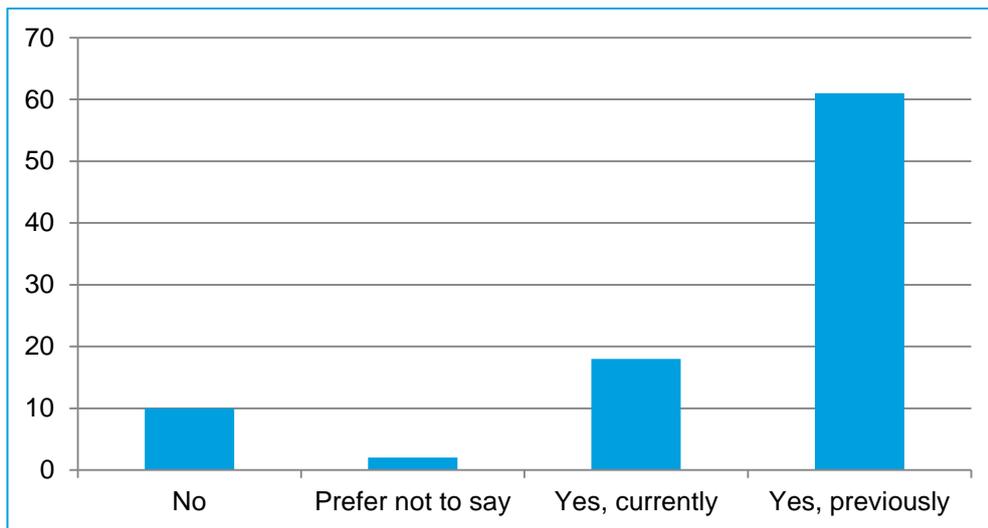
**Image a.1.2a:** Have you ever experienced domestic abuse?



As well as understanding whether participants had experienced abuse, we also asked about people they know that have experienced abuse. This gave us an indication of the level of abuse within the community in Surrey. There was a high number of respondents that know someone that has experienced domestic abuse. This can give an indication of the prevalence of domestic abuse in Surrey.

**Image a.1.2.b:** Has anyone you know ever experienced or witnessed domestic abuse?

<sup>20</sup> The survey included information about local services in Surrey for respondents that were experiencing abuse.



For respondents that had either directly, or indirectly (someone they know) experienced domestic abuse, we asked whether they received any help or support. Over half (56%) of respondents reported that they had received some support. There were a high number of respondents (36%) that had not received support.

| Did you or the person that experienced the abuse get support? | Number of participants | Percentage of participants |
|---|------------------------|----------------------------|
| No  | 33                     | 36%                        |
| Yes   | 51                     | 56%                        |
| Not applicable  | 6                      | 7%                         |
| Prefer not to say   | 1                      | 1%                         |
| <b>Total</b>  | <b>91</b>              | <b>100%</b>                |

Interestingly, only one quarter (25%) of respondents feels they got the right type of support, at the right time. The most common response was that respondents did not feel they got help at the right time (33%), which has implications for commissioners to attempt to increase the number of victims and survivors in Surrey accessing the right type of support at the earliest possible opportunity.

| Did you or the person that experienced the abuse get the right support, at the right time? | Number of participants | Percentage of participants |
|--|------------------------|----------------------------|
| No they did not get help at the right time   | 30                     | 33%                        |
| Somewhat, they did get some help   | 25                     | 27%                        |
| Yes, they got the right help at the right time   | 23                     | 25%                        |
| Not applicable (I answered no above)   | 11                     | 12%                        |
| Prefer not to say  | 2                      | 2%                         |
| <b>Total</b>   | <b>91</b>              | <b>100%</b>                |

To provide an insight in to the level of awareness about domestic abuse, pathways and support available locally, we asked respondents if they would know what to do if a friend, family member or they themselves needed to get help and support about domestic abuse.

Most respondents (66%) either agreed or strongly agreed that they would know what to do and where to get help, which is a positive. However there remains a relatively high number that did not know what to do (14%) and a number that were unsure (13%).

| How much do you agree that if you, a friend or family member needed to get help and support about domestic abuse you would know what to do/where to go? | Number of participants | Percentage of participants |
|---|------------------------|----------------------------|
| Strongly agree  | 29                     | 32%                        |

|                            |           |             |
|----------------------------|-----------|-------------|
| Agree                      | 31        | 34%         |
| Neither agree nor disagree | 12        | 13%         |
| Disagree                   | 13        | 14%         |
| Strongly disagree          | 6         | 7%          |
| Total                      | <b>91</b> | <b>100%</b> |

To consider the routes in to services, and thus provide insight in to care pathway design, we asked participants to consider who they would tell and seek help from.

| <b>If you were to, or have experienced domestic violence and abuse, who do you think you would tell about your experience or seek help from</b> | <b>Number of participants</b> |
|---|-------------------------------|
| Friend  | 49                            |
| A specialist helpline   | 48                            |
| Police  | 33                            |
| GP  | 27                            |
| A family member   | 21                            |
| Care professional (social worker, carer)  | 14                            |
| Colleague   | 9                             |
| Other   | 9                             |
| Parent(s) or carer  | 7                             |
| Religious leader  | 6                             |
| Children centre staff   | 6                             |
| Local service (my hairdresser, barber)  | 3                             |
| Employer  | 3                             |
| Teacher   | 3                             |

The most popular help seeking behaviour would be to tell and seek help from a friend (49), this is not uncommon and highlights the importance of robust awareness campaigns within the community. A significant number of respondents (48) stated that they would seek help from a specialist helpline. In Surrey there is a 24 hour helpline run by YourSanctuary which gives specialist domestic abuse advice to people who are experiencing domestic abuse. Interestingly, more respondents would prefer to call a helpline than seek help from a family member, GP or the police.

Of those that responded 'other' comments included:

*'Don't know if [I] would tell as been there before*

*'Would depend on what had happened and my circumstances at that time'*

*'Solicitor'*

*'ESDAS'*

*'It's hard to say as when you're in that situation don't know who to tell'*

*'It would be very difficult to tell anyone when you're isolated'*

*'Health visitor'*

As well as understanding help seeking behaviour, we considered how to promote specialist services to increase awareness. The most popular responses included online, GP notice Boards, social media and through being referred by a professional. Having a functional and easy to find website is therefore important. The 'Surrey Against Domestic Abuse' website is easy to navigate and is the first thing that comes up when searching 'Surrey domestic abuse' on Google.

| <b>Where would you like to find out about domestic abuse services?</b> | <b>Numbers of participants</b> |
|--|--------------------------------|
| Websites (eg. Google, BBC)   | 59                             |
| GP notice board  | 59                             |
| Social media (eg. Facebook, Instagram, Twitter)                        | 51                             |

| Where would you like to find out about domestic abuse services? | Numbers of participants |
|---|-------------------------|
| Referred by someone else (GP, social worker)                    | 50                      |
| On public transport   | 49                      |
| Public amenities (eg. bathrooms)                                | 47                      |
| Hospital noticeboard  | 43                      |
| Being told by a friend or family member                         | 39                      |
| At work   | 39                      |
| Television  | 39                      |
| At school or college  | 37                      |
| Radio   | 36                      |
| Children's centre   | 34                      |
| Council offices   | 29                      |
| Other   | 5                       |

Participants that selected 'other' suggested the following places:

*'Materials should be widely available'*

*'Church, Village noticeboards'*

*'Pubs, leisure centres'*

*'Dental Surgery'*

*'Anywhere possible'*

Church and village notice boards are particularly interesting feedback in light of the needs assessment. The majority of older residents identify as Christian, therefore this would be useful in order to ensure they are aware of local provision available.

As well as understanding the best place to promote support available, it is important to understand the type of support residents would expect from a specialist domestic abuse service. Respondents were able to select more than one answer.

| What type of support would you expect to receive from a domestic abuse service? | Number of participants |
|---|------------------------|
| <b>Counselling</b>  | 83                     |
| <b>On to one support</b>  | 76                     |
| <b>Legal Support</b>  | 71                     |
| <b>Support groups</b>   | 70                     |
| <b>Financial advice</b>   | 63                     |
| <b>Refuge (emergency accommodation)</b>   | 63                     |
| <b>Support for my children</b>  | 61                     |
| <b>Housing support</b>  | 54                     |
| <b>Support for the abusive partner</b>  | 25                     |

The most common response was counselling, with almost all (83) participants selecting that they would expect that type of support from a domestic abuse service. Not many people (25) selected 'support for the abusive partner', this could either be because they do not expect a domestic abuse service to be oriented around the abusive partner but rather the victim, or it could be because participants did not think that it was a priority. Four participants selected 'other' and want the following:

*'Emotional/practical support'*

*'All support, advice and information for action needed'*

*'Recovery groups'*

*‘Educate teenagers that have grown up in domestic abuse and violence. They have choices available they don’t have to follow in their parents footsteps. Provide them with support to keep them on the right path’*

Finally, we asked respondents what would be important to them when accessing a domestic abuse service. This provides the opportunity to understand the practical elements that are important to service users so that they get the support when they want it and how they want it.

| What would be important to you when accessing a domestic abuse service? | Number of participants |
|---|------------------------|
| <b>Confidential</b>   | 77                     |
| <b>One to one support, face to face</b>                                 | 72                     |
| <b>Telephone support</b>  | 61                     |
| <b>Flexible</b>   | 59                     |
| <b>24 hour service</b>  | 59                     |
| <b>Evening availability</b>   | 56                     |
| <b>One to one support, online</b>                                       | 36                     |
| <b>Home visits</b>  | 26                     |
| <b>Text support</b>   | 24                     |
| <b>Childcare/crèche</b>   | 21                     |
| <b>Fixed appointments</b>   | 17                     |
| <b>Different languages available</b>                                    | 9                      |
| <b>Disability access</b>  | 8                      |

Almost all (77) respondents felt confidentiality was essential from a domestic abuse service. This was closely followed by the options of one to one support (72) and the option of support over the phone (61). Additionally respondents need services to be flexible (59), with evening support available (56) and ideally offering a 24 hour service (59).

We offered respondents the opportunity to provide any additional feedback or comments in relation to domestic abuse services in Surrey. we received the following answers:

| Is there anything else you would like to add in relation to domestic abuse services in Surrey?  |
|---|
| Services need to be continued and offer relevant support to all ages. Support for children affected is very important. The parent or care giver that has been abused needs to be supported to care for the children and helped to understand the impact on their children of what has happened. |
| There need to be safe places for women and their children affected to move to if they need to escape  |
| All professionals need to understand abuse and know how to tell people about services, report concerns  |
| The more campaigns you have, the better and never stop this.  |
| Increased awareness of what is out there.   |
| That ongoing support does just that goes on. Not just stops and leaves you, feeling isolated and still very much afraid, but feel the person cannot go back to the agency, as they have been "discharged "  |
| Need to publicise in the more affluent areas of Surrey eg noticeboards in villages.   |
| Make the services available more visible please   |

**Is there anything else you would like to add in relation to domestic abuse services in Surrey?**

I would like to see greater publicity, and for adequate education to ensure everyone understands Domestic Abuse to be socially, and morally, unacceptable. And that action would be taken to support the abused to feel safe, and abusers given access to support to gain the skills to reduce their need to abuse.

Good work being done, more still needed to reach all areas of the community. More funding needed to expand services.

I was abused by my ex husband. I had dealings with ESDAS who were kind and supportive but I had terrible experiences with Surrey Police who treated me as a bitter ex and on one occasion when I'd been physically assaulted refused to look at my injuries at the time and did not give me information about whether they ever obtained medical records for a prosecution. I wouldn't bother to contact them if/when it happens again.

Wider publicity to educate the general public about domestic abuse as I know so many people who think it can't possibly be occurring 'in this area' or think it relates only to people on lower incomes.

Esdas was a great support to me when I needed them, but was u aware of any other support at the time that was available

ESDAS has been a lifeline to me. They are worth every single penny they get to provide a valuable, much needed service

They're not publicised enough.

The tactics of an abuser aren't expressed clearly enough - ie coercion - not everyone necessarily understands what that means.

Education about healthy relationships is v important and coaching for young people. Also support with rebuilding life afterwards eg confidence and resilience training.

More professional services better help understanding from Police

Domestic Abuse support has improved considerably since I was in an abusive relationship more than 10 years ago, however, I still think many victims don't actually realise they're in an abusive relationship because, to them, their relationship is normal.

The police need more training in understanding how DA works and how their perception of an incident can be manipulated by the perpetrator.

The "tag" of mental instability is often used as a powerful and effective weapon against the victim and by just prescribing antidepressants etc, rather than asking the right questions, medical staff are actually backing up the perpetrator's claims that the victim has mental health issues.

The current provisions are very very good. There needs to be more work through the partnership to design interventions that will help others who are not aware or perhaps do not recognise their relationship as abusive.

The partnership is though in a very strong place.

**Is there anything else you would like to add in relation to domestic abuse services in Surrey?**

I know the services of ESDAS have had their funding cut which is a huge shame. Many of the volunteers are unpaid for their time but have expenses for petrol/coffee etc but the tight squeeze on finances had had an impact on the services they can provide when people are at their most vulnerable

There's not enough funding for support services and police lack understanding of domestic abuse.

I feel there is not enough support from police or the courts. There needs to be more training so there is more understanding of what the victim needs in regards to support and that every perpetrator gets a prison sentence to give the victim some breathing space.

Having grown up in domestic abuse and violence and married into it. I cannot thank surrey domestic services (2009-10) for all it's support. I left my now ex-husband. I'm back on my feet and both myself and my child are happy and safe. I feel we should be targeting domestic abuse and violence in secondary schools, making teenagers aware that if they experience this behaviour at home, they can choose a different path when they become adults.

There needs to be more support available and services not capping number of sessions available for counselling etc. It also needs to be more easily accessible and not have long waiting lists

I am gay and I did not know where to get support, but when I phoned a local service they were supportive and put me in touch with an outreach worker

Domestic abuse doesn't just affect women with children and there simply isn't enough help for middle aged professional women who are trapped in an abusive relationship

I would like to say that I volunteer with Esdas & they do an amazing job of looking after clients and helping them to move on with their lives...

There needs to be more awareness. So that people know where to go and be confident that it is confidential

ESDAS provides wide ranging support and really makes a difference to those who use its services

I suffered from domestic abuse that finally ended in 2008 , despite having a 4 mobile h old babes love you was offered no support or help from anyone , I was even accused of suffering from post natal depression disputed being covered in bruises and my ex partner having a long police history , I feel totally let down . To this date I have never been offered any support , neither has my daughter who is now 9. She also still suffers from the bad and destructive relationship with her dad . We feel totally let down

I think there is not enough awareness of the help available to people. A lot of people feel there is nowhere to go and nobody to help them. There is also huge waiting lists for a lot of the services available in Surrey, whilst this is an issue that probably falls under budgeting, there should A) be more money allocated to these services or B) use the money in a better way.

I am aware that some services provide help for abusers (I haven't dealt with being an abuser so I don't know fully how much there is available) however I feel that there should be more awareness again for these type of services. Some people are unaware they are abusers (denial or stupidity), then some

### Is there anything else you would like to add in relation to domestic abuse services in Surrey?

people are aware but hate themselves or are too ashamed to seek help as it is not advertised (mainstream) properly that help is there. I think helping abusers is a good idea as if one person can stop abusing, that could potentially stop 4,5,6, etc. victims and would in turn cost less for victim support.

I had a good experience and support from Domestic Abuse services in Surrey. I have seen them restricted financially more recently. It is important for it to be known that they can and do actually change lives and offer as much support as they can.

Help middle class families as DA happens to them as well and it's hidden.

## A.2 Victim and survivor focus groups

SafeLives facilitated four focus groups, speaking to over 20 victims and survivors of domestic abuse. One of the focus groups was open to any residents in Surrey, however there was no attendance. One resident sent feedback via email which we will include in our thematic analysis in this section. The remaining three focus groups include victims and survivors accessing specialist domestic abuse services. This section provides a thematic analysis of the themes from these focus groups.

### A.2.1 The needs of victims and survivors

#### Needs are not universal

Victims and survivors noted that what people in abusive relationships need varies on an individual basis. However some commented that it is more complex, as it will be different at different stages of the relationship. For example, what may be needed before a victim has come to recognise the perpetrators behaviour as abuse, will be different to their needs when they are planning to flee.

#### Housing support and advice

A number of victims and survivors noted that they need practical support, namely around finances and housing. This support varied depending on individual circumstances. One victim owned a home with the perpetrator; she was also employed through his business. This made leaving particularly complex as despite being financially able; her dependence was on the perpetrator. Furthermore, as she owned her own home she was unable to seek housing support. This reduced the number of options available to her when she needed to leave.

#### The need to provide proof for support

Some victims and survivors noted the difficulty of having to have proof for a number of agencies. In order to get legal support they would need proof of domestic abuse or in order to get a reduction in council tax they would have to prove the perpetrator no longer lived there. This is problematic in the context of domestic abuse as the perpetrator often has control over documents or finances, or will seek to create barriers. Some victims felt that there should be increased understanding of this type of perpetrator behaviour so professionals can be more supportive in these contexts.

#### Financial support and advice

Many victims noted that financial support is a particular challenge. Women that were in the refuge commented that they had to leave with no belongings or money at all, which caused ongoing difficulty. Another victim who separated commented that she was unable to go to work anymore as they had owned a company together; this meant she had no income. In this situation she was able to borrow money from family but commented 'I feel bad taking money from my sister'. Additionally she commented that she was unaware what her other options were and questioned what support was available for those that did not have family support. There were a number of women who stated they had to go to food banks.

### A.1.3 Domestic abuse awareness

#### Awareness of help and support available

Most of the victims and survivors felt there was little awareness about domestic abuse. A number stated that they were not aware of any specialist domestic abuse services that were available locally until much later on in their journey. They called for a local and/or national domestic abuse awareness campaign with the national domestic abuse helpline number being widely advertised. When told that there was a local helpline and awareness campaign in Surrey, they were not aware and suggested this be more widely advertised. They explored that GP surgery notice Boards, at supermarkets, through social media, TV and radio would be the best forms of advertising. Some suggested schools and children centres would also be useful, but only for those with children. Additionally in employee staff rooms for women that work.

#### Labelling experiences as 'domestic abuse'

Victims and survivors stated that they did not identify with the 'typical' abused woman image.' Additionally many stated their awareness was low, and they would not have labelled their experience as domestic abuse. They considered that this may be a barrier for some victims if they do see campaigns about 'domestic abuse'. Some victims suggested that is awareness campaigns said that there was someone to talk to about problems in their relationship without labelling it as domestic abuse, they would have rung to seek help.

#### People ask more now

A number of victims and survivors noted that more professionals ask about domestic abuse

*"Things have changed now people ask a lot more due to increased awareness"*

We asked whether this was a positive step, which the majority agreed with. One victim stated that had a health setting such as the hospital (when she attended with injuries due to domestic abuse) asked her more about her relationship and how she sustained the injuries, she would have been willing to speak about it. Despite not feeling ready at the time for support, she explained that she was at a very vulnerable point and if she had a professional notice and highlight that she needed help, she would have accepted it.

One service user reported that recently a nurse had seen a bruise on her leg which was not domestic abuse related and had asked if she was ok. She felt there was more awareness now even in places like McDonalds, where she was also asked if everything was ok.

#### Professional's awareness of the dynamics of abuse

There were mixed views about the awareness of professionals about the dynamics of domestic abuse. There were a high number of victims and survivors that commented about the lack of understanding they received.

One victim mentioned that a member of staff from Reigate council had commented *"well he seems like a very nice man to me"* when she disclosed the abuse. She found this particularly disappointing given he had 78 convictions. In another example a victim disclose to her GP who responded by asking her *"how do you know it was domestic abuse"*.

One victim described her experience from professionals, stating it made her feel unworthy of support and like she was the *"scum of the earth"*.

Furthermore, there appeared to be a lack of understanding of the tactics perpetrators of domestic abuse use to create barriers to support. One victim reported that she started to feel paranoid that they all knew him and were doing what he said. This would have significantly impacted her ability to seek help. Whilst another survivor reported that the perpetrator would anonymously phone the police every weekend saying the children were not safe, meaning the police would have to carry out a welfare check. The survivor stated that it restricted what she was able to do, to ensure she did not give anyone cause for concern and became too scared to have a glass of wine in case the perpetrator would use it against her.

## A.4 The role of universal and non-specialist services

A number of victims and survivors had accessed services before, during or after their experience of specialist domestic abuse support. This section outlines some of the themes that emerged.

### Police

A number of participants had reported the abuse to the police. One victim commented on her experience which she found positive. She explained that it was her only contact with the police. She called following a violent attack in which the perpetrator had broken her nose and several other injuries. She commented that she was unconscious by the time the police arrived and they were very supportive. She remembered the officer's immediate response, which was to take her straight to hospital rather than waiting for an ambulance, which she found helpful.

However some victims did not find their experience positive. One victim stated she had 'no faith in the police'. She explained that, she had several contacts with the police in which she had called for help. She commented that it depended on which officer arrived, as they all had differing levels of empathy and understanding. She commented that the perpetrator would use the police to discredit her, explaining an example in which he rang and accused her of throwing something at him which resulted in her being arrested and held in a cell for 18 hours. She was disappointed that in comparison, it took four weeks for the perpetrator to be arrested following an attack in which he beat and urinated on her. In this instance she felt the police did not consider the history and context, but rather responded to each incident as a new situation. This enabled the perpetrator to use the criminal justice system as a tactic to exert power and control over her.

One participant stated that he has broken court orders many times but that the police won't do anything. Another survivor stated that 'the police didn't take me seriously'. She stated she was on the phone to the police during an incident where the perpetrator was threatening her with a hammer. She was disappointed that it took the police around half an hour to arrive. A number of victims felt there was a lack of communication with the victim following police involvement and this could be improved. In particular to update on arrested, releases and bail conditions.

### Housing

One service user was renting through the local authority, they were aware of the domestic abuse as she had been given legal advice, there was a non-molestation order in place and a number of police reports. However "*he [the perpetrator] was re-housed by the council to the end of the road, even though the council knew what had been going on*". She commented that she felt "he slipped through the net."

A survivor who owned her home jointly with her husband (the perpetrator) had been forced to move out of the house and into her parents' house due to the abuse. She had initially been advised to stay in the house as long as she could to help with her claim to the property but made the decision to leave as the abuse got worse. Following two years later she is still attempting to sell the house and had to get legal help. She commented on the fairness, as she is now in rented accommodation with her daughter whilst the perpetrator remains in their five bedroom house.

### Children services

There was a significant fear amongst victims and survivors that if they disclosed the abuse and children services became involved they would be seen as an unfit parent. One survivor commented "*I was scared that they would take him away so I said everything was fine*"

Some victims had a positive experience which led to additional help and support for their children. In one example a social worker offered a course for the victim's son, which was helpful. However she stated that the support for each child different and her daughter was not offered support which caused problems.

There was a theme around leaving the relationship, and the impact it had on support. One service user said "*the hardest time was when I left...I left suddenly and found it hard to explain it. Three years ago their [her children] behaviour went downhill. Haven't known how to handle it. The CAMHS referral was delayed by 6 months as was not put through by social services. Once they found the referral we got an*

*appointment in 1 month*. However there was an expectation that once a victim had left a relationship the domestic abuse was over and the family was safe. However this is a high risk period, and many victims are subjected to ongoing abuse and harassment. One victim stated that CAMHS closed case following her leaving as they said children were safe now.

Some victims felt their voice was not heard through children services and they lost control over their fate. One survivor commented on a negative experience she had, which she submitted a complaint about. She emailed the chair of the child protection conference regarding her treatment but the complaint was forwarded to the social care manager who was subject of complaint so didn't want to take it any further.

Some of the victims that attended the focus groups had grown up children. They commented that their children received no support. Adding that despite children reaching the age of 18, they often still require help and support. One participant took out private healthcare to get counselling for her child.

## Schools

Schools were a pivotal point of support for victims and their children. One commented *"I had a good experience of schools"*. Another described the positive experience from her child's school in which her *"[my] daughter was assigned to a particular teacher she liked so she could go and speak to her at any time"*. This was important for her child and had an impact. However some victims felt the response was different from different schools and often relied on an individual member of staff within the school. One survivor commented *"there can be a mixed response from school...different response for different children"*.

## GPs

Another key agency victims turned to was their GP. One service user reported that her ex was always telling her she was nuts and mad and she thought that everyone would see her that way. She went to the doctor and said that she thought she had bi-polar, the doctor said *"I'm not medicating you to go back and live with that man"*. He told her he would make a referral to social services if she didn't get out. Although this is not an approach SafeLives would advocate, the victim describing this example reported it as a positive step. It is however positive that the GP recognised her wellbeing was related to domestic abuse. Another survivor reported to her doctor that she was worried her daughter was going to harm her and doctor responded by suggesting they up her anti-depressants.

Another survivor reported going to GP regularly as a result of chronic illnesses such as IBS over 25 years. The doctor asked her 'why do you think this is happening is it stress about work' she replied 'no' but the GP didn't ask any further questions. Reflecting she thought this was a missed opportunity and the GP could have asked more questions.

Another survivor commented *"one doctor understood and listens and then I got the support I needed...but [it] took 7 years to get the right support"*. Indicating there is not a level of consistency amongst GPs, and it depends on individual practitioners. There were also a number of victims that felt they had been medicated as an alternative to support *"I had a poor response due to disclosing depression...didn't get help with my son's needs"*

Some survivors needed support from their GP to support them in relation to employment. *"During crisis time..kept getting told by the DWP to go for back to work interviews"*. As the victim could not work due to the abuse which was ongoing she needed to secure an alternative income however she was told that she could not claim job seekers allowance *"they said they can't help me"*. Therefore she *"had to go to [my] doctor to get signed off"*

## Hospitals

One victim described a suicide attempt. She stated that nobody asked why she had done it at the hospital. Her GP then lost the referral to get her extra help, so she went back after 5 months to try and get support. The psychiatrist stated *'what does a lovely lady like yourself want to do this for.'* She spent a week in hospital but no-one asked 'is everything ok at home'.

Several survivors stated that they needed to be asked when they went to hospitals *'if they had asked, I probably would have said something'*.

## Adult social care

Some survivors commented on the role of adult social care and being identified as a vulnerable adult due to domestic abuse. One commented that the definition is too broad and although she was vulnerable, she wasn't classified as such due to the rigid system. She commented that during her assessment as vulnerable adult it included inappropriate questions such as being able to wash herself and a home visit but no questions about domestic abuse, which was what was making her vulnerable.

## A.5 Specialist domestic abuse services

### Feedback about service use

One victim was referred to victim support by the police after an incident in which she was hospitalised, intervention took place at the right time and encouraged first disclosure. A number of survivors commented that they had positive experience of one to one counselling through specialist domestic abuse services.

There was some demand for age specific group sessions. For example some survivors that were over 50 years old and had been in an abusive relationship for 25 years, was a very different experience to a younger victim that may have had a shorter relationship and possible dependent children still. They commented that neither was a worse or more severe situation but that they would feel more comfortable talking about their experiences with people who had experienced similar relationships, especially the length of the relationship, with one victim stating she 'didn't want to feel stupid' that they hadn't left sooner.

Victims discussed the type of service delivery on offer in Surrey. It was agreed that a number of options (e.g. face to face, telephone) were important so you could access the service in different ways at different times depending on what you needed. One victim commented that the ability to drop in without an appointment was a "life saver" for her.

Victims that were employed noted the difficulty of accessing services, as they are mainly during working hours. One victim commented "*[programmes] always during weekdays.. they[employer] let me work from home so I could attend the freedom programme*". This highlights the importance of flexible services, and the role of employers in supporting staff that are experiencing domestic abuse.

### Feedback on services for children

Victims and survivors had mixed views on the support that is available for children. One victim explained the difficulty of explaining what is happening to her children stating "*[I]..would say to children I don't know what to do*".

For victims that had received help and support they found it beneficial. Some victims accessed SDAS children's 6 session group programme on Saturdays which included football/ andswimming. One victim explained that once a month they were provided a taxi which gave the youngest child confidence to go.

Victims commented on the role of specialist providers in supporting them through children services. One victim has a team around the family meeting with support from ESDAS. She commented "*[the]..eam around the family and Esdas provided validation.*"

### Pathways in to specialist domestic abuse services

One service user reported that she had suffered a breakdown and asked for help but wasn't given any. She reflected that this was some time ago and "*now there is so much help available*". Below we provide an overview of the pathways of survivors in to services, including services victims were in touch with but did not signpost to services:

1. GP referred me to CAB, who then referred to SW Surrey DA service
2. Police (perpetrator rang police and said she was attacking him), she handed herself in to the police station and was given support from there. Police said 'why have you not come before' (20 years in the relationship). She said she felt like a fraud until she did the freedom programme. 'SDAS were only people who understand even friends/family didn't understand.'

3. Employer referred her to SDAS – (her manager had been supported by SDAS in the past).
4. “See stickers for SDAS everywhere now in toilets”
5. One service user said she had referred a colleague who is experiencing abuse to SDAS.
6. One service user said it was a judge who suggested SDAS (there had been prior contact with Social Care due to daughter making a disclosure at school but they hadn’t referred). She did a DIY occupation order herself then the judge suggested she go and see SDAS before going for the permanent order.
7. One service user recalls being contacted by SDAS. Social care had said she had to go on a course. She then started to build a relationship with her outreach worker. Hadn’t trusted anyone before that.
8. One service user stated that the first time he hit her she went on the computer to try and find advice. She looked at the national sites such as refuge. She read the information on there but made excuses for him. “though he did it because he wasn’t well.”
9. Health visitor could have referred me but stuck to textbook/ no empathy.
10. One service user said she would let him in due to guilt over the children and then she was scared to tell the police because she invited him in – he would use that against her. “Worse to leave than to stay.” “SDAS really helped with this – understood.”
11. Midwife – picked up postnatal depression/ referred to mental health team but they said everything was fine. Mum would go every day and take her back to her house.

## A.6 The role of the community, family and friends

In one focus group, survivors felt that peer support (such as a ‘buddy system’) would be invaluable. They noted that although they have gone to support groups such as the Freedom programme, ongoing support can be less obvious. They noted that it is important to connect with other people that have gone through similar situations, but that group programmes also include many with very differences in experiences as well as age and personal circumstances. They considered that this can sometimes feel uncomfortable. One victim noted ‘all the younger women in the group must have thought I was so stupid, I was so much older and should have known better’.

### Feedback from victim and survivors on speaking to friends and family:

1. Disclosed to them but they didn’t believe/ shoved under the carpet. Mother said “I wouldn’t have let it happen to me.”
2. “Couldn’t cope and went to family. Didn’t know it was abuse at that time but knew it was awful. They asked if I had talked to him about it and suggested they talk to him. Not their fault I didn’t know it was DA.”
3. “Grew up in a family where it was normal to wait on husband hand and foot. Ended up a house slave.”
4. “couldn’t go to family. I felt I could change him. I wanted to be loved. Friends knew it was happening but I would go on the defensive.”
5. People say “I wouldn’t have thought it could happen to a strong person like you.”

## 7.3.6 Support for the perpetrator

In most cases victims stated the perpetrators did not get help to change or recognise their behaviour.

In some cases, where criminal justice system had been involved, perpetrators would ignore orders and restrictions. In one example the victim stated that a his friends would stalk her with one saying that they will ‘burn the house down, with [her] inside’. Some also noted the difficulty of taking action against the perpetrator. In one example the victim stated her children were used for emotional blackmail and would often say to her ‘*don’t put daddy in prison*’ which resulted in her withdrawing her statement.

All participants commented on the power and control perpetrators would demonstrate, and in some instance use agencies to further exert power. One participant commented that she had been forced to have abortions and miscarriages throughout the relationship which meant she had no children despite wanting them. There is a role for health services in identifying this type of controlling behaviour. In this instance she asked the perpetrator why he continued to force her not to take contraception and then have an abortion, he replied ‘*because I could*’.

**Types of support for perpetrators:**

1. "Sectioned himself twice"
2. Probation – anger management/ DA programme. Women's safety Worker – "kept me informed of what was going on."
3. In 2001 perpetrator only got 1 year probation (put child in hospital)
4. "2<sup>nd</sup> husband went to private rehab for alcohol abuse and AA meetings."
5. She had to go on a parenting course – he refused to attend
6. Repeated going to prison – sentences getting longer and longer. Started at 3 months and went up to one year.

# Appendix B: Professionals engagement

## B.1 One to one interviews with specialist providers

At the beginning of the project we met with most providers in Surrey to discuss the project. During these meetings we asked about the current commissioning arrangements in Surrey, and what worked well and what could work better.

### Commissioning for victim services

- Funding streams from the local authority cannot be relied upon because they are on a rolling contract indefinitely which makes it difficult to plan
- There is limited funding from children's services in to refuge provision for children, despite providing a lot of support for the children in the refuge it is primarily through other funders
- Housing is the biggest issue as victims are often moved into bed and breakfast accommodation. As refuge is emergency temporary accommodation, they should not then be moved on to further emergency temporary accommodation but rather more stable accommodation
- The council often refers women to 'Next Step', a private rented sector charity but as affordability is a huge issue they get often get referred back to the council
- Services are being referred an increasing number of clients with no recourse to public funds, which causes difficulty in funding, and additional time required to support navigating through complex systems
- Gap with support for EU citizens, particularly Eastern European women in services as they require a lot of support. In many examples their benefits are cancelled (jobseekers) and are told they have 'no genuine prospect of work' due to their status, even when they have been offered jobs.
- Little resource for primary age especially the 5-7 year olds
- Countrywide district councils don't talk to one another to the detriment to the service users
- Mental health and drug and alcohol referrals are low in to services, and referring in to these services for existing service users can be lengthy with issues around dual diagnosis and the acceptance of referrals
- Public health involvement in tackling domestic abuse is minimal
- Complex needs is a significant issue with no real support provision or pathways in place
- There is a lack of victim voice in the local authority commissioning process

### Commissioning for perpetrators

- Lack of integrated substance misuse treatment (toxic trio)
- Rapid pathways for perpetrators are undermined by cuts in public health spending
- Wrap around services don't exist
- Referrals through courts to BBR are going down because the public sector is struggling to find time in court to assess perpetrators' eligibility for BBR
- Mental health support is the biggest problem and the first priority area for improvement in support for perpetrators

## B.2 Frontline professionals workshop

In April 2017 SafeLives facilitated a workshop with professionals across Surrey. All domestic abuse champions were invited as well as those with a lead or role in responding to domestic abuse. In total XX professionals attended from a range of agencies.

### Attendees

There were a range of professionals from various agencies in attendance. This included specialist domestic abuse service providers, local authority children services, surrey police, health services, district councils and housing associations.

Table B.2a: overview of attendance at domestic abuse workshop

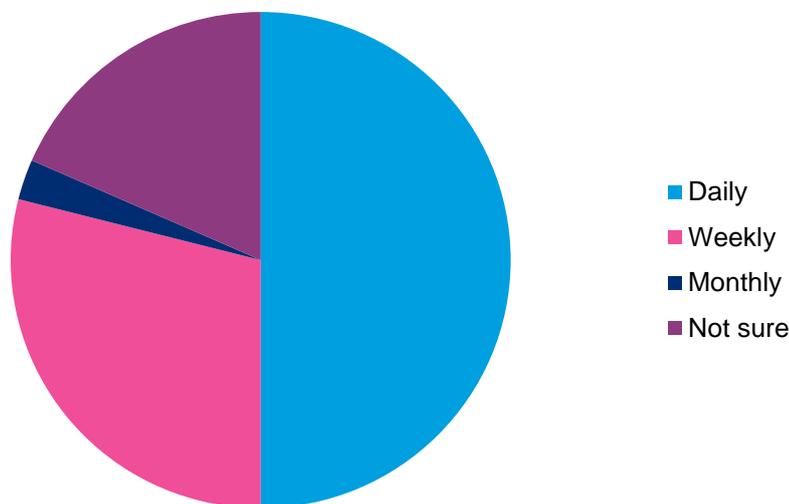
| Organisation | Attendance |
|--------------|------------|
|--------------|------------|

|  |  |
|--|--|
| <b>Children and family services</b>        | Family Support Programme x4<br>Social Care x1                                |
| <b>Surrey County Council</b>               | Community Safety   |
| <b>Surrey Police</b>                       | X11 (including PCSO, PC, DI, DCI and OPCC)                                   |
| <b>Specialist domestic abuse providers</b> | NSDAS x2<br>RBWA x2<br>ESDAS<br>National Women's Aid x2<br>Your Sanctuary x2 |
| <b>Health</b>                              | NHS ESCCG<br>CNWL<br>Children and Family Health Surrey x2                    |
| <b>Housing</b>                             | Thames Valley Housing<br>Rosebery Housing Association x2<br>Homegroup        |
| <b>District councils</b>                   | Surrey Heath Borough Council<br>Epsom & Ewell BC<br>Woking Borough Council   |

### Snap survey

For all professionals that registered to attend the event online, we conducted a snap survey. Firstly we asked how often attendees dealt with domestic abuse in their role. Approximately half of respondents dealt with domestic abuse on a daily bases. However there was a good variation with professionals that dealt with domestic abuse less frequently, or rarely.

Image 8.2.2a: how often delegates respond to domestic abuse in their role



We asked three questions about the current picture in Surrey to gain insight in to what professionals thought was working well in Surrey and where there are improvements that could be made. Finally, we asked delegates to consider three areas that must be a priority of the future.

Table B.2a: Overview of professionals views in Surrey

| From your perspective, what works well in the way Surrey responds to DA? | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse? | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse? |
|--|---|---|
|--|---|---|

| From your perspective, what works well in the way Surrey responds to DA?   | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse?   | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse?   |
|--|---|---|
| The Outreach Services Male Outreach Service in Surrey  | Communication by Outreach Service with local partners   | <ol style="list-style-type: none"> <li>1. LGBT community</li> <li>2. Children and young adults</li> <li>3. More service provision</li> </ol>  |
| MARAC Support from ESDAS for practitioners is excellent. Children's worker is very positive innovation.  | Support for practitioners in the north of Surrey has been inconsistent particularly when they are seeking advice and support from outreach.   | <ol style="list-style-type: none"> <li>1. More funding for IDVA across whole of the county</li> <li>2. Multi-agency training regarding routine questioning</li> <li>3. Funding for leaflets posters , presentations</li> </ol>  |
| Well-coordinated partnership arrangements - ESDAS / Outreach and Police relationship works very well.  | More training and awareness for front line practitioners.   | <ol style="list-style-type: none"> <li>1. More resources for survivor support</li> <li>2. Youth intervention / healthy relationship awareness</li> <li>3. Perpetrator identification / programmes</li> </ol>  |
| We are able to offer to provide services to survivors that are essential to their safety and recovery, using also use our local partners and agencies well to ensure a holistic approach | We could benefit survivors affected by domestic abuse by enhancing existing services with the addition of the IRIS project county wide and the provision of outreach services placed in A&E   | <ol style="list-style-type: none"> <li>1. Integration with other services such as mental health.</li> <li>2. Ensuring the survivor is central to the work we do</li> <li>3. Listening to survivors on what they would want from the services</li> </ol>   |
| Good multi-agency framework and multi-agency working   | Inadequate funding  | <ol style="list-style-type: none"> <li>1. Refuge and Outreach funding</li> </ol>  |
| Strong multi-agency framework - DAMB and DA Delivery Group   | Inadequate funding  | <ol style="list-style-type: none"> <li>1. adequate funding for Refuge and Outreach</li> </ol>   |
| Fantastic links with our IDVA ESDAS, joint work, children's group and survivors group  | more work for perpetrators and with identifying male victims of DA  | <ol style="list-style-type: none"> <li>2. perpetrators groups to be further expanded</li> <li>3. continuation of funding for ESDAS</li> <li>4. Further agreement to continue children's groups</li> </ol>   |
| Strong partnership of Surrey specialist DA Services and partners. Working with survivors at all risk levels on safety, risk management and recovery in a needs led strengths based way.  | Statutory services to have a better understanding of coercive control and their ability to be groomed by the perpetrator. A cultural shift from a victim blaming focused system to one that empowers survivors and holds perpetrators to account. | <ol style="list-style-type: none"> <li>1. Sustainable specialist domestic abuse services based on a holistic model of provision.</li> <li>2. Challenging victim blaming and coercive control</li> <li>3. Perpetrator management - both through robust and effective monitoring and holding to account and through behaviour change where possible (but not at the cost of services to survivors and children )</li> </ol> |

| From your perspective, what works well in the way Surrey responds to DA?  | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse?   | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse?   |
|---|---|---|
| Takes the offence seriously, positive action, MARAC, ESDAS  | Assumption that the male is always the perpetrator in some situations   | <ol style="list-style-type: none"> <li>1. Work around perpetrators</li> <li>2. DA and children</li> <li>3. Social Services awareness and response to DA</li> </ol>  |
| Not sure as I am a little too removed. I get the impression the DA outreach services are responsive and are of high quality | Implementation of NICE PH50 and QS116 Countywide roll-out of IRIS training for all relevant frontline staff and a clear referral pathway for those who require DA services                    | <ol style="list-style-type: none"> <li>1. Implementation of NICE PH50 and QS116</li> <li>2. Countywide roll-out of IRIS</li> <li>3. Training for all relevant frontline staff and a clear referral pathway for those who require DA services</li> </ol>                         |
| ESDAS - variety of approaches/support to suit needs. Responsiveness of service  | More work with perpetrators Better awareness with young people about healthy relationships  | <ol style="list-style-type: none"> <li>1. IRIS - jointly commissioned/funded</li> <li>2. Work with schools</li> <li>3. Funding of support services</li> </ol>   |
| The training that is delivered to Surrey agencies is very good for getting people to understand their role in supporting DA | The need for the recognition of those in same sex abusive relationships, the outreach services are brilliant but it takes a while for those in same sex abusive relationships to make contact | <ol style="list-style-type: none"> <li>1. Continuation of good multi agency training</li> <li>2. Ensure the funding of the outreach services continues</li> <li>3. Better joined up working with all agencies that are likely to come into contact with DA survivors</li> </ol> |
| good multi agency working   | health are no longer informed about incidents of DA, yet as practitioners we continue to visit homes that abuse occurs and could be at risk from the perpetrator                              | <ol style="list-style-type: none"> <li>1. information sharing</li> <li>2. training</li> <li>3. working practices</li> </ol>   |
| Commissions specialist voluntary sector organisations to deliver services.  | n/a   | <ol style="list-style-type: none"> <li>1. Links to specialist sexual violence providers (and a corresponding commissioning strategy)</li> <li>2. Long term therapeutic support for survivors of domestic abuse</li> </ol>   |
| Not sure at this stage only just stated with Surrey Police and just about to finish my training.                            | Not sure at this stage only just stated with Surrey Police and just about to finish my training.  | Not sure at this stage only just stated with Surrey Police and just about to finish my training.  |

| From your perspective, what works well in the way Surrey responds to DA?  | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse?   | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse?   |
|---|---|---|
| <p>PCSO DA Car that visits the victims and is there for them. This has had loads of great results and other offences have been disclosed. Outreach referral care clearly explained and other safeguards are put in place. Links have got strong between the outreach teams and the way DA is viewed has changed in the right way. DA Mentors what a great move. Change in the work place and how the victims are being helped and supported. Loads of good work and things I could put here but wanted to say thank you for everything the teams do to support and offer a life changing service. Over 20 PCSOS have been DASH accredited</p> | <p>Gaps in support for men and what support is out there. Also lack of knowledge about help and support for people with learning disabilities and mental health issues including people with dementia. Stepping up programme for offenders needs more awareness and publicity around this. Leaflets and information we give to the victims to much at times and over loaded with stuff. Good to have one generic leaflet. DA disclosure scheme awareness needs to be raised. Would be good to see more partner agencies at MARAC.</p> | <ol style="list-style-type: none"> <li>1. PCSO DA be rolled out by Surrey Police.</li> <li>2. Leaflets and victim information is looked at and think about what type of leaflets and information could be given.</li> <li>3. Outreach Support in police stations</li> </ol>   |
| <p>Partnership with current Outreach services</p>   | <p>Better knowledge of county wide provision rather than 11 separate areas doing different things - postcode lottery for survivors!</p>   | <ol style="list-style-type: none"> <li>1. MUST be needs lead and strength based services</li> <li>2. victim/survivor voice MUST be key to shaping delivery</li> <li>3. Not be simply the cheapest option or purely risk based, they must be services which work no only for the key commissioners and practitioners but those receiving the service.</li> </ol> |
| <p>The increased sharing of information between key partner agencies</p>  | <p>The SIU / APT yo-yo in grading risk. High risk perps are not being monitored closely enough</p>  | <ol style="list-style-type: none"> <li>1. Tackling repeat offenders</li> <li>2. Revisiting victims after all reports</li> <li>3. Better management of DVPOs and DVDS</li> </ol>   |
| <p>NA</p>   | <p>More support for children affected by domestic abuse.</p>  | <p>NA</p>   |
| <p>Good working relationship with Outreach and partner agencies</p>   | <p>Could be better relationship between APT officers who deal with standard risk cases and outreach service providers. Lack of Body Worn Video for officers who respond to DA: rollout is taking too long and needs to be prioritized.</p>  | <ol style="list-style-type: none"> <li>1. Place greater emphasis on identifying persistent DA perpetrators and targeting them.</li> <li>2. Roll out of Body Worn Video to all APT officers should be a priority to ensure best evidence.</li> </ol>   |

| From your perspective, what works well in the way Surrey responds to DA?  | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse?  | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse?  |
|---|--|--|
| ESDAS workers are very responsive and act quickly offering advice and action. MASH referrals are acted on quickly. MASH conversations are helpful | Everyone should be trained at least to a basic level in all the aspects of DA i.e. CPV, how DA affects children etc...   | <ol style="list-style-type: none"> <li>1. more mandatory training</li> <li>2. school staff more aware</li> </ol>   |
| Helpline service. Refuge provision  | There is far too little resource provision for effective management of service delivery at ops / service manager level. Lack of resources to support families in crisis wanting refuge provision but without resource to public funds. | <ol style="list-style-type: none"> <li>1. Working to support children by working holistically with non-abusive parent.</li> <li>2. Providing transition accommodation for families leaving refuge (currently its too early and causes further trauma to children).</li> <li>3. Run more domestic abuse recovery programmes for children concurrently with the non-abusive parent.</li> </ol> |
| Committed staff   | Keeping victims on board   | <ol style="list-style-type: none"> <li>1. Victim engagement</li> <li>2. Victim care</li> <li>3. Positive Action</li> </ol>   |
| N/a   | Could do more regarding safe placements  | N/A  |
| Designated children's worker  | <p>Insufficient Freedom Programme delivery</p> <p>Very slow responses to referrals</p> <p>Lack of coordination</p>   | <ol style="list-style-type: none"> <li>1. Increase availability of Freedom Programme with greater flexibility in delivery e.g. evenings, childcare, weekends</li> <li>2. Improve contact times and consider interim arrangements for women to know support is really availability</li> <li>3. How to improve partnership working and utilise skills within wider workforce</li> </ol>        |
| Outreach services   | Health services could respond better and provide an earlier intervention. Children's services need to better understand the dynamics of DA to stop institutional victim blaming.   | <ol style="list-style-type: none"> <li>1. Expansion of outreach/IDVA services</li> <li>2. Strategy to involve health partners as part of their contracts</li> <li>3. More joined up approach from all agencies including education for prevention work.</li> </ol>   |

| From your perspective, what works well in the way Surrey responds to DA?  | From your perspective are there any gaps, or things that could work better in Surrey around domestic abuse?   | Can you list three priorities you think should be considered in the next commissioning strategy for domestic abuse?   |
|---|---|---|
| That there is a service to refer to and receive advice from. Good partnership working with Your Sanctuary who allows me to visit once a month. Good attendance at TAF meetings from outreach workers. | Direct work with children needed. Greater 1-to-1 work with families/survivors of DA.  | <ol style="list-style-type: none"> <li>1. Greater resources for DA organisations to offer more 1-to-1 work with those involved with DA as well as those that have come out but need ongoing support/guidance.</li> <li>2. Greater resources for work with children affected by DA</li> </ol>  |
| we have DA champions in our area, group for children affected by DA, DA consultations with ESDAS, good joint working with ESDAS, links with refuge  | It would be good to have a regular group for mothers (victims) to attend - we are piloting a group at this time whose children are affected, however to have a regular group throughout the year would be helpful. Also any type of perpetrator service would be helpful to have locally. | <ol style="list-style-type: none"> <li>1. further resources for working with children</li> <li>2. victim support - further liaison with CS and ESDAS in working with victims if they are not yet ready to engage</li> <li>3. more on safety planning with victims so as not to re-victimise, but to ensure children (and mother) are safe perpetrator services</li> </ol> |
| Surrey wide service offer   | More consistent funding around for longer terms for the additional but important services eg. for children's services, counselling etc  | <ol style="list-style-type: none"> <li>1. Consistent service offer</li> <li>2. Group work for recovery</li> <li>3. Awareness raising</li> </ol>   |

## Discussion themes

The workshop provided an opportunity for professionals to elaborate on their responses to the snap survey when they signed up, and explore the current offer in Surrey. During the workshop five case studies were distributed around the room. Below outlines a number of themes that emerged.

### Good specialist providers in Surrey

There was an overall consensus that there is a good level of specialist provision available in Surrey. Most professionals agreed that in each case study example, there was a service available that they would be able to refer and signpost too. A number of tables discussed the Change That Lasts pilot and the additional strengths this approach will bring to the response to survivors in Surrey.

### Lack of knowledge and awareness of referral pathways

Despite the consensus that there is a good level of provision available in Surrey, many professionals felt there was not a universal awareness among professionals. There were discussions about different organisations having a different level and type of knowledge. This could lead to inconsistent referral pathways. There was some discussion around identification from professionals, with some commenting that this varied across Surrey.

### Response to perpetrators

Most professionals agreed that there was currently not a coherent response across Surrey to perpetrators of abuse. There was debate around the best way of responding to perpetrators and whether expensive perpetrator programmes was an effective provision. There was agreement that a

response to perpetrators must include accountability and robust criminal justice system measures as well as support to change behaviour.

### **The role of employers**

In a number of the case studies, the victim/survivor was employed. This is similar to the demographic in Surrey. The majority of professionals considered there to be an important role for employers in identifying domestic abuse and knowing what to do to support employees. Additionally some professionals considered the role of promoting specialist services and that working with corporations and small to medium size businesses through existing forums could be an effective promotion strategy.

### **Suggested joint commissioning priorities**

Following discussions, the workshop concluded with all professionals agreeing in groups, three priority areas for commissioners. We have categorised all priorities agreed in to themes<sup>21</sup>:

#### **Coordinated response**

1. Coordinated commissioning and a strategic vision
2. Coordinated commissioning

#### **Community support including employers**

3. Supporting specialist services and wider community (through change that lasts<sup>22</sup>)

#### **Awareness raising and training (three priorities)**

4. Awareness and training for employers and local agencies
5. Workforce development and awareness campaign

#### **Safety and support**

6. Increased outreach and Idvas
7. IRIS
8. Commissioning to prioritise safety (including no recourse to public funds, immediate safety and refuge)
9. Children and young people (preventative work around relationships and mental health, easy to access, short waiting times and early intervention for high risk groups e.g. traveller population)
10. Commissioning to be victim and survivor led not service or demand led

#### **Provision for perpetrators**

11. Perpetrator provision – which must be survivor led
12. Provision for perpetrators (including those with access to children, substance misuse and work around healthy relationships)
13. Holding perpetrators to account through the criminal justice system, consistent messaging and changing the narrative from ‘she didn’t engage’ to ‘she didn’t engage due to fear of repercussions’

#### **Information sharing and referral pathways**

14. Clarifying existing referral pathways and coordinated information sharing
15. Information sharing – to ensure information on the whole family is shared

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<sup>21</sup> Please note: the order and numbering does not reflect the order of priorities

<sup>22</sup> Although it is noted the Change That Lasts model includes many more elements and wider benefits



SafeLives  
Suite 2a  
Whitefriars  
Lewins Mead  
Bristol  
BS1 2NT  
0117 403 3220  
[www.safelives.org.uk](http://www.safelives.org.uk)

Registered Charity Number: 1106864

# Child Sexual Exploitation – Disruption

## A briefing for CHaRMM Members

### Introduction

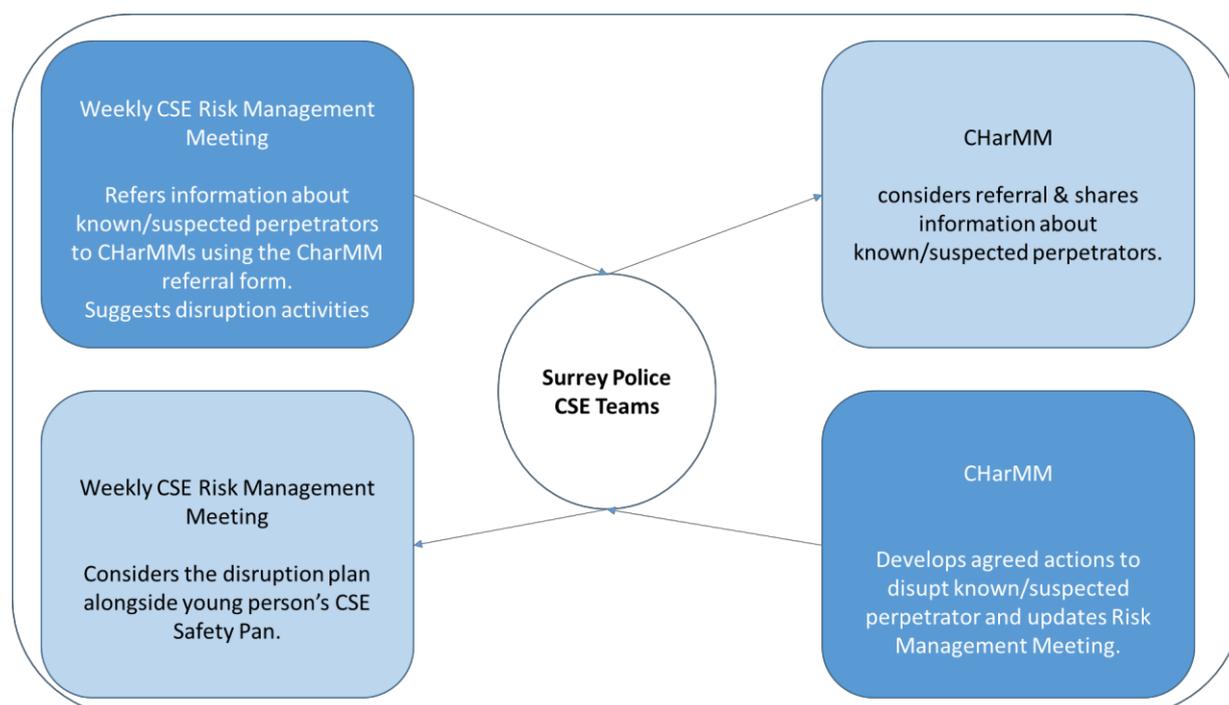
Child Sexual Exploitation (CSE) may be associated with other crimes and perpetrators could be involved in other criminal activity. In these instances there are a number of civil measures that can be used to disrupt the activities of individuals involved with CSE, alongside criminal and civil processes that directly address sexual offending and other child protection procedures.

### Addressing CSE in Surrey

CHaRMMs are a formal part of an integrated, multi-agency response to CSE in Surrey. CHaRMMs are the primary forum for taking action to address any additional anti-social behaviour of a known or suspected perpetrator of CSE.

Whilst all statutory agencies have a generic duty to safeguard victims CHaRMMs are NOT the primary forum to safeguard children. The safeguarding of children at risk of or experiencing CSE is the responsibility of the weekly CSE Risk Management Meetings, managed and chaired by Surrey County Council's Children's Social Care services. An [overview of CSE processes](#) is outlined in the Surrey Safeguarding Children Board's policy and procedures.

The table below outlines a simple process for sharing information between CHaRMMs and the CSE Risk Management Meetings.



## Powers to disrupt known/suspected perpetrators of CSE

The following powers were introduced by the Anti-Social Behaviour Crime & Policing Act 2014. They should only be considered as disruption tactics aimed at dealing with the additional anti-social behaviour (ASB) of a perpetrator (or suspected) perpetrator of child sexual exploitation and are not tools to safeguard a victim.

- The Community Protection Notice is intended to deal with particular ongoing problems of nuisance which negatively affect the community's quality of life, including graffiti, rubbish and noise. The behaviour needs to be persistent or continuing in nature, be unreasonable and have a detrimental effect on the quality of life of those in the locality. Local authorities could use this tool to disrupt incidents of CSE in a housing, or other premises based setting, (social or private), where there are repeat complaints of noise or other related nuisance resulting from parties. The 'party model' is a recognised model for the grooming of a child/or children for sexual exploitation.
- The Criminal Behaviour Order (CBO) is available on conviction for any criminal offence. The court must be satisfied that the offender has engaged in behaviour that caused, or was likely to cause, harassment, alarm or distress to any person, such as making threats of violence against others in the community, persistently being drunk and aggressive in public or causing criminal damage. The CBO prohibits certain behaviour for two years and requires the individual to address their behaviour. This order could be a useful tool in disrupting incidents of CSE, where a person in addition to their ASB, is also a perpetrator of CSE.
- ASB Injunction is a civil power which can be applied for by police and local authorities to deal with anti-social individuals, and is intended to tackle behaviours such as graffiti, drug and alcohol related ASB, noise and bullying. An injunction will prohibit certain activities, but also sets out positive requirements to address the ASB and could be used in certain circumstances to address exploitative or coercive behaviour before it escalates.
- The ASB Closure power can be used to tackle premises related nuisance or disorder that has occurred, or is likely to occur. This measure can be used by the police or local authority to disrupt child sexual exploitation. To issue a closure, the police/local authority must have reasonable grounds to believe that the premises were, or are likely to be, used for child sex offences (or behaviour related to CSE such as drug or alcohol misuse) and that closure is needed to prevent the place from being used for activities related to child sex offences.
- A Public Space Protection Order is intended to deal with behaviour that is occurring in a public area that has, or is likely to have, a detrimental effect on the local community. It could be considered to target a location at which it is suspected Child Sexual Exploitation is taking place, to reduce the likelihood of a child or young person becoming a victim there. A PSPO could be applied to a park, town centre, car park etc. to prohibit certain activities and make the area a less attractive meeting space. Prohibited activities could include:
  - gathering in groups
  - shouting
  - swearing
  - drinking alcohol
  - taking drugs, and
  - intimidating members of the public

- Through their governance and regulatory powers across a range of arenas and functions such as housing, licensing, environmental health, fire and fraud, Local Authorities already have a suite of powers and tools at their disposal which can be used to enter premises under a range of pretexts to investigate possible CSE. Information gained in this way can provide standalone intelligence and supplement information which comes directly from victims or their families.
- Local Authorities can exert pressure on perpetrators using existing housing, environmental health and licensing enforcement powers to assist the police in investigating residential properties of concern, takeaways, off-licences, convenience stores, car washes and garages. They can also assist dedicated police analysts to build a complex mosaic of the activities of perpetrators in the borough by providing information contained in existing local authority databases – “there is a lot of information there if you know where to look.”

All these tools and powers are complementary to, and not a replacement for, specific legislation available to the police to disrupt child sexual exploitation, including (but not limited to):

- Child Abduction Warning Notices, can be issued against individuals who are suspected of grooming children by stating that they have no permission to associate with the named child and that if they do so they can be arrested under the Child Abduction Act 1984 and Children Act 1989.
- Sexual Risk Order can impose restrictions on a perpetrator, such as limiting their internet use, preventing them from approaching or being alone with a named child, or restricting their travel abroad.

### Useful Links:

- [Surrey Multi-Agency Safeguarding Hub \(MASH\)](#) should be contacted if you would like to report a concern about the safety of a child, young person or an adult.
- [Surrey Safeguarding Children Board](#) is a partnership of all the different organisations working to protect children and young people across Surrey.
- [Operation Makesafe](#) is an initiative focused on ensuring that people working in the business sector are aware of the early warning signs of CSE

### For further information and guidance:

- [Reflections on child sexual exploitation, a report by Louise Casey](#) (Home Office, March 2015)
- [See me, hear me? West Midlands Metropolitan Area CSE Disruption Toolkit](#) (November 2016)
- [Child Sexual Exploitation](#) - Annexes to ‘Definition and a guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation’ (Department of Education, February 2017)

Louise Gibbins  
Community Safety Officer  
Surrey County Council  
Email: [louise.gibbins@surreycc.gov.uk](mailto:louise.gibbins@surreycc.gov.uk)

July 2017

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## Communities Select Committee

8 February 2018

### Update on the Surrey Fire and Rescue Service Integrated Risk Management Plan (IRMP) Member Reference Group.

#### Purpose of report:

To provide an update on scrutiny that has been undertaken into the Surrey Fire and Rescue Service's (SFRS) Integrated Risk Management Plan (IRMP) as conducted by Members of the Communities Select Committee. Surrey Fire and Rescue Authority published its refreshed Public Safety Plan (the SFRA IRMP) in 2016 outlining its aims and priorities over the next ten years. Following from the proposals set out in the plan the Service is reviewing its response standard and how it responds to incidents. The Service has recently commenced a trial of some new tools and initiatives designed to improve SFRS's efficiency, do it is timely that the Communities Select Committee receives an update from the Members Reference Group.

#### Introduction:

#### Surrey Fire and Rescue Service Integrated Risk Management Plan

As part of the Fire and Rescue Services Act 2004, the government produces and updates a Fire and Rescue National Framework which sets out what it expects from Fire and Rescue Authorities (FRAs). Part of this framework requires all FRAs to produce an Integrated Risk Management Plan (IRMP) which will establish how it aims to deliver its core functions to effectively prevent and mitigate the fire and rescue related risks facing their communities

1. In 2016 Surrey Fire and Rescue Authority (SFRA) published their Public Safety Plan 2016- 2025 (PSP) which describes the vision for Surrey Fire and Rescue Service (SFRS), and established a framework for its future development. This is the IRMP for Surrey. This vision remains largely unchanged; however, within a constantly changing environment both new threats and new opportunities have emerged. SFRS will now be setting out detailed plans within a new IRMP, outlining how the service will respond and adapt to these changes. SFRS Public Safety Plan 2016 – 2025 can be found at the following link:

[https://www.surreycc.gov.uk/data/assets/pdf\\_file/0005/87341/Public-Safety-Plan-2016-to-2025.pdf](https://www.surreycc.gov.uk/data/assets/pdf_file/0005/87341/Public-Safety-Plan-2016-to-2025.pdf)

#### SFRS Integrated Risk Management Plan Member Reference Group:

2. At SFRS's request, the Communities Select Committee agreed to establish a Member Reference Group (MRG) to provide Member-led support and engagement in the design and delivery of the SFRS's new IRMP. The Terms of Reference for the

MRG were agreed at the Communities Select Committee meeting on 7 September 2017 and commit the MRG to:

- a. Question/challenge officers around changes being considered and identify any further information which might be required, to ensure the new IRMP is as open and comprehensive as possible.
  - b. Provide regular findings reports to the main committee outlining the work completed at each MRG meeting, and progress on the overall project.
  - c. Suggest recommendations back to the main committee to establish further areas for formal scrutiny and focussed work for the MRG.
  - d. Lead the discussion when the draft and final IRMP is discussed by the Communities Select Committee, ensuring that other Members have a good understanding and can make informed decisions.
3. The MRG is comprised of the following Members: Saj Hussain (Chairman), Bob Gardner, Alison Griffiths and Keith Witham. Ms Rachael I. Lake also attends meetings where possible. The MRG has met twice since it was first established and this report represents its first update to the Communities Select Committee.
4. The MRG has requested updates and additional information on how SFRS intends to propose the efficiencies required to deliver an effective operating model within the allocated budget subject to consultation and agreement by Cabinet. This report provides an update on key areas that the MRG has focused on since it was established last September.

#### **Scrutinising the Initial Response Vehicle Trial**

5. Initial Response Vehicles (IRVs) are a proposal to create an innovative operating model that will enable SFRS to respond to the changing nature and type of incidents that its Service responds to. Members heard that the operational capability of IRVs could provide a range of benefits by diversifying the vehicles available to the Service, giving flexibility to respond most effectively to differing incident types. Officers highlighted that IRVs could, in tandem with intelligence-led mobilising, reduce the number of instances where too many resources were sent to an incident. The introduction of IRVs could help SFRS to achieve efficiencies by reducing the number of resource intensive mobilisations, using the IRVs to attend smaller incidents as an alternative to an orthodox fire engine.
6. Members sought further information on the progress of the IRV trial which began on 8 January 2018. The MRG was advised that the initial part of the trial was a familiarisation period enabling fire officers to get used to the new equipment. At the time of the last MRG meeting on 23 January 2018, the IRV had responded to three incidents and on all of these callouts the IRV had been accompanied by a fully crewed fire engine to ensure the safety of those attending the incident and members of the public while the operational capability of the IRV is being tested. Officers advised that the second IRV would become operational in February 2018 and that the two IRVs would be moved around different stations across the County, undertaking familiarisation sessions for operational staff, during the course of the trial period ensuring proper testing of their operational capabilities.
7. Additional detail was sought on how the purchase of the new IRVs was being funded by SFRS given the savings the service was required to make within the MTFP. Officers advised that the cost of vehicles was covered from the existing Vehicle and

Equipment Replacement Fund while training costs came from the Service's existing training budget. The MRG also heard that at least 20 uniformed staff will crew the vehicles during the trial, using a combination of day work and fire station based personnel. This approach ensures day work staff can maintain their competence, minimises the impact to crewing at fire stations and also ensures the trial is managed within the Service's financial constraints.

8. Members requested more detail on the future deployment of IRVs in Surrey following the conclusion of the trial period. They were informed that the outcomes of the trial would influence any decisions on the future use and deployment of the vehicles in Surrey although the trial may result in options for response changes. Changes to the fire cover or response standard changes would be subject to public consultation. It was agreed that the Communities Select Committee would be given the opportunity to review the outcomes of the trial and any future proposals for deploying IRVs more widely in Surrey that may arise from the pilot.

### **The Dynamic Cover Tool**

9. The MRG also reviewed the implementation of the Dynamic Cover Tool (DCT) that was also being used by SFRS to improve efficiency by assisting in the mobilisation of staff and officers in dynamic and deliberate fire cover arrangements. It also provides a real-time overview of where crewed fire appliances are located in Surrey and gives officers information on the level of risk within different parts of the County. The DCT also provides information on how moving fire appliances to different parts of the County may impact on response times.
10. More information was sought on the potential of the DCT to create further improvements and efficiencies in how fire cover was spread across the County. Officers indicated that the capacity of the DCT to forecast fire risk within Surrey would, in the future, assist the Fire and Rescue Service in placing people and assets where they are most needed. Looking towards a future of borderless fire cover arrangements, the DCT would also be able to factor in calculations on risk from the impact of fire appliances in stations outside of Surrey could have an impact on mobilisation.

### **Standard Response Review**

11. The MRG heard that a review of SFRS's response standard was planned which would involve consulting with the public on where specific types of fire response vehicles, with more flexible crewing arrangements, would be situated in the County. It was agreed that the MRG would be given the opportunity to review the options that would be put forward for public consultation once these were known. Members further suggested that SFRS officers liaise with local committees to disseminate information among residents and ensure that the message as to why the standard response review was taking place was correctly communicated. The MRG further requested that they be included in communications and publicity around the introduction of the IRVs.

12. Members asked whether it would be possible for the MRG to compare SFRS's current response standard to those of other fire authorities. Officers advised that it wasn't possible to get an accurate comparison between the response standard for differing fire authorities due to the fact that these were locally agreed and depended on a range of factors including the specific geography of the area covered by the FRA. The MRG was further advised that the time it took to respond to incidents was only one aspect and that SFRS's performance should also be judged against the suitability of the resources that was sent to respond to specific incidents, the outcomes from that incident, as well as the impact of prevention and protection work.

#### **Conclusions:**

14. Across the two MRG meetings that have been held so far, Members have been impressed by some of the genuinely innovative ideas that have been developed by SFRS officers to find the efficiencies that will enable the continued provision of safe and effective fire cover despite substantial budgetary pressures. Many of these innovations are still being tested and so their impact on the Service's budget are not yet fully understood. The MRG will also seek to understand within the scope of the Integrated Risk Management Plan future opportunities within the workforce, the impact of prevention initiatives, the changing fire safety environment, as well as the location and deployment of fire appliances.

#### **Recommendations:**

It is recommended that the Communities Select Committee:

- i. notes scrutiny that the Member Reference Group is undertaking of Surrey Fire and Rescue Authority's Integrated Risk Management Plan;
- ii. agrees a date to receive a further update from the Member Reference Group; and
- iii. proposes areas of future scrutiny by the Member Reference Group within the remit of its Terms of Reference.

#### **Next steps:**

The Sub-Group is meeting again in April 2018 and will continue to scrutinise how SFRS is adapting its operating model to provide effective fire and rescue cover within its agreed budget.

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**Report contact:** Andy Baird, Democratic Services Officer

**Contact details:** Tel: 0208 541 7609 email: [andrew.baird@surreycc.gov.uk](mailto:andrew.baird@surreycc.gov.uk)

#### **Sources/background papers:**

Surrey Fire and Rescue Service Public Safety Plan 2016 – 2025

[https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0005/87341/Public-Safety-Plan-2016-to-2025.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0005/87341/Public-Safety-Plan-2016-to-2025.pdf)

Department of Communities and Local Government Integrated Risk Management Planning  
Guidance: <https://www.gov.uk/government/collections/integrated-risk-management-planning-guidance>

**Annexes:**

None

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# Communities Select Committee – Forward Work Programme 2017/18



| Topic   | Scrutiny method | Timescale                  | Involvement of other committees | Expected outcome  |
|---|-----------------|----------------------------|---------------------------------|---|
| <b>Surrey Fire and Rescue Service Integrated Risk Management Plan</b> | Task Group      | November 2017 – March 2018 | N/A                             | <p>Surrey Fire and Rescue Service will be developing a new comprehensive Integrated Risk Management Plan (IRMP). The new plan will set out how the Service will continue to deliver efficient and effective Prevention, Protection and Response within Surrey, whilst achieving required savings within the MTFP.</p> <p>The Communities Select Committee has established a Member Reference Group to provide Member-led support and act as a critical friend in the design and delivery of the new Integrated Risk Management Plan required to help achieve the savings within the MTFP.</p> |
| <b>Surrey Fire &amp; Rescue Service Performance Reporting</b>         | Formal Report   | 7 June 2018                | N/A                             | For Members of the Community Select Committee to receive an update on how Surrey Fire & Rescue Service is delivering against its Key Performance Indicators.  |
| <b>Surrey Fire &amp; Rescue Service Strategic Planning</b>            | Formal Report   | 7 June 2018                | N/A                             | The Communities Select Committee will receive a report on how Surrey Fire & Rescue Service is delivering against key strategic priorities as outlined in the Public Safety Plan.  |
| <b>Surrey Fire &amp; Rescue Service Blue Light Collaboration</b>      | Formal Report   | 7 June 2018                | N/A                             | For the Committee to receive details on progress against the Blue Light Collaboration initiative.   |
| <b>Surrey Fire &amp; Rescue Service Inspection Preparations</b>       | Formal Report   | 7 June 2018                | N/A                             | For Members to consider preparations undertaken by Surrey Fire & Rescue Service to prepare for its inspection by HMICFRS which is expected to take place in Summer 2018.  |

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|---|---------------|-------------------|-----|--|
| <b>Surrey Fire &amp; Rescue Service Duty to Collaborate</b> | Formal Report | 8 February 2018   | N/A | To update Members of the Communities Select Committee on how Surrey Fire & Rescue Service are implementing their duty to collaborate with partner agencies   |
| <b>Prevent Strategy Surrey</b>                              | Formal Report | 13 September 2018 | N/A | Prevent is a “community safety priority” for the Surrey Community Safety Board. This “deep-dive” report will focus on and review Surrey’s Prevent strategy, as well as other preventative work in this area of community safety. The committee will make recommendations with an aim to further support community safety, and strengthen links between the council and its partners. |
| <b>Voluntary, Community and Faith Sector Resilience</b>     | Formal Report | 13 September 2018 | N/A | To review the resilience of Surrey’s Voluntary, Community and Faith Sector in light of increasing demand and growing pressure on budgets.  |
| <b>Surrey Public Sector Estate</b>                          | Formal Report | To be determined  | N/A | To review use of the public sector estate in Surrey and to consider how Surrey County Council and partner organisations’ future plan to utilise publicly owned buildings and infrastructure to support effective and efficient service delivery following the LGA and Cabinet Office’s One Public Sector Estate initiative   |

**COMMUNITIES SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED February 2018**

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Board. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

|            |                      |                    |                  |
|------------|----------------------|--------------------|------------------|
| <b>KEY</b> |                      |                    |                  |
|            | No Progress Reported | Action In Progress | Action Completed |

| Date of meeting | Ref # | Item  | Recommendations/ Actions  | To                        | Response   | Progress Check On |
|-----------------|-------|---|---|---------------------------|--|-------------------|
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | That further evaluation work takes place in relation to costing a new IT system better suited to the specific needs of a performing arts library such as the system currently in use in Nottingham  | Head of Cultural Services | Work to evaluate the possibility of replacing the Performing Arts Library IT System is being undertaken by officers and the outcome of this will be provided by officers at the Communities Select Committee meeting on 8 February 2018. |                   |
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | the Library Service carries out further analysis of the current ILL systems and propose a range of changes which would improve the financial viability of the performing arts aspect of the ILL service and also evaluate the impact of withdrawing from the system | Head of Cultural Services | Work to evaluate the possibility of leaving the Inter Library Loan System is being undertaken by officers and the outcome of this will be provided by officers at the Communities Select Committee meeting on 8 February 2018.           |                   |

|                 |       |   |   |                           |  |  |
|-----------------|-------|---|---|---------------------------|--|--|
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | the service produces and implements a range of revised pricing for SPAL services which can be implemented in shorter and longer timescale;  | Head of Cultural Services | The pricing structure has been reviewed by officers and the new pricing list will be presented by officers the Communities Select Committee meeting on 8 February 2018.  |  |
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | officers review staffing costs to secure immediate savings and to investigate the use of volunteers;  | Head of Cultural Services | A review of staffing costs in relation to the Performing Arts Library has been undertaken by officers and the outcomes of this will be presented to the Communities Select Committee at its meeting on 8 February 2018 |  |
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | establish a forum to investigate the viability of Option 2.   | Head of Cultural Services | A forum has been established with FOSPAL, Making Music and IAML which has met seven times since the Select Committee's recommendation  |  |
| 7 November 2017 | 15/17 | Surrey Performing Arts Library – Options for the Future | officers report back to the Communities Select Committee at its meeting on 8 February including up to date budget figures to highlight progress on the recommendations and to develop recommendations for the March meeting | Head of Cultural Services | A report will be considered by the Communities Select Committee at its meeting on 8 February 2018  |  |